



**Eleanor Wade Custer School of Nursing  
Shenandoah University**

**Five-Year Strategic Plan  
2024-2028**

**Mission:** The mission of the Eleanor Wade Custer School of Nursing at Shenandoah University is to empower lifelong learners who provide evidence-based, compassionate care to promote wellness for all.

**Vision:** The Eleanor Wade Custer School of Nursing at Shenandoah University will be a recognized leader in educational and professional development with dynamic, diverse programs that span the continuum of learning. The humanitarian contributions embedded in the community by faculty and students will distinguish the School of Nursing as unique and strengthen the profession of nursing.

**Philosophy of the School of Nursing:** The philosophy of the School of Nursing is in accord with the purpose of Shenandoah University and has evolved from the belief that nursing, as an academic discipline and practice profession, leads care for diverse individuals and global society as an essential part of healthcare. Faculty believe influential nurses should demonstrate academic excellence, safe clinical care, competent technological skills, and consistently demonstrate compassionate leadership skills and professional behavior. Faculty value the uniqueness and individuality of all persons and encourage life-long learning, commitment, and integrity in our profession.

**Abbreviations:** These abbreviations are used in the document.

AACN - American Association of Colleges of Nursing

AANP- American Academy of Nurse Practitioners

ACME Accreditation Commission for Midwifery Education

APRN – Advanced Practice Registered Nurse

ARAP - Admissions, Progression, Retention and Advising Committee

BSN - Baccalaureate of Science in Nursing degree

CTLT - Center for Teaching Learning and Technology - campus-wide center that supports faculty teaching and scholarship



DNP - Doctor in Nursing Practice (clinical APRN focus)

FY – Fiscal Year

GCC - Graduate Curriculum Committee

GND -Graduate Department

HLSB – Health and Life Sciences Building

IDE- Inclusion, Diversity, Equity

IPE – Interprofessional Education

INOVA - Inova Health Care System

LAMP- Leading Across Multidimensional Perspectives

Loudoun Site – Leesburg, VA

Mentors – SON Student Mentors

NCF – Nurses Christian Fellowship

NONPF - National Organization of Nurse Practitioner Faculty

OMC - SU Office of Marketing and Communications

PGC - Post Graduate Certificate

Sigma Rho Pi - STTI- Sigma Theta Tau, International- Honor Society of Nursing Scholarship - campus chapter is Rho Pi, Chapter 422

SNA – Student Nurse Association

SON - School of Nursing

SU – Shenandoah University

UGND - Undergraduate Department

UGCC - Undergraduate Curriculum Committee

Theme One  
**Inspire Students Through Transformative Learning**

Priorities	Opportunities	Responsible Entity	Achieve Date	Outcome
1. Expand learning experiences beyond the classroom.	<p>1a. Involvement in Global Citizen Project (GCP), Experiential Learning (GEL) (e.g., Rural Area Medical [RAM]), Research Day, Legislative Day, Professional Meetings, Service Opportunities, etc.</p> <p>1b. Interprofessional learning experiences, including the use of simulation</p>	1a. & b. UGND/GND SON Simulation Coordinator UG and Grad SON IPE Representatives SON International Liaison	1a.& b. FY 2024 - 2025	
2. Enhance quality of teaching and learning strategies for competency-based education	2a. Implement active learning in each course to align with competency-based education.	2a. UGCC/GCC	2a. FY 2024-2025	
		2b. Faculty Affairs	2b. FY 2024-2025	

<p>3. Explore growth opportunities in current and new programs to meet student's educational and learning needs.</p>	<p>2b. Provide faculty development on active learning strategies. 2c. Ensure faculty teaching in hybrid/online courses complete the CTLT certification class.</p> <p>2d. Create assignment rubrics for consistency and transparency in evaluation and assessment.</p> <p>3a. Undergraduate degrees</p> <ul style="list-style-type: none"> <li>● Hybrid Accelerated Second Degree</li> <li>● Part-time BSN</li> </ul> <p>3b. APRN</p> <ul style="list-style-type: none"> <li>● Emergency Nurse Practitioner</li> <li>● Women's Health Nurse Practitioner</li> </ul> <p>3c. Revision of PGC - DNP curriculum</p> <p>3d. BSN-DNP</p>	<p>2c. Associate Deans</p> <p>2d. UGCC/GCC</p> <p>3a,b,c, &amp; d. Nursing Leadership Council UGND/UGCC GND/GCC</p>	<p>2c. FY 2024-2025</p> <p>2d. FY 2025-2026</p> <p>3a,b,c, &amp; d. Ongoing</p> <p>4a,b,c, &amp; d. Ongoing</p>	
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<p>4. Enhance Community partnerships</p>	<p>4a. Continue advisory board and explore added members to reflect program needs and future direction.</p> <p>4b. Participate on advisory boards for local health systems, organizations.</p> <p>4c. Appointments of faculty in professional organizations (AACN, ACME, NONPF, AANP, etc.)</p> <p>4d. Collaborate on research, grant, and other opportunities with community partners.</p>	<p>4a,b,c, &amp; d. Nursing Leadership Council Faculty Council UGND/GND</p>		
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Theme Two  
**Prioritize Student Success**

Priorities	Opportunities	Responsible Entity	Achieve Date	Outcomes
1. Use data for program improvement related to student outcomes	1a. Review and analyze data related to student academic progress.  1b. Build on current processes to predict and support at-risk students.	1a. & b. Assessment Council ARAP UGND/GND	1a. &b. FY 2024-2025	
2. Support student success initiatives.	2a. Implement Stellic for UG students for consistent advising and up-to-date study plans.	2a.UGND	2a. FY 2023-2024	
	2b. Establish an advising handbook for faculty outlining best practices and expectations.	2b. ARAP	2b. FY 2024-2025 and ongoing	
	2c. Consider implementing a coaching platform for student success with test-taking and study skills.	2c. UGND	2c. FY 2024-2025	
	2d. Increase awareness of student support services (student orientation, posting tutors/resources on the canvas page,	2d. UGND/GND Student Affairs	2d. FY 2024-2025 and ongoing	

<p><b>3.</b> Continue to offer onboarding and development for adjunct faculty.</p> <p><b>4.</b> Review prerequisite admission course requirements for all BSN program tracks to uphold an inclusive, diverse, and equitable market for all students.</p>	<p>collaboration with the University).</p> <p>2e. Support of student organizations (SNA, Mentors, NCF).</p> <p>2f. Consider a parent, family or friend session to help understand the rigors of a nursing program.</p> <p>3a. Provide annual orientation/meeting</p> <p>3b. Create a Canvas organization that houses resources.</p> <p>4a. Complete a review of prerequisite BSN courses.</p>	<p>2e. UGND/GND Student Affairs</p> <p>2f. UGND</p> <p>3a. &amp; b. Associate Deans</p> <p>4a.UGND</p>	<p>2e. FY 2023-2024 and ongoing</p> <p>2f. FY 2025-2026 and ongoing</p> <p>3a. &amp; b. FY 2024-2025 and ongoing</p> <p>4a. FY 2024-2025</p>	
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<p><b>5.</b> Explore strategies for student self-care and self-awareness to support well-being.</p>	<p>5a. Implement strategies for student self-care and self-awareness.</p>	<p>5a. Student Affairs UGND/GND</p>	<p>5a. FY 2025-2026</p>	
<p><b>6.</b> Develop strategies in and out of the classroom to support a sense of student belonging.</p>	<p>6a. Complete review of data related to AACN LAMP Survey</p>	<p>6a. &amp; b. IDE Student Affairs UGND/GND</p>	<p>6a. FY 2023-2024</p>	
	<p>6b. Implement strategies that enhance a sense of student belonging, in collaboration with university resources.</p>		<p>6b. FY 2024-2025</p>	



Theme Three

**Build/Create A World Class Learning Environment**

Priorities	Opportunities	Responsible Entity	Achieve Date	Outcome
1. Maintain a high-quality learning environment on the main campus, at the Loudoun site, and in online/hybrid environments.	1a. Build out HLSB ground level (basement) with a focus on the goal of an additional large classroom.	1a, b, c, & d Dean, as SON representative Director of Simulation CTLT Liaison UGND/GND	1a. FY 2024-2025	
	1b. Apple air-play in campus learning labs.		1b. FY 2025-2026	
	1c. Expand simulation at the Loudoun site.		1c. FY 2026-2028	
	1d. Explore resources to support online/hybrid learning.		1d. FY 2024-2025	
2. Improve faculty wellness and self-care.	2a. Advocate for Improved indoor equipment and facilities for faculty.	2a.& b. Dean, Faculty Affairs/Faculty Senate	2a. FY 2024-2025	
	2b. Support healthy behaviors, including walk teams, meditation, healthy eating at SON events, and animal therapies.		2b. FY 2024-2025 and ongoing	

<p>3. Prioritize research and scholarship opportunities for faculty.</p>	<p>3a. Partner with Sigma Rho Pi for research and scholarship opportunities for faculty and students, including annual research day.</p> <p>3b. Seek interprofessional scholarship opportunities within SU.</p> <p>3c. Collaborate with Valley Health, INOVA, and other clinical partners for research opportunities.</p> <p>3d. Reestablish SON granted scholarship time and workload release for nursing faculty.</p> <p>3e. Encourage use of Faculty \$400 through Provost office, Faculty Development Grants.</p>	<p>3a,b,c, &amp; d. Dean Faculty Affairs Faculty Council</p>	<p>3a. FY 2024-2025 and ongoing</p> <p>3b. FY 2025-2026 and ongoing</p> <p>3c. FY 2025-2026 and ongoing</p> <p>3d. FY 2024-2025 and ongoing</p> <p>3e. FY 2024-2025 and ongoing.</p>	
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Theme Four

**Achieve an Adaptive and Sustainable Financial and Educational Model**

Priorities	Opportunities	Responsible Entity	Achieve Date	Outcome
1. Provide competitive faculty salaries with industry standards with attention to equity.	1a. Evaluation and adjustment of current faculty salaries concerning equity and industry standards.	1a. Dean of the SON, in collaboration with SU Provost	1a. FY 2024-2025 and ongoing	
2. Create a leadership organizational structure that fosters high-quality and effective educational programs.	2a. Defined leadership SON positions and responsibilities.	2a. Dean of the SON and Provost	2a. FY 2024-2025	
3. Foster enrollment through on-ramp and off-ramp processes that achieve student degree completion.	3a. Review and expand affiliation agreements with schools and universities	3a. Nursing Leadership Council ARAP GND & UGND	3a. FY 2024-2025 and ongoing	
	3b. Offer assured admission to graduate nursing programs with established criteria for current SU undergraduate nursing student alums	3b. Nursing Leadership Council GND	3b. FY 2024-2025 and ongoing	

<p>4. Expand grant funding to support the mission and strategic plan of the SON.</p>	<p>4a. Provision of faculty development on grant writing.</p> <p>4b. Increase the number of grant proposals and potential funding to support the SON strategic plan.</p> <p>4c. Consider release time in alignment with implementation of SON faculty scholarship grant.</p>	<p>4a. Faculty Affairs, Faculty Council</p> <p>4b. Dean Faculty Affairs, Faculty Council</p> <p>4c. Dean and Associate Deans</p>	<p>4a. FY 2024-2025</p> <p>4b. FY 2026-2027</p> <p>4c. FY 2024-2025 and ongoing</p>	
<p>5. Foster ongoing relationships with alumni.</p>	<p>5a. Collaborate with OMC and Alumni Relations to establish outreach to SON alumni.</p>	<p>5a. Dean of the SON Nursing Leadership Council Faculty Council</p>	<p>5a. FY 2025-2026</p>	
<p>6. Collaborate with OMC to enhance recruitment to SU nursing programs.</p>	<p>6a. Communicate and market the value of the nursing profession and an SU education/degree.</p> <p>6b. Capture alumni stories demonstrating the value of an SU nursing degree.</p>	<p>6a. &amp; b. Dean of the SON, Nursing Leadership Council Faculty Council</p>	<p>6a &amp; b. FY 2025-2026</p>	

<p>7. Provide graduate preceptor honorariums that facilitate clinical preceptor experiences.</p>	<p>6c. Creation of a SU SON Newsletter</p> <p>7a. Explore options and processes to fund graduate preceptor honorariums.</p> <p>7b. Implement a process to communicate and apply graduate preceptor honorariums.</p>	<p>7a. &amp; b. Dean of the SON Associate Dean of Graduate Programs Graduate Program Directors</p>	<p>7a. FY 2023-2024</p> <p>7b. FY 2024 -2025</p>	
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