



COLLEGE OF NURSING  
JANE E. HEMINGER HALL

# Strategic Plan

2024-2028



THE OHIO STATE  
UNIVERSITY

COLLEGE OF NURSING



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# From the Dean

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A strategic plan puts ambition and aspiration onto paper.

But it is the **action** of passionate, purposeful people that answers the calling to care reflected in those pages.

It is with this backdrop that I express my excitement in sharing this plan to address the passion, purpose and priorities of The Ohio State University College of Nursing from 2024-2028. This strategic plan builds on the rich history and leadership of our college, a legacy forged over decades in academic programs, research, practice, advocacy and service to our communities.

As you review the mission, vision, values and goals included in this plan, you will find consistency with Ohio State's land-grant mission. Part of our strong focus is to share expertise and impact with local, state, national and global communities, guided by Ohio State's Shared Values that create a foundation for our way forward.

For the past two decades, nursing has ranked consistently as America's most trusted profession. The exhaustion and burnout amplified by the COVID-19 pandemic have affected the nursing profession in an outsized way, and part of our responsibility as a college is not only to educate the next generation of nursing and healthcare leaders, but also to provide the support, inspiration and empowerment that will propel them to change healthcare for the better and for the benefit of all people.

That means building confidence and competence in knowledge and skill. That means opening doors via simulations and experiences that inform approaches to practice and care. That means discovering solutions to healthcare issues across the lifespan that address social determinants of health, promote health equity and improve patient and population outcomes.

This strategic plan is a dynamic document; we will likely modify some of the initiatives as we go. Foundationally, it records our college's ambitions and aspirations.

How we execute it – through the actions of passionate, purposeful people – will define how our College of Nursing answers its calling to care.

Many thanks,

A handwritten signature in black ink that reads "Karen M. Rose".

Karen M. Rose, PhD, RN, FGSA, FNAP, FAAN  
Dean and Professor  
The Ohio State University College of Nursing



# Introduction

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## Our history

The Ohio State University College of Nursing is one of seven health science colleges that create the largest health sciences campus in the country. Its roots date back to 1914 and the Homeopathic Hospital Training Program for Nursing, which hosted a three-year diploma program. A four-year program established in 1941 led to a Bachelor of Science in Nursing (BSN), and a Master of Science (MS) in Nursing was launched in 1954. The College of Nursing gained independent college status in 1984 and a year later it launched Ohio's first PhD program in nursing at a public institution.

## Trends shaping our strategies

Building upon that storied legacy requires our college to recognize trends, challenges and opportunities in higher education and healthcare, including:

- shifting demographics of an aging population in the United States with a rapidly growing older adult population living with more chronic conditions that necessitate higher levels of care across different sites and institutions
- fewer high school graduates (and fewer eligible applicants for higher education)
- lower levels of state funding for public higher education;
- rising costs and concerns about the value of a college degree;
- vulnerabilities in our healthcare system, especially related to front-line healthcare workers, exposed by the pandemic;
- persistent shortages of nurses across all sites of care; and
- a continued need for nurses to be able to work at their full scope of practice across all levels to meet the needs of our population.

## Current status of our college

The Ohio State University College of Nursing offers six undergraduate, four master's and four doctoral degree-bearing programs, with additional options to pursue expertise and potential certification in other areas of healthcare. We also offer 10 academic certificates (five undergraduate, five graduate) and a collection of specialized continuing education credit-bearing programs.

*U.S. News & World Report* consistently ranks many of our nursing programs among the premier offerings in the nation. Our elite programs include:

- BSN: #4 overall (#1 among public institutions)
- online bachelor's university-wide (highest enrollment comprised of RN to BSN): #7 overall
- traditional MS: #4 overall (#1 among public institutions)
- online MS: #4 overall
- Doctor of Nursing Practice (DNP): #19 overall (#11 among public institutions)
- seven ranked specializations, including Adult Gerontology Primary and Acute Care, Family, Psychiatric Mental Health and Leadership

Our cutting-edge research portfolio discovers solutions across the lifespan. In 2024, Ohio State ranked #10 among U.S. colleges of nursing in grant funding from the National Institutes of Health.

# By the numbers

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## STUDENTS

**1,015**

undergraduate

**1,048**

graduate/professional

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## FACULTY AND STAFF

**37**

tenured/  
tenure-track

**47**

clinical

**5**

research

**108**

associated

**147**

college staff

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## PHILANTHROPY

**\$800,000**

in funding provided  
to **142 students**

**\$7.6 M**

raised in  
philanthropic support

*The numbers above are correct as of August 1, 2024.*



# Planning Process

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Shortly after assuming the deanship on July 1, 2023, Dr. Karen Rose initiated listening sessions across the college to gather input that would inform both process and content for an updated strategic plan.



When autumn semester started, Dean Rose organized meetings with faculty from all levels and ranks, staff, external stakeholders (e.g. institutions that employ the college’s graduates) and others in a series of both in-person and virtual meetings. She also hosted “fireside chats” via Zoom with College of Nursing students, faculty, staff and alumni to lay out priorities specific to enriching the student experience, strengthening faculty and staff eminence, fortifying and nurturing partnerships to address nursing workforce needs across Ohio, leveraging technology and growing the philanthropic based to support the college and its people.

Armed with input from those conversations, faculty and staff leaders from the college gathered during Spring Semester 2024 for a

series of four half-day planning sessions led by strategic planning guidance consultant Paul Reeder. Faculty and staff from across the college were kept aware of the work and provided the opportunity to give input that would be brought back to the leadership sessions. Draft versions of the mission, vision, values and goals were the focus of a special May faculty and staff meeting in which all individual units across the college could provide input and identify ways in which they could support the plan’s priorities.

The process for arriving at this strategic plan was intentionally iterative and will continue to be iterative for all stakeholders. Discussions will continue during meetings involving students, faculty, staff, the college’s Alumni Advisory Board and external stakeholders, including employers.

# Mission, Vision and Values



## Mission

We exist to empower and inspire our communities to answer their calling to care in ways that benefit all people.



## Vision

We strive to be a leading voice and advocate in education, scientific discovery and practice to change the future of healthcare for the better.



## Values

- excellence and impact
- diversity and innovation
- inclusion and equity
- care and compassion
- integrity and respect

*These values are consistent with [Ohio State's Shared Values](#) and encompass principles and behaviors that honor our commitment to inclusion, equity and belonging, as well as our continued emphasis on the well-being of our students, faculty, staff, alumni, partners and friends.*



# Goals and Initiatives

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**Goal #1: Provide world-class educational opportunities that prepare our students to enter their professions as confident clinicians with clinical, research/scholarship, innovation and leadership skills.**

***Initiatives:***

- align learning opportunities across all programs with workforce-readiness skills
- expand pipelines for entry into the nursing profession and continued learning throughout all stages of our students' careers
- develop infrastructure that enables using the latest technology in student learning experiences to prioritize evidence-based practice
- strengthen global citizenship, health equity and ethics development activities throughout our programs in ways that are accessible to all students
- deepen support for clinical scholarship to enrich our academic programs and student experiences

**Goal #2: Support and foster an environment of research discovery that aligns with our compelling state, national and global healthcare needs.**

***Initiatives:***

- reimagine research space and programming to foster scientific discoveries
- expand student research mentorship opportunities
- forge new partnerships for cross-disciplinary research opportunities

**Goal #3: Lead practice and service initiatives that align with local, national and global community needs and promote positive outcomes for all people.**

***Initiatives:***

- continue development and expansion of our Federally Qualified Health Center's footprint
- promote and support community-engaged programs that deepen our commitment to serving our communities' needs and regularly report our impact on meeting these needs
- pursue new programs to bridge gaps between research/scholarship and evidence-based practice

**Goal #4: Actively advocate for positive and significant change across the healthcare landscape that supports the nursing profession and improves and prioritizes equal access to quality, safe care.**

***Initiatives:***

- develop both disciplinary and cross-disciplinary programs to strengthen nurse advocacy skills and opportunities
- in partnership with our practice partners, initiate programs built upon transformational philanthropy to improve nursing work environments and health and well-being across all sites of care delivery
- foster our college's eminence and visibility in being a leading voice for the nursing profession

# Epilogue

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The mission, vision, values, goals and initiatives listed in this strategic plan provide an initial, dynamic roadmap. As we identify new opportunities for growth and impact, we will work in partnership to adapt and adjust as appropriate.

The Ohio State University College of Nursing is well-positioned to continue building a legacy of leadership and impact across communities large and small. We look forward to learning from each other and taking actions that support, uplift, inspire and benefit nurses and healthcare professionals as they answer their calling to care.

