

I. Membership – Growth and Engagement				
2025 (long term) Outcomes	2022 (current year) Goals	Who	When	Strategy
1.1 Increase membership by 100% year-over-year for next three years	a) Recruit membership chair b) Increase membership 100% (208) by calendar year end b) Intervene for membership retention c) Design plan for international membership and diverse faith tradition and engagement	Solari-Twadell Kentner & Membership & Outreach Committee Kentner & Knighten Kentner	2/28/2022 12/31/2022 2/28/2022	Invite involvement on application, in new member welcome letter, and direct ask Recruit from FCN Foundations courses Address language barriers for international member recruitment (translation app. Liaison status, member language skills) Use IJFCNI as a vehicle for international presence/recruitment
1.2 Be recognized as the professional membership organization for FCNs	a) Differentiate our purpose and mission in all communications b) Communicate our mission/purpose more c) Promote name amongst other nursing specialty groups, interdisciplinary groups, and denominational groups (networks)	Graves & Duke Marketing Committee	Ongoing Ongoing Ongoing	Create a tag line to promote recognition (“by FCNs for FCNs” and #nursescalledtoserve) Engage membership to create a tag line (contest)

	d) Participate in the ANA Scope and Standards of Faith Community Nursing revision	Solari-Twadell & Board	6/30/2022	Clarify “partnership” for participation in revision of ANA scope and standards
	e) Mentor “new” FCNs	Practice Committee	12/31/2022	Create a “new” FCN Mentoring process/toolkit
1.3 Align committee structure with mission, purpose, and vision	Streamline committee structure and review/revise committee charters annually	Committee Chairs	4/15/2022	
1.4 Membership engagement	a) Recruit Membership Committee Chair	Solari-Twadell	2/28/2022	Discussion topics to offer opportunities for networking <ul style="list-style-type: none"> • Resilience • Working as a FCN through COVID • Pivoting and sustaining FCN programs Invite a friend promotion Membership promotion with CNE registration
	b) Execute recruitment plan for outreach to non-members at CNE and another FCNI events	Graves & Duke	3/31/2022	
	c) Offer quarterly meetings (spinoff from annual meeting)	Solari-Twadell	4/30/2022 Ongoing	
	d) Create plan for presenting FCNI benefits to other FCN networks	Graves & Duke	4/15/2022	
	e) Prepare Benefits PowerPoint & one-pager	Knighten	2/28/2022	
	f) Align Membership and Marketing Committee strategies	Solari-Twadell	6/30/2022	
	g) Design New Member Orientation		6/30/2022	

	h) Implement plan for use of technology and social media in outreach	Kentner & Membership Committee Goodrich, Graves & Duke	4/30/2022	Create LinkedIn platform for FCNI
1.5 Succession planning strategy	a) Review/revise Board of Director term limits b) Define succession planning strategies to prepare Board Members for roles in advance	Shackelford Succession planning Committee	6/30/2022	Hyperlink Board orientation handbook materials
	c) Revise orientation for new Board Members	Knighten & Exec Committee of Board	6/30/2022	
1.6 Active engagement of 33% of membership	a) Recruit FCNI members to committees	Committee Chairs	Ongoing	Define what engagement looks like
	b) Facilitate members sharing expertise in CNE offerings	Garner & Education Committee	Ongoing	

II. Financial Stability – Ensuring organizational financial stability and optimization of 501(c)3 status				
2025 (long term) Outcomes	2022 (current year) Goals	Who	When	Strategy
2.1 Plan for diverse revenue generation and special project funding	a) Submission of philanthropy plan to include sources for donations, grants, planned giving in collaboration with Finance Committee	Staab-Polk & Philanthropy Committee	3/31/2022	Obtain at least one contractual relationship with a donor per year for \$1000- \$1500 by fiscal year end 2022
	b) Seek contractual relationships for corporate donations	Committee Chairs		Identify three potential donors in 2022
	c) Identify activities from the work of FCNI that can be supported by grants or sponsorships annually	Committee Chairs	12/31/2022	Letter of intent to one potential donors
	d) Increase membership revenue by 100%	Kenter, Graves, Duke, & Darnell		Define the use of current philanthropic funds for the Susan Mills Fund Define restricted funds criteria
2.2 Succession plan for Finance Committee Chair	a) Consider a permanent Treasurer and Finance Committee Chair with term limits	Exec Board	6/30/2022	
2.3 Explore the potential for the development of a “store” on the FCNI website for sale of booklets/toolkits and other marketing items		Darnell	9/30/2022	

III. Mission-driven Committee Work Product/Output				
2025 (long term) Outcomes	2022 (current year) Goals	Who	When	Strategy
3.1 Research Committee * (Consider Research and Translational Research)	a) Conduct research annually b) Translation of research into practice project in collaboration with Practice Committee c) Partnerships for research and EBP implementation d) Consider annual freestanding research conference	Callaghan & Research Committee	12/31/2022	Explore freestanding vs. Research Forum at Westberg Symposium (or in addition to)
3.2 Practice Committee	a) Complete Practice Toolkit b) Integrate Resource Committee work product into Practice Toolkit c) Establish policy/procedure for Practice Toolkit Review d) Translation of research into practice project in collaboration with Research Committee	Practice Committee	12/31/2022 2/3/2022 12/31/2022	Integrate toolkit content into CNE offerings Practice and Resource Committee recommend topics to Education Committee for CNE Educate membership regarding the impact on FCN practice of key nursing reports: <ul style="list-style-type: none"> • <i>The 2021 Essentials: Competencies for Professional Nursing Education</i>

				<ul style="list-style-type: none"> <i>The Future of Nursing 2020-2030: Charting a Path to Achieve Health Equity</i>
3.3 International Journal of Faith Community Nursing	<p>a) Continue to strengthen the partnership with Western Kentucky University School of Nursing</p> <p>b) Publish two online issues per year</p> <p>c) Ensure adequate pool of peer reviewers</p>	<p>Solari-Twadell & Knighten</p> <p>Sturgeon & Publication Committee</p>	<p>Ongoing</p> <p>11/30/2022</p> <p>6/30/2022</p>	<p>Use IJFCNI as a vehicle for international presence/recruitment</p> <p>Publish two online issues per year</p> <p>More prominence for link to Journal on FCNI website</p>
3.4 Education Committee	<ul style="list-style-type: none"> Consider developing non-presenter controlled written programs with a post-test for CNE 	<p>a) Provide quarterly evidence-based CNE programs with a plan to progress to every other monthly programming within 3 years.</p> <p>b) Promote asynchronous CNE online</p> <p>c) Offer inaugural annual conference</p>	<p>Garner & Education Committee</p> <p>Garner & Education Committee</p> <p>Garner & Goodrich Solari-Twadell and Board</p>	<p>12/31/2022</p> <p>6/30/2022</p> <p>7/31/2022</p> <p>Complete monthly theme topics for Practice Toolkit</p> <p>Record and utilize the CNE programs with a post-test for a 2-year period.</p> <p>Promote Vimeo recordings</p> <p>Mechanism (free code) for members who paid for the original webinar but couldn't attend (language on website)</p>

3.5 Technology Committee (partnering with Marketing Committee)	<p>a) Ongoing website development</p> <p>b) Expand social media presence in collaboration with Marketing and Outreach Committee</p>	<p>Goodrich & Technology Committee</p> <p>Goodrich, Graves, Duke</p>		<p>All committee chairs meet with Katrina and team for website revision of their committee presence</p> <p>Increase frequency of FaceBook posts to weekly and 1-2 per month member email messaging (send emails to members that are on FB)</p> <p>Initiate LinkedIn account and invite FCNI members</p>
<p>3.6 Spiritual Resource Development Committee (need name change In bylaws)</p> <ul style="list-style-type: none"> • Determine spiritual resources that are needed by FCNs and are not currently available • Develop new resources for FCNs that supports faith community nursing as a ministry • Disseminate information that will increase the significance of the spiritual dimensions of care 	<p>a) Provide an inaugural spiritual CNE in collaboration with Education Committee</p> <p>b) Promote digital prayer book</p> <p>c) Spiritual focus group or brain dating session</p>	Brown and Resource Committee	<p>2/31/2022</p> <p>Ongoing Brown & Knighten</p>	<p>Obtain approval from board (and bylaws) for name change)</p> <p>Explore faith community nursing as a ministry – focus group (or brain dating)</p>
<p>3.7 Leadership Succession Planning</p> <ul style="list-style-type: none"> • Developing members for board/chair positions 	a) Recruit members for Leadership Succession Planning committee	Shackelford	Ongoing	Partner with governance to suspend bylaws to create balance in board terms

<ul style="list-style-type: none"> • Create formal board orientation 	b) Balance the number of board members that turn over each year (1 or 3-year terms to create balance)	Shackelford, May & Exec Committee	4/30/3022	Collaborate with Executive Committee to plan for board replacements
	c) Develop criteria for board/chair positions	Shackelford and Exec Committee	6/30/2022	Development: board orientation, chair mentoring (peer and EC), Inservice Education for chairs and leadership professional development CNE for members)
	d) Recruit board members and committee chairs according to criteria	Shackelford & Executive Committee		
	e) Revise website language for leadership succession planning committee	Shackelford		
	f) Prepare for annual ballot	Shackelford		
	g) Development of board members	Shackelford & Knighten		

IV. Advocacy				
2025 (long term) Outcomes	2022 (current year) Goals	Who	When	Strategy
4.1 Establish strategic partnerships with other organizations	a) Continue to build a relationship with Westberg Institute	Solari-Twadell & Knighten	Ongoing	Analyze the mission and values of potential partners
	b) Submit LOI to participate in the ANA Scope and Standards of Faith Community Nursing revision	Solari-Twadell	6/30/2022	https://www.thectac.org/
	c) Explore developing relationships with other groups and foundations to partner for research and practice (e.g., faith and grief association, C-TAC)	Board Members	12/31/2022	https://www.thectac.org/in-terfaith-working-group/
	d) Prepare FCNs to identify with a faith community/group for advocacy of the FCN role and health ministry	Practice and Education Committee	12/31/2022	