



**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.

Highllght the contributions of siubscribers 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



	<div> <div>POLICY</div> <div>STRATEGIC GOAL: STRENGTHEN THE NATIONAL FORUM AND NURSING WORKFORCE CENTERS POSITION IN THE NATIONAL POLICY ARENA.</div> </div>			
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 RECCOMENDATIONS	# ATTENDING POLICY SESSIONS, RESOURCES DEVELOPED 2025: PARTICIPANTS:X=13, TOTAL=169, FUNDING STRATEGY DOCUMENT DEVELOPED
Strategic Initatives	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 reccomnedations.	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.