I. Education and Student Success: **Inspire graduates with clinical competence and cultural humility through student-centered learning to lead, transform, and deliver exemplary evidence-based nursing care, conduct research and scholarship, and improve health care delivery systems.**

SMART Goal	Results
Ia. *Maintain excellence in national rankings (#1 US News), student outcomes to include NCLEX (top 1% in US), NP Board pass rates (96-100%).*	US News #1 Ranking Best Online Master's (5th year in a row); NCLEX pass rates 98.8% BSN, 100% MEPN-remains in top 1 percent. 100% ANCC pass rates for new NPs.
Ib. *Revise student learning outcomes for pre-licensure and advanced practice programs in alignment with the new AACN Essentials (major curriculum revision) and continue to integrate competency-based education.*	Piloting competency-based assessments in Nurs 311, equipping courses with the skills/resources to design, deliver, and assess competency-based education. Creating a lifecycle for curriculum crosswalk mapping. Revisions ensure alignment with the new AACN Essentials and support a competency-driven curriculum.
Ic. *Enhance technology and student-centered innovations in the classroom by integrating at least five new tools by the end of the 2024-2025 academic year, ensuring improved engagement, learning outcomes, and accessibility for students.*	*Exxat* utilized for curriculum mapping/competency-based assessments. Virtual Reality incorporated into Nurs 431 and Nurs 730 for immersive learning experiences. *CircleIn* supports student success in the PASS program. PNP faculty using competency-based app and incorporating 3D printing. Faculty completing AI Fellowship.

Other initiatives: Provided Teaching Innovation Grants ($200k). IPE capstone experiences for 10 pre-licensure students. Created a Nursing Ambassador program with professional development opportunities for BSN students. Professional workshops added for graduate students during immersion weekends.

II. Research and Scholarship: Lead and boldly transform research and scholarship that encompasses discovery to translation, consistent with USC Nursing's Values.

SMART Goal	Results
IIa. *Increase research funding by 10% in 2024 - 2025 and increase NIH rankings to top 30 in US.*	Total annual research funding increased to $**8.6 million** (2024) from $7.6 million (2023); 13% increase. Achieved #42 in NIH ranking among all colleges/schools of nursing in 2024.
IIb. *Increase citations by faculty 10% in 2024-2025 and continue in lower third to mid quartile of AAU public peers.*	Total citations by faculty 5046 (2023 Academic Analytics report) compared to 4597 (2022); 10% increase, 49.9% increase from 2021. Citations per faculty = 180.
IIc. *Expand research space on site with the development of biobehavioral laboratory facilities on the ground floor, including space for behavioral research.*	Conceptual drawings for the Biobehavioral Health Research Center and Wet Lab were received in 2024, and development is progressing as planned. Due to supply chain delays, the completion date has been adjusted to Dec 2025/Jan 2026.

Other initiatives: Hired a Business and Grants Operations Specialist to oversee shadow budget monitoring and procurement. Actively recruiting mid-level and senior tenure track faculty. Facilitating student engagement in research at all levels. Established metrics to expand the college's research centers' impact.

III. People and Environment: Promote a vibrant, respectful, and caring environment that recruits, retains, and fosters an inclusive and talented community of students, and employees while optimizing our infrastructure.

SMART Goal	Results
IIIa. *Recruit and hire 10 new faculty for Fall 2024; less than 10% voluntary resignations of full time employees.*	6 of 8 faculty pipeline fellows transitioned to full-time faculty, 1 fellow scheduled to transition in August 2025. 12 new faculty hired in Fall 2024, 1 hire in Spring 2025. Recruitment efforts underway for 12 new faculty (6 growth, 4 retirements, 2 replacements). Voluntary faculty resignations remained low at 2% (two resignations);voluntary staff resignations reached 10% (five resignations).
IIIb. ***Foster professional development among employees that promotes career success. Will have at least 4 faculty rank/promotions each year. Staff will have access to a minimum of one annual professional development opportunity within the college, university, and/or regionally.***	Two faculty members inducted into the American Academy of Nursing, one as an NLN Fellow, and one as a Fellow in the American College of Cardiology, contributing to a total of 19 faculty with 27 professional national fellowships. Four TT faculty have applications in process for promotion, along with five PT faculty. One staff member completed the Improvement Leader Program. Admin X Change program created to provide monthly professional development opportunities for staff.

Other initiatives: Departments developed mentor and mentee training opportunities. Reenvisioning Staff Council structure and created bylaws. Created ABC Student Advisory Committee. Continue to refine processes to adapt to multiple locations. Full implementation of Slate and Exxat.

IV. Practice, Service, & Partnerships: Cultivate and expand regional, national, and global initiatives with innovative practice, service, and partnerships.

SMART Goal	Results
IVa. *Oversee the operational and educational transition to a new clinical learning space, with the goal to increase pre-licensure graduates to 400/year in 2028.*	Clinical Education Building opened in August 2024. Pre-licensure enrollment has increased to align with workforce demands. 2025 admits: 299 BSN/68 MEPN. On track to graduate 300 BSN/100 MEPN students by 2028.
IVb. *Continue to expand partnership with LMC and Prisma to include student workforce readiness academic/practice tasks groups.*	Hired a Research & Scholarship Practice Partnerships Liaison to support collaboration with LMC and Prisma. Meeting monthly to build partnership efforts. New graduate data are used to address curricular gaps and improve workforce readiness. This collaboration is shaping academic and practice-based training to prepare students for employment/retention upon graduation.

Other initiatives: Continuing telehealth PMHNP practice with K-12 rural school. New internal $50,000 Practice Innovation Grant. Listening tour with CNOs across the state to re-envision CNL and its offerings. Global partnerships continue with InHolland University for Applied Sciences in Amsterdam and the University for Applied Sciences in Nuremberg, Germany – Adding a Paris location to the global partnership (Dec 2025) and vetting a Latin American location. Development - Received $6.6 million in donations to date FY 2025. Restructured Alumni Affairs to increase alumni engagement.

College of Nursing
UNIVERSITY OF SOUTH CAROLINA

Strategic Framework

Strategic Initiatives for 2025-2026:

1. **Education & Student Success:** Implement a system to track competency-based student outcomes across all programs, mapping individual student progress to program objectives. Use data to revise the curriculum based on identified gaps, ensuring alignment with accreditation standards and improving student success to achieve a higher level of accreditation management.

2. **Research & Scholarship:** The College of Nursing will establish a biobehavioral laboratory by January 2026 and hire a lab manager. Amplify the impact of our research centers with a minimum of 2-5 external grant submissions with an emphasis on federal-level funding, a minimum of 20 peer-reviewed published, and a minimum of 10 podium/poster presentations from each Center.

3. **People & Environment:** The College of Nursing will host a faculty/staff retreat in April 2025 to focus on team building and strategic planning. Continue developing a budget and program profitability model and forecasting process.

4. **Practice, Service, & Partnerships:** Re-envision and expand the Center for Nursing Leadership (CNL) by leveraging feedback from the Dean's listening tours with CNOs to redesign CNL's offerings, enhancing its impact on regional, national, and global nursing leadership. Continue to enhance partnerships with health systems with curriculum, workforce readiness, and retention.