



**Good Samaritan College**  
of Nursing & Health Science

# GSC 2020-25 Strategic Plan

UPDATE TO THE COLLEGE ASSEMBLY

Dr. Judy Kronenberger | GSC President | Revised March 2021

## THE CONTEXT

Institutions of higher education now face a number of opportunities and challenges on a variety of fronts, and the objective of an authentic strategic plan is to improve the institution and increase its probability of success and sustainability over the long term. To accomplish this, a successful College must be adaptable and agile. A successful College must not only be able to plan and strategize, it must also be able to operationalize its improvements, measure its impact, and re-enter the strategy process with new internal and external information.

To be as responsive as possible, GSC must regularly review and evaluate the feasibility of its long-term plan against the backdrop of its current context. Such review might precipitate re-entering the strategic planning process. For a variety of reasons, Good Samaritan College of Nursing and Health Science (GSC) has determined that the College's 2016 Strategic Plan warranted an "off-cycle" revision for the following reasons:

1. The previous plan was constructed on a framework known as OGSM (Objectives, Goals, Strategies and Measures). This framework was used even though the College utilizes a tracking software, Clearpoint Strategy, which utilizes the Balanced Scorecard Methodology. The balanced scorecard looks at the cause/effect relationship between 4 key areas: Learning and Growth, Internal Processes, Customers, and Finance, in this order. Once these areas are established, then the framework records objectives, initiatives, and measures. Moreover, the framework goes deeper into capturing and analysis of performance and recommendations for improvement. This distinction is key to the College's choice to go with the Balanced Scorecard approach because it supports the College's commitment to more pervasive and meaningful assessment, especially at the institutional level.
2. After reviewing the 2016 plan, the College leadership determined that many of the objectives statements in the plan were very general and did not necessarily adhere to a SMART goal format. Thus, these goals were not easily translated into strategies and measures. For example, phrases such as "engaging with excitement and confidence" would be very difficult to assess appropriately.
3. Each College's Strategic Plan is tied very directly to the vision of the President and the Board of Trustees. Since November 2016, when the plan was approved, both have undergone personnel changes at the top levels. This change in leadership has also brought with it alterations to the priorities of the College.
4. The 2016 Plan was based in large part on staffing levels that were feasible at the time of approval; however, financial considerations, especially in relationship to the impact of COVID-19, have changed considerably over since the beginning of 2020.

## MISSION, VISION, GOALS AND OUTCOMES

Good Samaritan College of Nursing and Health Science (“the College”) is an academic community of faculty, staff and students working collaboratively to advance the formation of health care professionals by teaching and learning evidence-based, discipline-specific healthcare knowledge. This community also serves to create and disseminate related general education knowledge that serves to fully prepare appropriately credentialed health care professionals.

**GSC Vision:** To be a leader in developing nursing and health science professionals within a unique, Catholic, and hospital-based college environment.

**GSC Mission:** The Good Samaritan College of Nursing and Health Science is an historic, private Catholic institution, founded by the Sisters of Charity, with over 120 years of academic excellence in health care education.

As a specialized institution of higher education, the College provides a student-centered learning environment designed to develop the cultural competencies, intellectual abilities and professional skills of the individual.

The College develops health care professionals who are engaged in their disciplines, providing compassionate service to their community with respect for all, guided by our spiritual heritage.

### GSC Values:

- **Serve** = Our mission is to improve the health status of the people we *Serve*
- **Excel** = Service *Excellence* for all customers
- **Respect** = *Respect* for all people, *Respect* for our spiritual heritage, and *Respect* for our differences
- **Value** = *Valuing* our time, treasures and talents, and choosing to serve the community.
- **Engage** = *Engage* our people and our community

**GSC Institutional Student Learning Outcomes:** The Institutional Learning Outcomes (ISLOs) of GSC represent the core abilities which students acquire while studying at the College. These outcomes remain a focus of each student’s education, regardless of the students’ degree programs.

Graduates of GSC will demonstrate proficiency in using broad, integrative knowledge in a variety of contexts. This proficiency can include, but is not limited to, the following:

- Practicing critical thinking skills that include conceptualizing, analyzing, synthesizing and/or evaluating information or situations.
- Applying information literacy skills to a research problem or line of inquiry
- Demonstrating professional communication skills, both orally and in writing

Graduates of GSC will demonstrate an in-depth knowledge in a field appropriate to a particular level of study and be able to demonstrate field-appropriate applications of technical knowledge, skills and abilities. This demonstration can include, but is not limited to, the following:

- Applying of discipline-specific knowledge in a variety of contexts such as skills labs, clinical sites, and/or practicum experiences.
- Demonstrating the ability to pass the appropriate discipline-specific examination or certification related to employment in one's chosen profession.
- Applying technical knowledge, skills, and abilities to increasingly complex situations.

Graduates of GSC will be able to demonstrate respect for diverse views and perspectives from both formal studies and community-based learning and be able to interact effectively others from a variety of cultures, peoples, and situations. Examples of this ability can include, but are not limited to, the following:

- Demonstrating cultural competencies appropriate to a variety of contexts.
- Demonstrating the ability to apply the ethical standards of one's profession.
- Demonstrating consistently professional and respectful interactions with others.

Graduates of GSC will demonstrate continuing engagement in their professional development. This engagement can include, but is not limited to the following:

- Engagement in continuing education and professional development
- Participation in alumni activities such as advancing in one's career through promotion, professional achievements, recognition, demonstrations of service to the community, etc.

## Prior Plan: OGSM Methodology

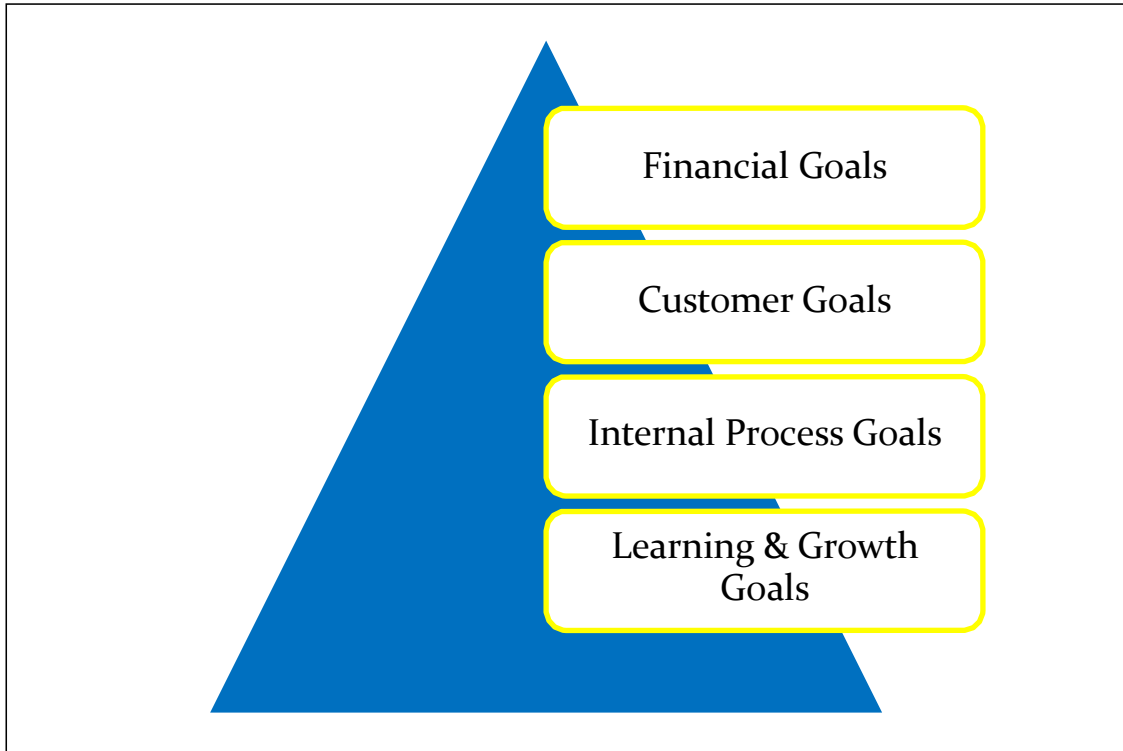
2016-2021 Objectives	2016-2023 Goals
<b>Grow enrollment to meet community needs while achieving sustainable financial performance in core operations</b>	<ol style="list-style-type: none"> <li>1. Grow from 405 to 605 students total</li> <li>1. Grow from 7 to 55 students in Allied Health</li> <li>2. Grow from 59 to 180 students in the BSN Program</li> <li>3. Grow from 339 to 370 students in the ASN program</li> </ol>
<b>Create a student experience that supports students in engaging with excitement and confidence and results in successful certification and job placements</b>	<ol style="list-style-type: none"> <li>1. Retention rate Of 90%</li> <li>2. NCLEX Pass Rate of 90%</li> <li>3. Student Satisfaction Scores of 90% (4 or 5 on the scale)</li> <li>4. ASN to BSN transition upon ASN graduation = 30% of graduates (14)</li> </ol>
<b>Establish strong relationships with nursing, physician and administrative leaders to provide clinical placements, job placements and direction for program development to meet market need</b>	<ol style="list-style-type: none"> <li>1. 100% clinical placements</li> <li>2. 100% job placement</li> <li>3. Customer satisfaction &gt;90% for graduates placed in jobs</li> <li>4. Customer satisfaction &gt;90% for students in clinical placements</li> <li>5. Other customer satisfaction goals TBD</li> </ol>
<b>Establish GSC as the “destination site” for faculty and staff – engaged, energized, focused on state of the art instruction, collegiality – and student centered and customer focused education</b>	<ol style="list-style-type: none"> <li>1. 66th percentile scores on TH engagement survey</li> <li>2. 66th percentile on GSC engagement survey</li> </ol>
<b>Establish a revenue base, cost structure and management discipline to ensure sustained financial health</b>	<p><b>Revenue goals</b></p> <p>2017 Forecast = \$5,034,464</p> <p>2018 = \$5,846,768</p> <p>2019 = \$6,386,682</p> <p>2020 = \$6,945,974</p> <p>2021 = \$7,525,204</p> <p>2022 = \$8,138,139</p> <p>2023 = \$9,048,608</p> <p>Cost assumption for budget = 2% increase/year</p> <p>Cost reduction targets to be set annually</p>

# Summary of 2016-2019 Strategic Plan Results, August 2020.

Objectives	Measures	J111dHhes
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## BALANCED SCORECARD METHODOLOGY

GSC has adopted the Balanced Scorecard (BSC) as its framework for tracking and managing the institution's strategy. For this iteration of the strategic plan, the College has chosen to go with the traditional Norton and Kaplan perspectives to reflect the cause and effect relationship between perspectives. These four foundational perspectives are as follows:



### THE CAUSE/EFFECT RELATIONSHIP OF EACH PART

1. **Financial Goals:** What financial goals do we have that will impact our institution?
2. **Customer Goals:** What things are important to our customers/students, which will in turn impact our financial standing?
3. **Internal Process Goals:** What do we need to do well internally to meet our customer goals, which will in turn impact our financial standing?
4. **Learning and Growth Goals:** What skills, culture, and capabilities do we need to have in our organization to execute on the process that would make our customers successful and ultimately impact our financial standing?

**Current Plan: Balanced Scorecard Methodology**

2020-25 Objectives	2020-25 Initiatives
<p><b>Goal #1: GSC will demonstrate sound financial stewardship to ensure the College's long-term sustainability and growth. (Finance; TH Finance)</b></p>	<ol style="list-style-type: none"> <li>1. Practice sound financial stewardship by balancing expenses against revenue to make appropriate adjustments.</li> <li>2. Assess and monitor GSC's market competitiveness against competitors based on costs, services, programs and enrollments.</li> <li>3. Develop and implement processes and supports necessary to increase grant funding from federal, state, and private sources.</li> <li>4. Identify and support opportunities to participate in existing and new fundraising activities.</li> <li>5. Improve internal processes around financial aid, billing, and budgeting.</li> <li>6. Increase participation in philanthropy through alumni engagement.</li> </ol>
<p><b>Goal #2: GSC will be the leading hospital-based institution of higher education in the tri-state area to produce successful graduates who are productive professionals in health care with a high level of applied knowledge and skills. (Customer; TH Service; Quality)</b></p>	<ol style="list-style-type: none"> <li>1. Align course, program, and institutional outcomes.</li> <li>2. Engage faculty members in professional development and assessment activities to ensure critical reflection regarding student achievement of course, program, and institutional outcomes.</li> <li>3. Engage faculty in professional development to support impactful instructional methods for engaged students in both traditional and online learning formats.</li> <li>4. Engage faculty in professional development for effective faculty advising for student success and retention.</li> <li>5. Continuously assess and improve key metrics for student success: retention, graduation rates, employment, and licensure/certification.</li> <li>6. Recruit and retain faculty with a strong commitment to quality academics, service excellence, and professional growth.</li> <li>7. Engage current and potential employers and alumni more directly through things such as peer mentoring, fundraising events, and advisory council opportunities.</li> <li>8. Develop and deliver a sustainable faculty advisor program for student retention.</li> <li>9. Obtain and maintain programmatic/ specialized accreditation to maintain high quality program standards and to improve student outcomes.</li> </ol>



<p><b>Goal #3: GSC will preserve and expand its community reputation and positive brand identity. (Internal Processes; TH Growth and Service)</b></p>	<ol style="list-style-type: none"> <li>1. Raise community awareness of GSC by developing and delivering a robust marketing plan to both internal and external constituents.</li> <li>2. Cultivate a sense of pride in and loyalty to the institution among internal constituents by emphasizing the GSC SERVE values.</li> <li>3. Recognize and reward faculty and staff who help raise the college's profile in the community through volunteer and philanthropic efforts connected to the college.</li> <li>4. Ensure that the college regularly gives feedback to community supporters and donors.</li> <li>5. Increase activity in existing and new partnerships with federal, state, and local professional and regulatory organizations, with an emphasis on current best practices that expand the College's reputation for quality higher education, specifically healthcare education and training.</li> <li>6. Engage faculty and staff in embedding service learning as a key institutional learning outcome.</li> </ol>
<p><b>Goal #4: GSC will engage in consistent and ongoing strategic enrollment management to expand its programs and services within the community. (Internal Processes; TH Growth and Service)</b></p>	<ol style="list-style-type: none"> <li>1. Grow student headcount by at least 15% annually for the first 3 years and then 10% annually thereafter.</li> <li>2. Expand GSC's program portfolio with relevant marketable programs that are attractive to students in demand.</li> <li>3. Employ data-driven tracking and analytics to the enrollment funnel to accurately predict upcoming population trends.</li> <li>4. Engage in flexible program and service delivery formats to meet the needs of a diverse student population.</li> <li>5. Employ data-driven methods to track and assess retention, persistence, and re-entry initiatives.</li> <li>6. Increase internal (TH) and external (federal, state, and local) partnerships for workforce development initiatives.</li> </ol>
<p><b>Goal #5: GSC will ensure access to quality education and services through ongoing improvements to internal processes, technology, and facilities infrastructure, as well as team member learning growth. (Learning &amp; Growth; TH People/Culture)</b></p>	<ol style="list-style-type: none"> <li>1. Leverage current and new technology and internal processes to expand the availability and efficiency of programs and administrative functions in service to student finance, financial aid, registration, and retention.</li> <li>2. Improve process implementation through better process documentation and consistent expectations for team member education.</li> <li>3. Recruit and retain team members who are committed to innovations in program and service delivery to enhance access to education for all.</li> <li>4. Continue to upgrade college facilities to improve the stakeholder's on-campus experience.</li> <li>5. Develop an institutional Emergency and Risk Management Plan that reflects the most contemporary best practices for threat anticipation and business continuity scenario planning for all functional areas of the College.</li> </ol>

## SHARED GOVERNANCE: PLANNING AND ACCOMPLISHING OUR STRATEGIC PLAN

### THEMES:

1. Financial Standing and Funding (Financial)
2. Economic Development and Community Partners (Financial, Customer)
3. Philanthropy and Alumni Engagement (Customer, Financial)
4. Strategic Enrollment Growth (Customer)
5. Academic Excellence and Student Outcomes (Customer)
6. Marketing & Communications (Customer)
7. Brand Identity (Customer)
8. Team Member Development, Innovation, and Technology (Learning and Growth; Internal Processes)

#### **Administrative Group:**

Financial Standing and Funding

#### **College Assembly: BSC Area: Finance**

Economic Development and Community Partners

Philanthropy and Alumni Engagement

#### **Academic Success: BSC Area: Customer**

Academic Excellence and Student Outcomes (Advising, Retention, Accommodations)

#### **Enrollment Services: BSC Area: Customer**

Strategic Enrollment Growth

Marketing and Communications

Brand Identity

#### **Resources Senate: BSC Area: Learning/Growth; Internal Processes**

Team Member Development, Innovation, and Technology (Fac/Staff Development & Delivery, Technology, Facilities/Security, Compliance/Accreditation)

#### **Universal Time: 11:15-1:15 Set up on Quarterly Plans 12-months / year**

Week 1: Academic Success Senate and/or Committees

Week 2: Enrollment Services Senate and Committees

Week 3: Resource Senate and Committees

Week 4: College Assembly: Quarterly Reporting of Progress College Development (Funding, Partners, Alumni, Financial Improvement)

**2020 SHARED GOVERNANCE OVERVIEW**

**GSC Shared Governance 2020**

8.25.2020

