

Frontier Nursing University - 2016 Strategic Plan

Theme for the Year - Data Driven Decision Making and Student Centeredness

Goal 1: Continue to develop new and improve current programs.

Objective	Person Responsible	Timeline for Completion	Measurable Level of Achievement	Outcomes as of March 2016	Outcomes as of June 2016	Outcomes as of September 2016	End of Year Outcomes	Decisions
Objective 1. Complete the SACSCOC required five year report. (Due March 16, 2016)	Dean, Associate Deans, Program Directors and Clinical Directors	Follow up report addressing financial aid, facilities, credit hours definition and faculty per program due March 2016.	Approval of the Fifth Year Report and QEP Plan with follow up report required.	SACS Referral report completed and sent to SACS by deadline	Received SACS response July 6, 2016. No additional report was requested.	NA	NA	Goal complete
Objective 2. Clear, positive and consistent messaging regarding the MSN + Companion DNP Program in communication to students, faculty and staff	Dean	Announcement to faculty/staff made at the February 2016 Faculty/Staff Meeting	Clear consistent message university wide	Faculty/Staff Meeting completed in January. Handouts distributed to the Clinical Bound Students since January with information about the enrollment in the Companion, programs of study and tuition.	Continued messaging at Clinical Bound, enrollment	Clean consistent messaging university wide.	Clean consistent messaging university wide.	Continue
	Dean and Marketing Director	Updated Feb 2016	Website updated with the MSN+Companion DNP program information	In progress, working with Brittney to update information	Website updated with clear, consistent messaging for all program details.	Measure completed last term	NA	Continue 2017
	Dean	Materials completed by end of winter	Marketing Materials- students and preceptor sites, include post MSN Certificate	Post MSN Certificates will be ready for approval for May Curriculum meeting. Catalog for Summer term	Post MSN Certificate POS completed approved 6/14/16 by the Administrative Team. Print marketing materials updated with program details.	PMC available on the website.	PMC available on the website. Options for completion of DNP were developed at the Annual Faculty Meeting in October. These will be offered for the Spring Term with the merger of CDNP and the PM DNP courses.	Carry over into 2017.
	Dean	By spring term	Develop training and post assessment quiz for faculty/staff. Faculty/staff will score 90% or higher on the post assessment quiz.	Training done at the Faculty/Staff Meeting not as a training video. Will reassess this measure to decide if needed and if so we will complete a video of the information.	No need to have a quiz at this time. Reevaluate knowledge and have an additional push for students to continue in the program.	AD and CC for the DNP Project Courses are doing a session every term with prospective students as they enter clinical portion of MSN program. A session has been added in PC713 that will help recruit students to stay in the DNP program.	Sessions continue for students. Enrollment in the program has increased every term, new students this term are 70. There are 82 students enrolled in the clinical courses.	Carry over into 2017.
Objective 3. Create streamlined admission process into the Companion DNP program	Director of Admissions and Student Retention & Records	Spring 2016 term (week six)	Documented seamless process for continuing into the Companion DNP measured by increasing enrollment to 50% in 2016 (?)	Process is currently manual. Preliminary discussion w/ IT about modified Status Change.	Coordinated with IT to draft initial workflow process and received verbal approval to move forward with online portal workflow and automations	Process is still manual but working adequately. A meeting with all primary CDNP stakeholders is scheduled for 9/28/16 to revisit the needs and current process. draft documentation: https://drive.google.com/open?id=1BrjEZnKpR40_aAhITmUAO-DhsGKC9aywL5jaPRse9GE	Process is still manual but working somewhat adequately. Preliminary mock-up of needs for the creation of an e-workflow with IT has been done.	Carry measure into 2017 to be implemented as an online workflow.

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Objective 4. Streamline process from MSN to PM-DNP	Director of Admissions	Spring term 2016 (week 6)	Revised, simplified Admission Process	Advisors are now handling the process. Streamline PM-DNP will be treated identical to streamline Companion DNP. Anticipate all streamlined PM-DNP to be complete by summer 2017	Students are currently following "old" process in regards to completing an enrollment application. Coordinated with IT to draft initial workflow process and received verbal approval to move forward with online portal workflow and automations	Advisors are now handling the process. Streamline PM-DNP will be treated identical to streamline Companion DNP. Anticipate all streamlined PM-DNP to be complete by summer 2017. Due to the number of affected students being small, we will not utilize time in generating new processes and web sites.	Advisors are handle the process. Streamline PM-DNP will be treated identical to streamline Companion DNP. Anticipate all streamlined PM-DNP to be complete by summer 2017. Due to the number of affected students being small, we will not utilize time in generating new processes and web sites.	With an estimated 25 streamline PM-DNP eligible students, we will not utilize time in generating new processes & websites. Anticipate all streamlined PM-DNP to be complete by Summer 2017
Objective 5. Create a formal plan to merge the the two programs; PM-DNP and Companion DNP	DNP Program Director and Dean	Spring Term 2016	Programs will merge by Spring Term 2016	Program plans completed. Plan to present to the faculty at next meeting. Program plans will be distributed to the students during upcoming advising sessions.	DNP Project and Clinical Courses Merged for the Summer term. Process will continue with the goal being that we will have the programs merged by this time next year. Plan will be developed during the summer term.	Working meeting (Dean, ADA, AC, PM DNP CCs, scheduled for September 12th. Agenda items include Final Merger Planning	Three program of study established for merged program. Decision made to combine the 1 credit project courses with the 3 credit clinical courses to decrease confusion and increase efficiency in the course. Leadership course will be combined into 3 credit course and the Health Policy course will be combined into a 2 credit course. The informatics course will be removed and the content will be threaded across the entire curriculum. This will be implemented in Spring 2017. [1]	This goal will continue into 2017. The plan is to complete the merger of all courses by the end of Winter Term 2017. All new DNP students will have the same curriculum plan starting Spring 2017.

Goal 2: Explore new educational program options that support and enhance the mission of FNU

Objective	Person Responsible	Timeline for Completion	Measurable Level of Achievement	Outcomes as of March 2016	Outcomes as of June 2016	Outcomes of September 2016	End of Year Outcomes	Decisions
Objective 1. Develop the curriculum plan for the psychiatric mental health program (courses, credits and course descriptions).	Dean, Program Director for Psych Mental Health	End of February	Final Curriculum Plan voted and approved by Faculty	Draft completed 3/11/16; minor revisions expected.	Approved by CC in May	Curriculum plan approved by CC. Courses being written now and first course (MH701) is being reviewed by peer reviewers now.	Program of study (POS) completed for first PGC students that started in Jan. 2017. POS will be developed for MSN PMHNP students for Jan. 2018 start date.	Continue 2017
Objective 2. Develop licensure and accreditation plan for the psychiatric mental health program.	President	End of April	Program accredited by ACEN and licensed by KY Council on Postsecondary Education	In process	ACEN document submitted, set to be reviewed in July . Approval received from KCHE, SACS notified	Approval obtained from ACEN for PMHNP program. Site visit will be one with scheduled site visit in Oct. 2017.	Site visit scheduled for October 8-10, 2017	Continue 2017

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Objective 3. Develop all new courses for the psychiatric mental health program (possibly 6-7 new specialty courses)	Program Director for Psych Mental Health	End of September	All courses developed and approved by Curriculum Committee by Sept 30, 2016	Will begin once Goal 2; Objective One Completed	Course development timeline initiated with 12/2016 completion	Courses being developed according to timeline. Course review timeline also in place.	Course done except MH 704, MH 706, and CB and Clinical Courses.	Continue 2017
Objective 4. Develop and launch the marketing plan for the psychiatric mental health program.	Marketing Director and Program Director for Psych Mental Health	January or end of May depending on accreditation/licensure	Marketing initiatives launched	To be scheduled	Website developed by Brittney Edwards. Marketing plan in progress.	Mailer and advertisements specific to PMHNP developed. Expansion of lead generation efforts and social media postings.	First class 22/25 Second class 18/25, total PMHNP inquiries for 2016 from July-Dec is 645.	Continue 2017
Objective 5. In collaboration with The Faculty of Nursing Science of the Episcopal University of Haiti (FSIL), develop and launch the Haitian CNM program.	President and Faculty member (Amy Marowitz)	End of Summer	Curriculum developed for the FSIL School of Nursing in Haiti	Faculty member assigned at .5 FTE to develop curriculum. Development in progress.	First course is complete and out for review.	Second course complete.	Curriculum plan is complete. Development of individual courses will be continuous through 2017.	Continue 2017.
	President and Faculty member (Amy Marowitz)	September	Admit first class in late September	Meeting between FSIL representatives and FNU monthly.	Grant received by FSIL to fund program development. FNU will receive a portion of the funds. Plan revised to admit first class in January.	Presented to HNF board. Face to face meeting with members of HNF and FSIL.	Plans in place to admit first class to FSIL in March 2017. Initial interviews of 10 students completed 1/ 12-13.	Continue to collaborate with FSIL to work on program details.

Goal 3: Create a diverse environment that promotes and enriches the opportunity for all persons to succeed.

Objective	Person Responsible	Timeline for Completion	Measurable Level of Achievement	Outcomes as of March 2016	Outcomes as of June 2016	Outcomes of September 2016	End of Year Outcomes	Decisions
Objective 1. Increase the percentage of students, faculty and staff from underrepresented groups.	President, Dean, Director of Student Retention & Records and Diversity and Inclusion Committee	End of Year	Increase the percentage of students from underrepresented groups to 25%.	Exhibited at Minority Health Conference in Feb. 2016 in North Carolina. 17 completed inquiry forms, 10 additional inquiries picked up but not returned.	https://docs.google.com/document/d/1rgMwief2iMtckGjPvG6A0KYgGTsp_TNqm_MJZcc128/edit?ts=57844bae	Diversity & Inclusion Committee has established a subcommittee to focus on student experience. Nena Harris is chairing that subcommittee.	17.2% of the degree seeking students in 2016 disclosed an ethnicity other than white (2297 total degree seeking served, 395 disclosed as non-white)	Continue in 2017
	President, Dean, COO and Diversity and Inclusion Committee	End of Year	Increase the percentage of faculty and staff from underrepresented groups to a 20% minimum.	Unchanged	Unchanged, will develop formal plan to address recruiting underrepresented groups when hiring.	Diversity & Inclusion Committee has established a subcommittee to focus on employee workforce. Diane John is chairing that subcommittee.	21.38% of the entering cohorts in 2016 disclosed as non-white (192 students out of 898 new admits)	Continue in 2017
Objective 2. Attract and develop a diverse Board of Directors and Administration.	President, Dean, COO	End of Fall	Add at least one underrepresented board members to the BOD number of diversified Board of Directors. As positions in administration become available seek to add diversity to this group.	May Wykle interviewed by Nominating Committee.	May Wykle appointed to BOD June, 2016		We did add one member to the BOD who is African American.	Continue to recruit with a goal of at least 20% minority representation on BOD.

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Objective 3. Revise the FNU mission statement to reflect the goal of educating a diverse nursing workforce.	President Mission and Philosophy Committee	Revised mission statement approved by faculty, staff and Mission and Philosophy Committee by end	Develop a new mission statement using the suggestions from the 2015 and 2016 SP workgroups. Obtain approval from faculty, staff and Mission and Philosophy Committee. Obtain approval from SACS and ACEN.	Mission and Philosophy Committee in progress, due to present to community in October 2016.			Language has been proposed by the Mission and Philosophy Committee. Will be reviewed by the Admin Team, the Strategic Planning Committee and the BOD in 2017.	Carry goal into 2017.
Objective 4. Identify and implement diversity education for all FNU community (Staff, faculty, students, employees).	President and COO; Leadership Team	Identify the training in the first 6 months of the year and implement in the last six months	All members of the FNU community complete a Diversity and Inclusiveness continuing education program that is FNU approved.	Drafted subcommittees and subcommittee objectives. One of the five subcommittees will focus on Workforce.	Consult with the Diversity and Inclusion Committee to identify and plan training	Sub-Group of the Diversity & Inclusion Committee developed to focus on current Environment, includes training.	Objectives for subgroup in development and will include training for Frontier community.	Carry goal into 2017.

Goal 4: Students - Increase the retention rate to 85% or greater across all programs.

Objective	Person Responsible	Timeline for Completion	Measurable Level of Achievement	Outcomes as of March 2016	Outcomes as of June 2016	Outcomes of September 2016	End of Year Outcomes	Decisions
Objective 1: Analyze the reasons students withdraw.	Associate Deans (Tonya & Lisa), Director of Student Retention & Records	winter term, February 2016	Implement course withdrawal survey.	- Fall 2015 and Winter 2016- ADs have worked with IT to develop a report on student from the new curriculum who have withdrawn using demographics as well as subjective data collected by ADs- 3.16.16- sub group of retention committee met to develop root cause analysis process to target program withdrawals from new curriculum students	Root/Cause analysis group formed and meeting to investigate and analyze withdrawal case studies. Workgroup has compiled data on a random sample of new curriculum students withdrawing from 2014-2016.	Root Cause Analysis workgroup continues to meet. Program withdrawal form in use and ADs meet with students at the point of withdrawal to gather additional data for the withdrawal form and/or to discuss other options. Standing report is being created by IT to identify all current students with multiple course withdrawals. Housed under Professional Advisor Reports and is titled, "Cumulative Withdrawal Count for Current Students"	Root Cause Analysis workgroup continues to meet and investigate trends and causes of university withdrawal. Course withdrawal status change form now consistently being used for all students requesting withdrawal from the university.	Continue to use withdrawal status change form for all students. Plan to review trends in responses collected thus far after Winter term 2017.
	Associate Deans (Tonya & Lisa), Director of Student Retention & Records	start of spring term, April 2016	Improve and implement the Status Change process for institutional withdrawal.	- IT and Director of Student Retention and Records working on process and official form for withdrawal that will integrate student initiation and AD input based upon personal communications with student and faculty	FNU withdrawal status change form was live as of May 2016. New procedures announced to all faculty and staff on June 1 by Abby Hollander.	Outcome was completed in June	Outcome was completed in June	Completed
	Associate Deans (Tonya & Lisa) w/ Faculty Mentor Teams	end of spring term, April 2016	Survey faculty, staff and students to identify characteristics of "at-risk" students. Complete a literature search regarding at risk graduate nursing students.	- survey under construction utilizing at risk characteristics identified by faculty mentor teams; slated to be distributed 4/2016 lit review underway- librarians are assisting with literature identification	- survey administered; results shared with faculty and advising unit	At risk characteristics identified in survey will be compared with data collected on withdrawal forms now being used and with root/cause analysis work. Literature search underway.	Literature search underway with identification of trends in literature being compared with at risk characteristics identified by survey respondents.	Comparison of at risk characteristics as identified by survey respondents and responses from student withdrawal forms will be completed after Spring term 2017 (one year data as of May 2017).

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Objective 2: Explore methods for identifying "at-risk" students.	Director of Student Retention & Records and IT	end of fall 2016, December 2016	Identify available technology to support interventions.	Met with Hobson's "Starfish" retention software on 3/10. Circulated Starfish materials to Retention Committee.	Held demo of Hobson's Starfish and AspireEDU's Dropout Detective & Instructor Insights for Retention Committee, Admin Team, and Advising. Collected feedback from participants.	Purchased AspireEDU software Dropout Detective & Instruction Insights. Tech integration completed in August. Plan for integration into university operations is being developed.	Retention software purchased and piloted. Will be launched to all of campus in winter term 2017, expectation for complete adoption by all faculty by the start of spring term 2017.	Implementation of retention software will be carried over into 2017.
	Associate Deans (Tonya & Lisa) w/ Faculty Mentor Teams	end of fall 2016, December 2016	Develop intervention strategy for at-risk students.	- Winter term- teams developed initial intervention strategies for their specific coursework. Interventions to be implemented in Spring term.	Faculty mentor teams implementing interventions.	Faculty mentor teams continue to work on interventions and have reported on their work. https://docs.google.com/document/d/19se-ic9jol7Sx-TVABzidxDX5pdSW-2cJOy4Xa8eXKU/edit?ts=57a9e2b1	Clinical Mgmt FNP and Midwifery/WHNP mentor teams are piloting dropout detective for possible uses to identify and monitor at risk students	Faculty mentor teams will continue with their work and plan for integration of Dropout Detective for 2017
Objective 3: Examine the onboarding/orienting of new students.	Dean, Associate Deans (Tonya & Lisa), Director of Student Retention & Records	start of fall 2016, October 2016	Audit the content of BT101 in relationship with content delivered at Frontier Bound.	Student Services reviewed all orientation content (web, portal, canvas, in-person) to identify Learning Objectives met. Meeting scheduled for April with Dean, ADs, PDs, CDs. https://drive.google.com/open?id=1Cu7ez06zJVuUx1Nx24qq8YeX4dBQvw0I2HT2CbW8cqE	Created new content for Pre-Bound pages. Content will be migrated to live BT101 course in July. Transitioned the facilitation of BT101 from Instructional Design to Advising.	Content of new Pre-Bound hasn't yet been migrated. Will be by beginning of fall term.	Audit of orientation learning objectives completed. Very few content edits to BT101, no content edits to BT202. Pre-Bound content migrated to BT101. BT101 facilitation done by Advising instead of Instructional Designer as of spring 2016.	Carry goal into 2017 - content in BT101/202 needs an overall revamp. Audit of learning objectives was completed but not acted on: https://drive.google.com/open?id=1Cu7ez06zJVuUx1Nx24qq8YeX4dBQvw0I2HT2CbW8cqE Additionally, need to determine the most effective method for facilitating these courses. Consider faculty involvement in facilitating BT202.

Goal 5: Foster a productive, inclusive, creative, and positive university environment for all constituents.

Objective	Person	Timeline for Completion	Measurable Level of Achievement	Outcomes as of March 2016	Outcomes as of June 2016	Outcomes of September 2016	End of Year Outcomes	Decisions
Objective 1. Complete implementation of the Shared Governance initiative.	President and Dean in collaboration with Shared Governance Committee	Shared Gov Initiative vote by faculty/staff by June 1 and launched by July 2016.	Community educated regarding program. Faculty, Staff and Board approves plan. Committees formed and launched. Post implementation survey reveals statistically significant increase in shared governance scores within 6 months of implementation. Staff and faculty surveys demonstrate statistically significant increases in communication channel satisfaction within 6 months of implementation.	Leaders of shared governance group met with the Academic Affairs Committee of the BOD.	Shared Governance met with Academic Affairs Committee of the BOD, revisions made to proposal based on feedback from BOD>	Shared governance presented at the August faculty meeting. Focus groups done to answer questions regarding the proposed model and bylaws. Faculty and Staff Meeting in September, presentation done to discuss revisions that were done based on the feedback from the groups.	Shared Governance model and bylaws approved by faculty and staff. Committees worked on edits to functions and membership. Needs for committee members gathered and faculty/staff asked to volunteer for open slots. Ballot sent to faculty/staff to fill open committee slots. On track for structure to begin in January 2017.	Fully implement shared governance in 2017. Develop and implement evaluation plan.

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Objective 2. Assure effective communication patterns across the University.	President Leadership Committee	7/1/2016	Leadership Committee researches organizational communication strategies. Identifies a minimum of 4 strategies to implement and evaluate.	How do we measure these patterns, discuss at the Leadership team.	SG Committee has developed a process to improve communication. This will be presented to BOD in July and Faculty/Staff in August. Leadership Committee committed to taking back information to stakeholders.	SG Committee presented plan to faculty/staff in early August and then held smaller meetings for staff/faculty to comment and provide feedback. Final plan presented in September to all Faculty/Staff. The voting for the new SG model will be in October 5-16.	Shared Governance Model includes new communication plan	Fully implement shared governance in 2017. Evaluate impact on community wide communication.
	Chief Operations Officer and Dean	end of summer 2016, September 2016	Establish training to improve professionalism and standardization of "customer" service for all faculty and staff.	Two customer-service webinars purchased and made available to all faculty and staff. Members of the Leadership Team reported that the trainings offered minimal useful information.	5 Star Training session done for the Leadership Team	Subcommittee of the Leadership Team developed to research customer service models to best fit Frontier's needs.	Work-group of Leadership Team chose to revitalize the Culture of Caring.	The Customer Service Work-group will develop a plan for the launch and ongoing inclusion of the Culture of Caring at FNU. Continue in 2017

Goal 6: Provide faculty development opportunities designed to assure success in their roles as teacher, practitioner and scholar.

Objective	Person Responsible	Timeline for Completion	Measurable Level of Achievement	Outcomes as of March 2016	Outcomes as of June 2016	Outcomes of September 2016	End of Year Outcomes	Decisions
Objective 1. Build resource base for Center for Innovative Teaching and Learning (CITL), including funding and stakeholder team.	Associate Dean of Academic Affairs, Dean and Instructional Designer	3/1/2016	Hire instructional designer to join overall FNU ID team (job description will emphasize innovation-specific skills)	Interviewing candidates now.	Made offer to ID candidate 6/17/16. If she accepts, will begin early July.	New instructional designer in place since early July.	Instructional Design team in place.	Continue to develop structure to maximize use of skills of each member of ID team.
	Associate Dean of Academic Affairs and Instructional Designer	2/15/2016	Convene a CITL Steering Committee for planning that represents all stakeholders (instructional design, IT, library, academic and clinical faculty, Ed Tech committee, WN Committee, advising staff).	Will do this after organizational structure for Innov. Ctr finalized	Planning to develop first CITL project (online sims for clinical) and then build team around that project. Developing plan in June and will present to president and to dean.	Online simulations launch plan being developed. Will have launch sessions at FM (led by Sue, including visioning exercises)	Held online simulations visioning session at Faculty Meeting. Analysis of discussions not yet completed. Formal advisory board of steering committee not yet formed.	Need to formalize membership and structure of stakeholders group, analyze discussions from FM visioning session, and plan first official Innovation Center project in 2017: an organized, well-developed system of online simulations across the curriculum.
	Associate Dean of Academic Affairs and Director of Development	Initial budget 2/1/16 then refinement later in 2016	Develop budget	Not done yet.	Not done yet.	Not done yet. Anne has discussed budget issues with Julie and Sue but nothing finalized yet.	Not done yet. Anne has discussed budget issues with Julie and Sue but nothing finalized yet.	Need to develop process for requesting funds for innovations in courses in 2017.
	Associate Dean of Academic Affairs	Throughout year	Continue to seek funding (when we have details about CITL, can submit additional grant applications) - Josiah Macy Jr. Foundation, Helene Fuld Health Trust	Macy Scholar application submitted in Feb,	Not selected for Macy program. Will continue to seek funding, in collaboration with development staff.	Meeting every 2 weeks with grant team and other stakeholders to discuss possibility of other grants.	Working with grant team, several faculty, and instructional designers to develop grant application for an AHRQ research grant due in early 2017.	Submit application for AHRQ grant and any other grant applications as appropriate in 2017.
	CITL Steering Committee	4/1/2016	Evaluate existing educational/technology work in progress (e.g. Wide Neighborhoods Committee, Educational Technology Committee) to unify and centralize resources	Anne has met with WN and Ed Tech committee chairs. Plan to dissolve WN and incorporate their work products. Ed Tech will be part of Innov. Ctr steering committee	Will assess in conjunction with first CITL project.	Instructional designers and Ed Tech Committee facilitated development of a map of existing educational technologies in use now. Map complete now. In process of analyzing and determining best ways to share ideas and enhance use of technology in all courses.	Technology, Modality, and Innovative Approaches Survey completed and available to all faculty. Link to survey here, best viewed on "sorted by course" tab.	In 2017, continue analysis of technology map including additional ways to disseminate best practices and innovative ideas across the curriculum. Enhance systematic processes for evaluating effects of these innovative approaches.

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	Instructional Designers	8/1/2016	Review all courses for innovative modalities in use and potential for addition of innovative modalities	Not done yet.	Not done yet. Will start when new ID is hired.	See above.	Using Technology, Modality, and Innovative Approaches Survey, Instructional Designers identified courses that could benefit from approaches taken in other courses. Met with course coordinators to discuss implementation. IDs and AD/AA also used this information to recommend courses to present course tours and Learning Activity Showcases at Curriculum Committee meetings to disseminate ideas. IDs and AD/AA used this information to create list of Faculty Meeting session offerings e.g. Exam/Assignment Wrappers, Simulations using Google Forms, Critical Thinking, Engaging Videos, and others. Link to map here.	In 2017, continue analysis of technology map including additional ways to disseminate best practices and innovative ideas across the curriculum. Enhance systematic processes for evaluating effects of these innovative approaches.
Objective 2. Conduct needs assessment to identify existing institutional-level, course-level, and faculty-level strengths and needs for innovative modalities	Associate Dean of Academic Affairs and Instructional Designers	April/May 2016	Assess all faculty for knowledge level with pedagogy and educational technology (incorporate in process for faculty to self identify goals)	Not done yet.	Not done yet. Will start when new ID is hired.	Not done yet. Will make plan after FM.	Course assignments map completed. IDs and AD/AA reviewed to determine patterns and specific details of teaching and learning activities across the curriculum as well as faculty knowledge of pedagogy and innovative approaches. Course coordinators now required to record changes in assignments and other course elements that do not require a Curriculum Committee vote. This will provide greater transparency and feedback loops about areas that require faculty development.	Beginning in January 2017, will discuss these recorded course changes during Curriculum Committee each month to enhance awareness of best practices and innovation among faculty.

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	Associate Dean of Academic Affairs and Instructional Designers	April/May 2016	Assess all faculty for interest in pedagogy and educational technology faculty development (incorporate in process for faculty to self identify goals)	Not done yet.	Not done yet. Will start when new ID is hired.	Not done yet. Will make plan after FM.	All faculty stated development goals related to teaching and learning at their annual and mid-year reviews with departmental AD. Results aggregated and shared with AD/AA in January 2017. Course coordinators now working on Course Alignment and Student Time Assessment tools to self-assess courses. IDs and AD/AA reviewing each as they are completed to identify course design and teaching and learning areas to strengthen. (All course coordinators required to complete Course Alignment and Student Time Tool by the end of Winter term 2017)	Need to analyze faculty responses of faculty development needs to plan offerings. Will ensure all course coordinators complete Course Alignment and Student Time Tools and analyze results in 2017.

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Objective 3. Develop roadmap for first major CITL project (e.g. initial clinical skills mastery via online sims)	Associate Dean of Academic Affairs, Instructional Designers (with input from RCFs, Clinical Directors, and preceptors)	After Oct. 2016 Faculty Meeting	Develop specific list of foundational clinical skills that could be done via online sims; map to different types of online sims that could meet those competencies	Not done yet.	Planning to develop first CITL project (online sims for clinical) and then build team around that project. Developing plan in June and will present to president and to dean.	Not done yet. Carried out some exploration of where in curriculum we should start with online simulations. After discussions, it appears that starting with certain didactic courses with goal of making students better-prepared for clinical is best plan (rather than placing simulations in clinical courses.) Will make plan after FM.	<p>Online simulations in place in NM701, NM705, and PC706. Faculty in those courses presented at Faculty Meeting. To expand the scope of online simulations across the curriculum, the new instructional designer, in collaboration with the AD/AA, has developed an extensive archive of simulations materials on a wide variety of clinical topics including but not limited to standardized patient scripts and unfolding case studies. She has gathered evaluations of existing online simulation systems, programs, and platforms. She is organizing trials for faculty to explore and pilot online simulation programs. To meet specific faculty requests for learning activities, she has researched and procured educational technology materials to present to faculty for their assessment of suitability for their courses. She has developed relationships with national organizations to explore the possibility of partnerships and to gain knowledge to propose resources to faculty.</p> <p>We have not yet accessed aggregated data about clinical students' areas of strengths and weaknesses. We need this to systematically select certain didactic courses and student knowledge/skill areas that need more reinforcement via online simulations.</p>	<p>Continue to provide guidance to instructional designers about online simulation resources to provide to faculty.</p> <p>In 2017, we need to develop method of aggregating MDAT data. Also need to consider surveying preceptors about areas they believe need reinforcement prior to clinical.</p>

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Goal 7: Ensure the effective use of administrative and technical systems to improve service.

Objective	Person Responsible	Timeline for Completion	Measurable Level of Achievement	Outcomes as of March 2016	Outcomes as of June 2016	Outcomes of September 2016	End of Year Outcomes	Decisions
Objective 1. Improve reporting and delivery of data from PowerCampus, Canvas, and other university systems.	Director of IT, COO and Assess Coord	Beginning of Summer Term	Development and approval of job description for data analysis/governance position. Recruit and hire	Position included in 16-17 budget being proposed to FNU Board of Directors.	Job description is progress	Position posted, interviews in process.	April Tabor hired and will start Jan 3, 2017.	Position filled no need to continue measure on 2017 SP plan.
	Data Analytics Position	Fall Term	Annual Reporting, Term based Reporting and AdHoc Reporting					
	Director of IT, Director of Enr Mgmt and FA, Director of Student Retention and Academic Records	Spring term	PowerCampus Training for key users	Ellucian postponed Student Records, Enrollment Management and FA training.	Rescheduled for September	Held PC training of Academic and Admissions Records in Sept. '16. Registrar unit, Advising, Billing, Admissions, Financial Aid were present. PowerCampus Training Complete. Recommendations for usage improvements to be delivered to FNU for consideration	Established additional final recommendations for institution data / record clean-up to improve Admissions team data tracking of applicant transfer records	Currently engaging with Ellucian to perform Institution data / record clean-up in Q1 2017
	Director of IT, Director of Enr Mgmt and FA, Director of Student Retention and Academic Records	Fall term	Gap Analysis of PowerCampus	Focused on training, delayed , once training completed gap analysis will be completed	On hold for training	Initial questionnaire drafted to follow-up with Powercampus user now that training is completed	Engaged independent consulting organization to provide guidance and roadmap planning for understanding the complexity of an institutional system change	Once recommendations are presented and socialize, FNU will then determine next steps and timeline for Powercampus system replacement
Objective 2. Establish Regional Clinical Faculty and Clinical Credentialing portal tools and workflows for management of Clinics, drive Preceptor engagement, and managing student learning experience	Director of IT, Director of Clinical Credentialing and Clinical Directors	Spring Term	Develop workgroup to include stakeholders and focus groups	Visioning outcome document completed, RCF workload processes will be a focus, plan is to include several other RCFs in the review and planning	na	Students have My Clinical Plan access articulating all items relative to their individual clinical plan. Clinical Credentialing have tools to manage sites, students, preceptors, and clinical rotations. RCFs have ability to manage students. Clinical Directors have tools to manage Bounds (CB), student assignments to RCFs and Bounds. System automation is complete handling Credentialing email notifications to students CC RCFs, Advisors, and Coordinators. Next step for October will be the Site and Preceptor Evaluation forms for RCFs to submit.	Clinical Database has been rolled out and is in use by RCFs and other pertinent FNU Departments. The site and preceptor evaluation forms have been developed in the new database and exclusive use began 12.1.16	Continued focus on developing tools and workflows as processes are upgraded to electronic forms and documents
	Workgroup	Fall Term	Setup Clinic contract management database and supporting workflows	NA	Scoped and established Phase 1 (initiated June 15) of Clinical systems creation within FNU Banyan Tree Portal covering Clinical Sites, Preceptors, RCFs, and managing student assignment to clinicals by Clinical Credentialing	Clinical Credentialing have the tools to manage Clinical Site Contracts. Site Contracts are viewable by RCFs and the Students assigned to a site as part of the Student's Clinical Plan. This item is complete and delivered.	Clinical contract database complete	Complete

Frontier Nursing University - 2016 Strategic Plan

Theme for the Year - Data Driven Decision Making and Student Centeredness

Goal 1: Continue to develop new and improve current programs.

Objective	Person Responsible	Timeline for Completion	Measurable Level of Achievement	Outcomes as of March 2016	Outcomes as of June 2016	Outcomes as of September 2016	End of Year Outcomes	Decisions
	Workgroup	Fall Term	Preceptor relationship management and supporting workflows with payment processing	NA	Once Phase 1 of Clinical management is complete the team can then initiate future workflows covering clinical evaluations and preceptor / clinical payments. Forecasting this work to initiate Fall term 2016	Preceptor relationship to student and site is complete with the next step to focus on site and preceptor evaluations in October which will lay the foundation for the Preceptor Payment Workflows	Preceptor evaluations in progress	Preceptor payment workflows to be complete in 2018
Objective 3. Develop plan and execute the launch of new external university website.	Marketing Committee	Winter term	RFP approval	Complete 1/8/16	NA	NA	NA	Complete
	Director of Marketing and Communications	Winter term	RFP sent to vendors	1/26/2016	NA	NA	NA	Complete
	Marketing Committee	Spring term	Selection of vendor for new site	Up & Up contract signed 4/15/16	NA	NA	Contract with Up&Up terminated. RFP sent to Balance Creative and DuoConsulting and proposals received 12/5. Presentations scheduled for first week of Jan 2017. Website work group to select new vendor in Jan.	Continue in 2017
	Marketing Committee	Fall term	Development of new site and launch	Up & Up engaged on 4/15/16	Firm conducted research included focus groups and investigation of use of current website. Up & Up presenting results of research to Mkt Com, 6/30/16	Completed Phase 1: Discovery and Research and began Phase 2: Design and Development in August. Initial copywriting and design presented to marketing committee for two core template pages. Project brief and Creative brief finalized in Sept. Presentation of revised copywriting and design scheduled for 10/25/16. Site navigation plan, photography and video plan established.	Contract with Up&Up terminated. New vendor will be selected in Jan. All results and findings from Phase 1: Discovery will be used for design and development with new agency. Copywriting and design will start new with selected agency.	Continue in 2017

Goal 8: Continuously improve and maintain facilities to meet the needs of students, faculty and staff.

Objective	Person Responsible	Timeline for Completion	Measurable Level of Achievement	Outcomes as of March 2016	Outcomes as of June 2016	Outcomes of September 2016	End of Year Outcomes	Decisions
Objective 1. Continue to assess and improve current facilities to meet student, faculty and staff needs.	VP of Finance, COO	12/31/2015	Surveys of staff, faculty students indicate satisfaction with facilities. Items noted as unsatisfactory are addressed.	Facilities sections of students surveys are evaluated and problem areas addressed as they arise. Facilities sections of faculty and staff satisfaction surveys addressed annually.	May & June FB survey results: 87.18% and 73.24% Satisfied and Very Satisfied with Sleeping Arrangements. 94.81% and 97.22% Satisfied and Very Satisfied with Cleanliness of Facilities	August FB (2) survey results: 82.5% and 86.84% Satisfied and Very Satisfied with Sleeping Arrangements. 95.15% and 86.84% Satisfied and Very Satisfied with Cleanliness of Facilities. Faculty & Staff surveys not yet complete for 2016	2016 student survey results: 83.15 Satisfied and Very Satisfied with Sleeping Arrangements. 91.93% Satisfied and Very Satisfied with Cleanliness of Facilities. 91.3% Satisfied and Very Satisfied with Classrooms. Faculty & Staff surveys not yet complete for 2016	Continue Goal in 2018

Frontier Nursing University - 2016 Strategic Plan

Theme for the Year - Data Driven Decision Making and Student Centeredness

Goal 1: Continue to develop new and improve current programs.

Objective	Person Responsible	Timeline for Completion	Measurable Level of Achievement	Outcomes as of March 2016	Outcomes as of June 2016	Outcomes as of September 2016	End of Year Outcomes	Decisions
Objective 2 Maintain historic integrity of the Big House (historic landmark) and buildings located on registry of historic buildings while striving to improve function related to usage.	VP of Finance, COO	Ongoing	Buildings maintain their historic look while remaining functional.	Michael Claussen, Development Officer who oversees B&B operations added to Facilities Committee.	Facilities committee meets quarterly and ensures all renovations and projects at Wendover maintain the historic integrity of the property.	Historic Preservation Committee. Wendover Advisory Committee formed. First meeting held in September 2016.	Wendover Advisory Committee will be used as a resource to maintain the historic integrity of the Big House	Goal being revised to focus on future master planning for Wendover.
Objective 3. Continue to seek facility options to meet university needs.	President, VP of Finance , COO	New space for Lexington Office and potentially Clinical Bounds identified by December 2016	Needs assessment completed by May 2016	Versailles property under contract to purchase, Lexington Office move scheduled for sometime March-Sept 2017	RFP being submitted for master site plan.	Site Master Planners selected, currently scheduling focus groups.	Site planning to be complete in March/April 2017.	New Goal in 2017 to continue development and planning of Versailles campus.

Goal 9: Develop and implement programs designed to secure resources to support programs and operations.

Objective	Person Responsible	Timeline for Completion	Measurable Level of Achievement	Outcomes as of March 2016	Outcomes as of June 2016	Outcomes of September 2016	End of Year Outcomes	Decisions
Objective 1. Grow the annual fund to \$3M in 2016.	Development Team	Annual	Total dollars raised equals \$3M or more.	Giving 112,704 as of 3/31/16	\$369,699 received as of 6/10/16	\$553,030 received as of 9/22/16	\$1,592,939 total raised in 2016 - 7% increase in individual giving	Focus more on major gifts
Objective 2. Receive \$1M of donations towards the FNU Endowment	Development Team	Annual	Total dollars raised to endowment funds equals to \$1M or more	Giving to endowment 87,502 as of 3/31/16		\$246,147 deposited into the endowment accounts	\$291,797 restricted donations to the endowment	Continue raising funds for endowed scholarships
Objective 3. Develop a comprehensive alumni relations program designed to engage graduates in giving, recruiting, precepting, and collaborating with one another.	Associate Director of Development	Annual	20% increase in donations from alumni, 15% increase in alumni precepting	Giving 14,025 as of 3/31/16	Events held: KCNPNM, ACNM, AANP, Communications: Alumni magazine, monthly enews, Mother's Day Campaign - Giving \$28,246 as of June	Giving from alumni as of 9/22/16 is \$49,792, Homecoming scheduled with nearly 40 registrants, AABC reception hosted, first free online CE scheduled	Alumni giving \$85,789 for 2016, up 33% from last year	Continue with all alumni programs, introduce Wide Neighborhoods program in 2017
Objective 4. Offer Courier Internship Program as a summer internship program in service learning with a focus on serving rural and underserved communities.	Courier Program Coordinator	Summer 2016	8 Couriers complete program	5 men and 2 women will be coming in June 2016, also applied for a Vista volunteer to help with the program.	Recruiting for VISTA, Courier Bound held and couriers are in service	Couriers completed service, VISTA volunteer hired, Kiersten White	Couriers completed service, VISTA volunteer hired, Kiersten White	Accept 7-9 Couriers for summer 2017
Objective 5. Secure private and federal grant funding to support scholarships, programs, facilities, and special projects.	Grants Management Officer	Annual	Federal funding of \$1M, Private grant funding increase by 20%	5 grant proposals submitted	HRSA NWD - not funded, awaiting results on other HRSA grants, Foundation for a Healthy KY funded, Cralle Foundation funded, Haggin Trust funded, Hearst and RGK declined	AENT funded for \$350,000, Private grants total as of 9/22/16 \$159,660	Federal funding - \$499,871, Private grant funding \$242, 119 - Federal funding down 50%, private grant funding decreased 5%	Continue with all federal applications, seek new opportunities for private grant funding
Objective 6. Preserve, celebrate, and share the history of Frontier Nursing Service through operation of the Wendover Bed & Breakfast Inn.	Development Officer	Annual	Guests increase by 20%	Lodging through 3/31 = 111	Lodging through 6/1 = 130 guests, Meals and tours through 6/1 = 1,108 guests	Guest count for Lodging from Jan 1 to October 1-236 guests Guest Count for Meals/Tours from Jan 1 to October 1-1,895 guests Total Guest Count for Meals/Tours/Lodging from Jan 1 to October 2,061 guests	Total guests 2016: 735, Guest count for meals: 1,969, Tour groups: 42	Implement recommendations of the Wendover Advisory Committee, develop long term plan for Wendover

Goal 10: Develop a long-range financial plan to support the strategic planning process.

Objective	Person Responsible	Timeline for Completion	Measurable Level of Achievement	Outcomes as of March 2016	Outcomes as of June 2016	Outcomes of September 2016	End of Year Outcomes	Decisions
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Frontier Nursing University - 2016 Strategic Plan

Theme for the Year - Data Driven Decision Making and Student Centeredness

Goal 1: Continue to develop new and improve current programs.

Objective	Person Responsible	Timeline for Completion	Measurable Level of Achievement	Outcomes as of March 2016	Outcomes as of June 2016	Outcomes as of September 2016	End of Year Outcomes	Decisions
Objective 1. Transition the Long-range Financial Forecast to be the foundation of budgets and capital plans.	VP of Finance	April 2016	Detailed long-range capital plan linked with the budget and the long-range forecast.	Done, in conjunction with the planning for the new facility purchase.	Done, in conjunction with the planning for the new facility purchase.	Done, in conjunction with the planning for the new facility purchase.	Done, in conjunction with the planning for the new facility purchase.	On-going. Need site master plan to improve the new campus capital needs.
	VP of Finance	April 2016	Develop enrollment and attrition projections for the long-range time frame that are integrated with the budget process the strategic plan.	Done, in conjunction with the planning for the new facility purchase.	Done, in conjunction with the planning for the new facility purchase.	Done, in conjunction with the planning for the new facility purchase.	Done, in conjunction with the planning for the new facility purchase.	Coordinated budget with the LT plan assumptions. Don't carry forward to new SP.
	VP of Finance	July 2016	Develop multiple scenarios for the long-range forecast for different enrollment assumptions and capital spending scenarios.	Done, in conjunction with the planning for the new facility purchase.	Done, in conjunction with the planning for the new facility purchase.	Done, in conjunction with the planning for the new facility purchase.	Done, in conjunction with the planning for the new facility purchase.	Multiple scenarios not needed for regular forecast updates going forward. Don't carry to new SP.
Objective 2. Generate cost savings on major items.	VP of Finance, COO	September 2016	Identify major contracts and cost items and make a plan to evaluate for cost reductions.	Log established with significant savings logged	Savings of over \$160k on an annualized basis logged to this point.	Savings of \$163k on an annualized basis logged to this point.	Savings of \$183k on an annualized basis logged to this point.	Continue gathering and developing savings. Don't carry to new SP.

[1] This goal will continue into 2017. The plan is to complete the merger of all courses by the end of Winter Term 2017. All new DNP students will have the same curriculum plan starting Spring 2017.