

# Cal State Fullerton School of Nursing Strategic Plan 2026-2031

## Introduction

The School of Nursing's (SON) Strategic Plan (2026-2031), created in collaboration with SON faculty and staff and informed by input from community partners, represents our shared commitment to advancing excellence in nursing education, scholarship, practice, and service.

Guided by our mission to educate nurses to deliver compassionate, evidence-based care in dynamic healthcare environments serving diverse populations, this plan provides a strategic framework for purposeful growth, innovation, and collaboration across all programs. It advances our vision of becoming a Center of Excellence in Nursing Education by exemplifying innovation, scientific inquiry, rigorous curriculum, best practice pedagogy, and creative approaches to learning.

The plan articulates our collective goals to expand student access and success, foster student engagement and well-being, recruit and retain exceptional faculty and staff, strengthen community partnerships and resources, and drive innovation in nursing education.

Building upon the accomplishments of our previous plan, this strategic framework aligns with Fullerton Forward: Cal State Fullerton's 2024–2029 Strategic Plan and positions the School of Nursing to advance its impact, integrity, and leadership in preparing the next generation of nurses.

## Mission

To educate nurses to deliver compassionate, evidence-based care in dynamic healthcare environments serving diverse populations through excellence in teaching, scholarship, and service.

## Vision

To be a nationally recognized leader in nursing education by advancing innovation, scholarly inquiry, and best practice pedagogy.

## Values

**Excellence in Teaching:** Uphold rigorous academic standards and evidence-based practice that drive excellence in nursing education

**Transformative Health Equity:** Eliminate healthcare disparities through culturally responsive education and advocacy.

**Human-Centered Focus:** Center the needs, dignity, and lived experiences of all individuals in our teaching and care practices

**Innovation with Integrity:** Champion the ethical integration of emerging technologies, pedagogical advances, and novel approaches to nursing education

**Collaborative Relationships:** Build partnerships across disciplines, organizations, and communities that enhance student success and healthcare outcomes

**Scholarship and Service:** Advance nursing science and demonstrate commitment to serving diverse communities

## Strategic Plan

### Goal 1: Enhance Support for Student Access, Learning, and Academic Success

Expand access to nursing education for traditional and non-traditional learners, enrich learning experiences through diverse and innovative academic offerings, enhance support services and infrastructure to ensure student retention and graduation, and promote mastery of the knowledge and skills needed to achieve professional and personal goals.

#### Objective 1.1

Promote initiatives and program development that position the School of Nursing as a recognized center of excellence in access, learning, and student success.

##### *Strategies*

1. Partner with industry leaders to co-develop curriculum enhancements and workforce-focused programs that align with current and emerging healthcare demands.
2. Provide faculty with professional development opportunities in cutting-edge teaching methods, such as simulation-based learning and technology integration, to enhance the student learning experience.

##### *Indicators*

1. Number of workforce-informed collaborations developed.
2. Number of curricular enhancements developed.
3. Percent of faculty participating in innovative, teaching-focused professional development.
4. Student satisfaction scores related to innovative teaching.

#### Objective 1.2

Explore opportunities for strategic increases in undergraduate and graduate program admissions with comprehensive consideration of required resources (costs, clinical placements, student support services, etc.).

##### *Strategies*

1. Determine feasibility of expanding the prelicensure program.
2. Increase the number of Concurrent Enrollment Programs.

3. Explore opportunities for program growth via distance learning modalities, including programs for students in rural communities.

*Indicators*

1. Completion of feasibility study with resource projections and enrollment capacity recommendations.
2. Number of new Concurrent Enrollment Program partnerships established. Target of two to three by 2031 with evaluation and possible amendment at three-year mark.
3. Percentage increase in total student enrollment while maintaining quality metrics and pass rates.

**Objective 1.3**

Create and expand opportunities for clinical practicums, particularly in ambulatory care settings.

*Strategies*

1. Build collaborative relationships with local clinics, urgent care centers, outpatient facilities, and specialty practices to establish formal agreements for clinical placements.
2. Organize networking events or partnership summits where university representatives can connect with administrators of these facilities to explore mutually beneficial opportunities.

*Indicators*

1. Number of new ambulatory care clinical sites secured.
2. Percentage of clinical courses offering ambulatory care opportunities.
3. Student and preceptor satisfaction ratings for ambulatory clinical experiences.
4. Number of networking events/partnership summits.

**Goal 2: Foster Student Engagement and Well-Being**

Support student engagement and holistic growth in an inclusive campus environment, cultivate a sense of belonging for all students of diverse backgrounds that include undergraduate, graduate, post-baccalaureate, and credential students, and provide accessible information about campus and school resources to support their mental health, physical wellness, and financial and basic needs.

**Objective 2.1**

Strengthen awareness and visibility of campus resources.

*Strategies*

1. Frequently communicate the availability of mental health, wellness, academic, and financial resources.
2. Implement targeted campaigns via social media and campus events to raise awareness and ensure resource accessibility for all students, including graduate and credential students.

*Indicators*

1. Student awareness of available resources.
2. Utilization rates of support services across all student populations.

3. Number and reach of resource awareness campaigns delivered annually.

## **Objective 2.2**

Foster a supportive and inclusive environment that promotes a strong sense of belonging for all students.

### *Strategies*

1. Create additional opportunities for student involvement and leadership.
2. Expand peer support and mentorship programs to provide guidance, academic advice, and emotional support throughout their nursing education.
3. Support pedagogical and technological innovations that enhance learning and sense of connection for students in distance learning courses.

### *Indicators*

1. Student engagement scores and sense of belonging metrics.
2. Participation rates in student organizations, affinity groups, mentorship programs, and leadership opportunities.
3. Retention and graduation rates, disaggregated by student population and program type.

## **Goal 3: Recruit, Develop, and Retain Exceptional Faculty and Staff**

Recruit, develop, and retain exceptional faculty and staff by supporting their professional and personal growth.

## **Objective 3.1**

Establish a positive work culture that promotes transparent communication, collaborative decision-making, and shared governance.

### *Strategies*

1. Identify and administer standardized civility or workplace assessment tools to establish a baseline workplace culture assessment.
2. Communicate and support the University's "Commitment to Community" policy ([UPS 100.006](#)).
3. Expand team building activities and initiatives for faculty and staff that build trust.
4. Recognize and reward faculty and staff achievements.

### *Indicators*

1. Workplace climate survey results showing improvement in civility, communication, and satisfaction metrics.
2. Number of team-building events held annually.
3. Number of faculty and staff recognition programs at the School and University level.

## **Objective 3.2**

Establish a comprehensive new faculty mentoring program as part of the onboarding process.

### *Strategies*

1. Develop a Canvas module for new faculty.
2. Provide guidelines and resources for resource faculty and coordinators to mentor new faculty.
3. Assign a faculty member to mentor new faculty member.
4. Solicit feedback from new faculty about their onboarding needs.

*Indicators*

1. Completion rate of Canvas orientation module by new faculty.
2. New faculty satisfaction with mentoring program.
3. First-year retention rates for new faculty hires.

### **Objective 3.3**

Identify and implement strategic approaches for the recruitment and retention of qualified faculty and staff.

*Strategies*

1. Project faculty and staff hiring needs for the next five years to ensure an adequate workforce with the appropriate expertise to meet evolving program and curriculum needs.
2. Establish a succession plan for key leadership positions (Director, Coordinators) within the School of Nursing.
3. Provide professional development opportunities for all faculty and staff.

*Indicators*

1. Completion of a five-year staffing projection analysis with identified competency needs.
2. Documented succession plan for all key leadership positions.
3. Faculty and staff retention rates compared to baseline and University benchmarks.
4. Number of professional development opportunities offered to new faculty and staff.

## **Goal 4: Expand and Strengthen Financial Capacity and Community Relations**

Enhance revenue opportunities and philanthropic investment for the School. Create innovative opportunities to optimally support student learning and the evolving needs of the nursing community.

### **Objective 4.1**

Collaborate to secure resources needed to support School of Nursing programs and growth.

*Strategies*

1. Work in partnership with the CSUF Foundation to build and strengthen philanthropic and advancement activities in the School of Nursing.
2. Strengthen relationships with external stakeholders, community agencies, and SON alumni through improved communication, targeted messaging, and partnership building.
3. Collaborate with community stakeholders regarding student outcomes, agency needs, and desired end-of-program competencies for new graduates.

4. Complete a formal evaluation of current community and industry stakeholders in assisting the School of Nursing to meet its vision, mission, and desired student learning outcomes.

#### *Indicators*

1. Total philanthropic funds raised annually for School of Nursing initiatives.
2. Number of active alumni donors and engagement rates.
3. Completion and implementation of partnership evaluation findings.

### **Objective 4.2**

Engage community stakeholders in School of Nursing governance and decision-making.

#### *Strategies*

1. Establish School of Nursing Advisory Board that includes faculty, staff, and external stakeholders.
2. Collaborate with community stakeholders regarding student outcomes, agency needs, and desired end-of-program competencies for new graduates.
3. Complete a formal evaluation of the effectiveness of current community and industry partners in assisting the School of Nursing to meet its vision, mission, and desired student learning outcomes.
4. Enhance involvement with community stakeholders in School of Nursing initiatives to identify shared goals, prioritizing projects that address societal needs and advance social justice.

#### *Indicators*

1. Establishment of School of Nursing Advisory Board with quarterly meetings.
2. Number of collaborative community projects or initiatives launched.
3. Stakeholder satisfaction with engagement opportunities and communication.

### **Objective 4.3**

Enhance program branding and marketing.

#### *Strategies*

1. Collaborate with CSUF marketing department to develop updated materials highlighting faculty, staff, and student achievements.
2. Update the SON website to reflect revised mission, vision, values, and strategic priorities.
3. Communicate accomplishments with all stakeholders.
4. Explore the creation of a School logo that aligns with updated mission, vision, and values.
5. Leverage alumni networks to expand clinical sites, mentorship opportunities, and engagement in School initiatives.

#### *Indicators*

1. Number of media mentions, features, and external recognition of School programs and achievements.
2. Application numbers and quality metrics for prospective students.

## **Goal 5: Innovate and Improve Nursing Education**

Improve the effectiveness and efficiency of nursing education through adoption of best practices and cultivation of a culture of innovation.

### **Objective 5.1**

Foster innovation with integrity.

#### *Strategies*

1. Establish a taskforce to assess current and future technology needs in the School of Nursing, ensuring learning environments support optimal student outcomes and reflect best practices in nursing education.
2. Develop ethical safeguards for the use of artificial intelligence (AI) in the nursing program to uphold academic integrity.
3. Explore AI applications as a supplement to address limitations in clinical placement availability.

#### *Indicators*

1. Completion of technology needs assessment with prioritized recommendations.
2. Adoption of AI ethics policy and implementation guidelines.
3. Number of innovative technology-enhanced learning initiatives piloted and evaluated.

### **Objective 5.2**

Teach with intention using best-practice teaching methodologies and technology.

#### *Strategies*

1. Review current curriculum and pedagogies for compliance with best practices in nursing education.
2. Review and revise curriculum as needed to ensure currency with changes in healthcare delivery.
3. Grow interprofessional education opportunities by collaborating with other healthcare disciplines within the University and in the community.
4. Keep student-centered learning as a goal in all curricular planning.

#### *Indicators*

1. Number of interprofessional education activities and student participation rates.
2. Student learning outcomes achievement rates and licensure/certification pass rates.
3. External accreditation compliance and recognition of innovative program features.