



**NATIONAL
FORUM
OF STATE NURSING
WORKFORCE
CENTERS**

**2025-2027
Master Strategic Plan
Updated December 2025**

Our Vision: The National Forum of State Nursing Workforce Centers envisions a well-prepared, representative, and responsive nursing workforce by convening expertise, supporting research, and nurse-forward strategy.

Our Mission: The National Forum of State Nursing Workforce Centers leads a network of experts dedicated to ensuring a robust nursing workforce.

Our Values: Collaboration, Inclusivity, Credibility and Objectivity

Seven Areas of Impact

- K-12 Pipeline and Pre-nursing Pathways
- Nursing Education at the LPN, RN and APRN Levels
- Health and Well-being of the Nursing Workforce
- Upskilling the Workforce through Academic and/or Mentoring Programs
- Innovative Care Delivery Models
- Workforce Data
- Local, State and Federal Policy

IMPACT

STRATEGIC GOAL: DEMONSTRATE THE IMPACT OF THE NATIONAL FORUM.

Strategic Objectives

1.1 PROMOTE MEDIA AND POSITIVE IMAGE BUILDING EFFORTS TO INCREASE AWARENESS

1.2 INCREASE RECOGNITION OF STATE AND ASSOCIATE SUBSCRIBER WORK.

1.3 DEVELOP A FINANCIAL AND SUSTAINABLE MODEL FOR THE NATIONAL FORUM.

1.4 ESTABLISH OUTCOME MEASURES FOR THE SEVEN PRIMARY AREAS OF NURSING WORKFORCE.

1.5 GROW THE REACH OF THE NATIONAL FORUM.

Smart Indicators

SOCIAL MEDIA, WEBHITS
2025: FB=189 FOLLOWERS, 12,379 VIEWS, LI=617 FOLLOWERS, 52,236 IMPRESSIONS, WEBSITE=2,981 VISITS

OF AWARDS
2024: 4
2025: 3

END OF YEAR CASH BALANCE
2023: \$87,158.10
2024: \$138,234.79
2025: \$250,107

OUTCOME MEASURES
2025:
2026: BASELINE
2027:
2028:

OF SUBSCRIBERS
2023: 43 STATE, 186 ASSOCIATE SUBSCRIBERS
2024: 46 STATE, 198 ASSOCIATE SUBSCRIBERS
2025: 46 STATES, 211 STATE/ASSOCIATE SUBSCRIBERS

Strategic Initiatives

Enhance media visibility and raise awareness by promoting a positive image of nursing through various media outlets and develop compelling stories and content that highlight nursing workforce successes. Develop a communications/marketing strategy for every goal.

Highlight the contributions of subscribers by transitioning current award process to a more broad-based awards based on the seven areas of impact, achievement and discretionary awards.

Develop diverse income streams including passive income opportunities. Optimize the annual conference to ensure a consistent dependable income source. Investigate opportunities for grants.

Assemble expert panels for each of the seven areas using an application process. Panels will develop standard measures for collection across all states.

Develop subscription mechanism for other organizations including action coalitions.

Volunteer Team(s)

Communications and Marketing Committee

Subscriber Recognition Committee

Finance Committee

Volunteer Team starting

Action Coalition Advisory, Governance and Finance Committees

Current Status

New Logo implementation, new banner and tablecloth purchased, name change survey collected

3 awards distributed, transitioned to a full committee, working on new Tiered recognition program

Exploring donations and money market options. Developed 3 year budget.

Start January 2026

MOU with AARP executed. New member category developed, bylaws change vote

POLICY

STRATEGIC GOAL: STRENGTHEN THE NATIONAL FORUM AND NURSING WORKFORCE CENTERS POSITION IN THE NATIONAL POLICY ARENA.

Strategic Objectives

2.1 INCREASE PARTICIPATION ON NATIONAL ADVISORY COUNCILS AND COMMITTEES.

2.2 ADVOCATE FOR FEDERAL LEGISLATION IMPACTING NURSING WORKFORCE.

2.3 HOST NATIONAL NURSING WORKFORCE ROUNDTABLE INVITING ALL THE MAJOR NURSING AND SPECIALTY ORGANIZATIONS-

2.4 INCREASE MEMBER KNOWLEDGE, RESOURCES AND ENGAGEMENT FOR STATE ADVOCACY.

Smart Indicators

OF COUNCILS AND COMMITTEES
2025: 16

OF BILL SPONSORS, # OF BILLS
2025: S1482=4, HR4407=11

PLANNING PROGRESS
2025:
2026: PLAN DEVELOPED
2027: MEETING(S) HELD
2028: DISSEMINATE RESULTS AND RECOMMENDATIONS

ATTENDING POLICY SESSIONS, RESOURCES DEVELOPED
2025: PARTICIPANTS: X=13, TOTAL=169, FUNDING STRATEGY DOCUMENT DEVELOPED

Strategic Initiatives

Expand national presences by participating on national advisory councils and positioning the Forum as a thought leader in nursing workforce issues.

Revise federal Nursing workforce center legislation and advocate for passage. Advocate for other legislation related to nursing workforce center work.

Assemble representatives from all nursing and specialty nursing organizations to develop a state of the nursing workforce report including recommendations.

Host monthly policy sharing sessions. Develop state policy guide. Develop state fact sheets.

Volunteer Team(s)

National Council/Committee Task Force

Federal Government Relations Committee

National Nursing Workforce Roundtable Committee

State Advocacy Committee

Current Status

Start Task Force

Senate and House Bill Introduced

Committee formed

Policy sharing sessions scheduled, plan developed for resource development

RESEARCH AND INNOVATION

STRATEGIC GOAL: STRENGTHEN NATIONAL AND STATE NURSING WORKFORCE
RESEARCH AND INNOVATIONS THAT IMPROVE RECRUITMENT AND RETENTION.

Strategic Objectives

3.1 PRODUCE ROBUST, COLLABORATIVE RESEARCH AND/OR INNOVATIVE PROJECTS WITH NATIONAL PARTNERS.

3.2 PRODUCE ROBUST, COLLABORATIVE RESEARCH AND/OR INNOVATIVE PROJECTS WITHIN NATIONAL FORUM.

3.3 INCREASE OPPORTUNITIES FOR PEER-MENTORING AND DEVELOPMENT OF COLLABORATIVE WORK ACROSS STATES.

3.4 LAUNCH A PEER-REVIEWED, INDEXED, SCIENTIFIC JOURNAL.

3.5 UTILIZE DATA TO DEVELOP RECOMMENDATIONS AND BEST PRACTICES TO INFORM DECISION-MAKING FOR THE NURSING WORKFORCE.

Smart Indicators

OF NATIONAL COLLABORATIONS
2025: 6 NCSBN/FORUM TEAMS

OF CROSS-STATE COLLABORATIONS
2025: 17

OF PEER MENTORING OPPORTUNITIES
2025:
2026: BASELINE

OF JOURNAL ARTICLES, SUBSCRIBERS
2025: 11 ARTICLES
95 SUBSCRIBERS
ARTICLE VIEWS: 703 SINCE 07/2025, JONE ARTICLE 393 VIEWS

NATIONAL DATA COMPILED
2025:
2026: BASELINE
2027:
2028:

Strategic Initiatives

Coordinate development of research teams Foster collaboration with other national organizations.

Develop procedure for starting collaboration teams and Forum wide research projects.
Facilitate start of new teams.

Revise membership survey.
Develop document of activities by state including links to state's work. Build structured sessions at member meetings and peer-mentoring groups.

Develop and launch editorial board. Transition to new journal software. Promote journal to increase submissions, reviewers and subscriptions.

Provide research education opportunities within Forum including a data bootcamp.
Improve national data to be able to analysis and analysis to the state/county level.
Develop research analysis for national roundtable including revision of data visualization.

Volunteer Team(s)

NCSBN/Forum Research Teams Fellowship Team

Collaboration Task Force Governance Committee Research Committee

Membership Survey Task Force

Journal Board

Research Committee

Current Status

NCSBN/Forum Teams continue to meet Fellowship Team potentially starting January 2026- work with NAO?

Collaboration teams started Research committee paper topic selected

Survey task force work completed, Survey collected. Director work on next steps.

First and second edition published. Transitioned to new website.

Data Bootcamp planned for June 2026.