Centre for Continuing Nursing Excellence

5 Year - Strategic Plan

(2019-2024)

TABLE OF CONTENTS

- Introduction
- Executive Summary
- Mission Statement
- Statement of Core Values
- Methodology and Timeframe
- Organization Profile and History
- Strategic Planning
- Strategic Goals and Objectives

Appendices

- Current Member List
- Operational Activities
- Planning Principles

ABBREVIATIONS

CCNE- Centre for Continuing Nursing Excellence

FYSP- Five-year strategic plan

SHE- Share stakeholder expectations

SPC- Strategic Planning Committee's

SWOT- Strength weakness opportunity Threat

Introduction

The CCNE Strategic Plan, 2019 – 2024 which will follow, is the result of hard work and drafts by the Strategic Planning Committee's input or guidance of the Executive Director, Puneet Mehrotra. The process began in 2012 This committee issued a report to the Advisory Board of Directors at the spring 2019 to update the goals and objectives accomplished and recommendations for action items needing to be completed. This is helpful for updating our mission, focusing on issues and goals, reaffirming the purpose and membership of the CCNE.

The Membership Manager & Project Manager spearheaded the process of drafting a new plan guided by the outcomes and planning processes identified of the CCNE. Centre for Continuing Nursing Excellence is a body that provides innovative products based on the integration of academics, life skills and exposure to the Nursing Science. It is a leading scientific research network for nurses, faculties, researchers and students that would help nursing stakeholders to perform self-directed learning and continually aspire to improve individual professional skills.

The ambition of CCNE is to spread advanced nursing professionals with knowledge and skills in managing certain health care issues and developing clinical practices. It is a forum which connects all to explore issues of mutual concern as well as exchange knowledge of different fields of nursing science and research, share evidence and ideas, and generate solutions.

Executive Summary

First, I would like to thank the Strategic Planning Committee members for their commitment to this planning process, for their patience and good humor, and for their fortitude in seeing it through to the end. Thanks also to the members of the CCNE Advisory Board of Directors who participated in the facilitated planning day at Noida in Dec. 2018, and to Puneet Mehrotra for the guidance and insight provided to all of us.

The Strategic Planning Committee included:

- Puneet Mehrotra
- Archana Mehrotra
- Garima Dixit (Law & MBA, Banasthali University, Jaipur)
- Rekha Mahey (M.Sc Microbiology, Lovely University, Punjab)
- Quaisher Hossain (M.Sc Botany, Gauhati University)
- Rahul Kumar (MBA Marketing, Noida)
- Anubha Budhalakoti (M.Sc, Lucknow University & MDIT, Tata Infotech)
- Asan Kumar (M.C.A, DBRAU, Agra)

Strategic planning keeps an CCNE on track over time and allows the CCNE to respond to change while remaining faithful to their mission and vision. The process itself may have as much value to the CCNE as the final plan, since so much can be learned from surveying both the position of the CCNE and the state of the environment in which the CCNE operates. For the Consortium this is particularly true.

The opportunity to step back and scrutinize, evaluate, consider and question our activities is crucial, and not afforded by the daily pace of the CCNE that represents the interests of member in Multiple countries, (see current member list, relies heavily on the voluntary participation of its members and employees rarely has the luxury of time for reflection, Having made that time during this process will prove to be invaluable to the life of the consortium.

This process was quite different from our last planning process in 2019. However, the 2019 process resulted in some tools that continued to serve us this time around. First, our original planning principles have once again guided us as a committee. Second, the core values we identified also still endure. With that goal we decided to adopt a different approach to our planning process. Our focus in 2019 had been to gain consensus from among the member through a series of regional meetings. Each group of attendees at those meetings engaged in SWOT analysis and discussions. The results were eventually digested to arrive at the final plan. This time it was felt that the full participation and buy-in of the Advisory Board of Directors was most important to the process.

Mission Statement

To generate high quality content & knowledge resources in core areas of nursing competence and in emerging areas to make valuable contribution in the field of education for the development of the nation. So, come and get connected with us today to transform tomorrow to build dynamic future. It's not just our mission it's our wish for every individual on this podium. CCNE members share the risks and rewards of implementing innovative ideas and capitalize on enduring successes.

In addition to the mission and vision statements, CCNE has a set of core beliefs that serve to guide in prioritizing goals and strategies.

- Research is the foundation of our profession and top priority.
- Global association, single brand.
- Tell the research-based journals to the institutions, public, governments, and the media factually and truthfully protect the attractions.
- CCNE conduct with professionalism and integrity bring the institution together through premier expos, education and publications.
- Be committed to members' needs and expectations to help them be successful.

Key Success Factors (Goals)

- Membership working to attract new members
- Enhance member communications and contact
- Create brand awareness;
- Increase training/education/leadership development
- Post creation, development and revitalization
- Measurable Goals and Accountability, supported by visual illustrations

CCNE STATEMENT OF CORE VALUES

The Consortium Knowledge Network, CCNE, is a member-driven system. CCNE exists to maximize the resources of its members in accordance with the CCNE's vision and mission statements. While our intent is to serve the membership, we are aware that CCNE's actions may have implications beyond the group. To be thoughtful, careful and visionary about decision-making we feel it is important to set forth the core.

1) **LEADERSHIP** -- CCNE strives to be on the leading edge of content that educates, informs and inspires lifelong learning and advance knowledge to share and collaboration between and among Nursing excellence.

2) **COOPERATION & COLLABORATION** -- CCNE recognizes the benefits that accrue to our member institutions, our staff and our user groups when we share our research-based articles, expertise, time and energy.

3) **ADAPTABILITY** -- CCNE intends to be a nimble, flexible and dynamic platform, able and willing to adapt to the evolving needs of members and the shifting landscape of research.

4) **DIVERSITY** -- CCNE members include multi-type journals, both national and international, who serve a diverse population including faculty, students, research scholars and the public as well as publishers of information and the larger nursing profession. CCNE recognizes that their members may have diverse missions, disparate resources and needs. Decisions undertaken on behalf of the CCNE are made with the greatest respect and support of these differences.

5) **EDUCATION** -- CCNE values the robust exchange of information and ideas, both among and between our own constituents and with those outside of the consortium with whom we may conduct business.

Methodology and Timeframe

These exercises aimed at facilitating the development of the FYSP document as an implementable overall strategic to achieve the short-term and long-term goals of this CCNE, linked to specific measurable milestones. According to the guidelines, a strategy is an integrated set of choices to reach an objective.

The formulation of a strategy involves making choices based on a data-driven assessment of the current situation. Within this line of thought, the CCNE was required to choose certain paths of action over others based on a situational analysis and, through an in-depth comparison of prospective plans of action.

This process was then supposed to steer the resources deployed by the CCNE into the direction of the chosen path. The exercises chosen for this purpose were to be completed by the CCNE based on a series of internal and external development for members respectively. These exercises were divided into four broad stages/categories:

Stage	Exercises
1. Define the Aspiration	a. Define the Core Purpose b. Define the Aspiration
2. Assess the Situation	a. Where do we stand now with respect to different milestones? b. What external factors will impact us? c. Who are our stakeholders? d. What are our strengths and weaknesses? e. What do we need to learn?
3. Develop the Strategy	a. What are our priority objectives for next 5 years? b. What are potential strategies to achieve them? c. How will we engage the stakeholders? d. How will we build our knowledge and capabilities?
4. Plan Implementation	a. What is the detailed implementation plan? b. What resources will be required? c. How will we track and measure success?

	d. What will be the reasonable time frame within which each could be done?

Define the Aspiration- CCNE Membership is a never-ending project. Every year, members association — they retire, change jobs or professions, go out of business, lose their professional development budget, or just vanish for unknown reasons. As members go out the back door, you must keep new ones coming in the front.

Assess the Situation- Nothing is worse than you and your stakeholders (both internal and external) misunderstanding expectations from the outset. As a second step, this ambition diagram helps you assess the level of expectation for a given membership activity. You can situate all future activities along this level of ambition. Eventually, the chosen level of ambition will inform on stakeholders requiring priority level of membership during the stakeholder mapping.

Levels of Ambition
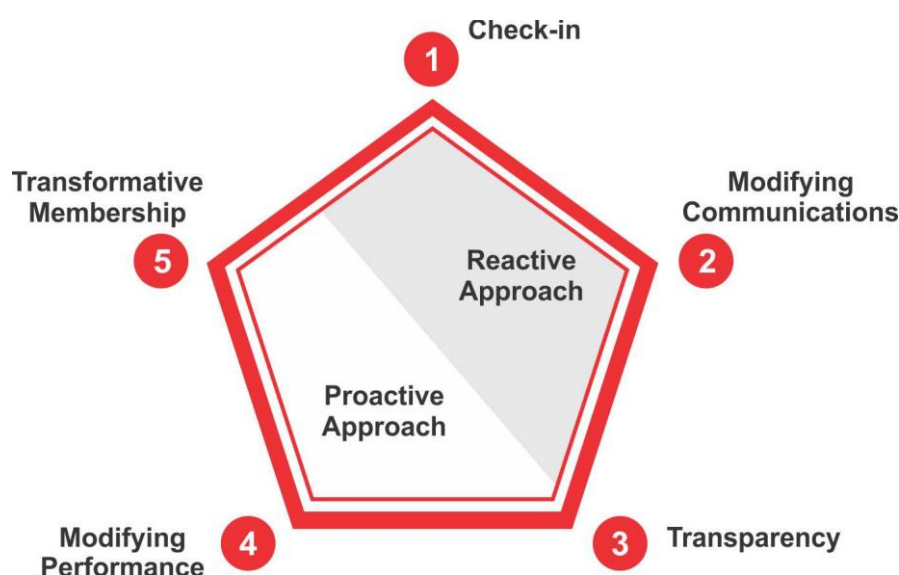
Check-In	Maintain current communications practices.	Membership will help institutions check in and refine level of disclosure on topics where there are already communication practices in place.
Modifying Communications	Adapt communications to meet stakeholder expectations.	For instance, identify new topic areas that require reporting.
Transparency	Provide assurance to satisfy stakeholder concerns.	For instance, identify ways to ensure levels of confidence and

		trust around information shared with stakeholders.
Modifying Performance	Change some membership processes and practices in response to stakeholder feedback	For instance, obtain new ideas to meet specific needs.
Transformative Membership	Fundamentally change Membership process strategies and models.	For instance, gather intelligence to operate major transformational changes in a CCNE model.

Level of Ambition	Assigned Staff	Required Time	Internal Alignment	Format	Mederatior	Feedback	Average Cost
Check-in	₹	₹	₹	₹	₹	₹	₹
Modifying Communications	₹₹	₹	₹₹	₹₹₹	₹₹₹	₹	₹₹
Transparency	₹₹	₹₹₹	₹₹	₹₹₹	₹₹₹	₹	₹₹₹
Modifying Performance	₹₹₹	₹₹₹₹	₹₹₹₹	₹₹₹	₹₹₹	₹₹₹₹	₹₹₹₹
Transformative Membership	₹₹₹₹₹	₹₹₹₹₹	₹₹₹₹₹	₹₹₹₹₹	₹₹₹₹₹	₹₹₹₹₹	₹₹₹₹₹

Note: This tool provides only a rough estimate. Costs depend on a wide range of variables and can only be developed within the context of a particular corporate, institutions, professionals and individual.

Develop the Strategy
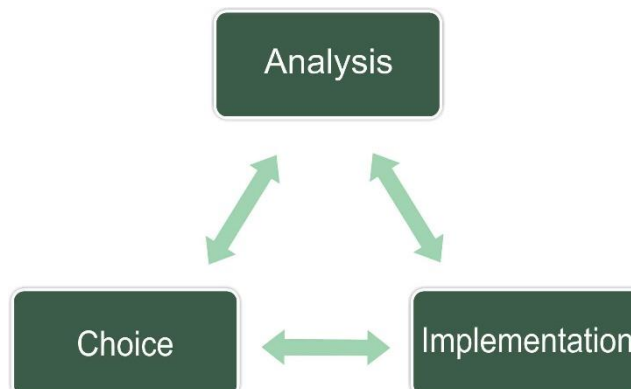
1. **What strategies will guide your plan for these new members?**
- **Focus on Content Marketing**- Content marketing is all the rage these days, and there's a good reason why: It works prospective members who are looking for your

services will often find you through Internet search. However, for them to find you, you need to have content out there that meets their search query.

- **Focus on Social Media Marketing**-There are two ways to use social media to market our CCNE or We will do promotion or allow connections to happen organically.
- **Activate Advocacy-** Use digital certificates and A small reward can motivate your current members to spread the message.
- **Switch up Your Membership Offers**

Offer a free trial -Free appeals to everyone. Some members need to simply try your program risk-free before making up their minds.

Offer a guarantee-Guarantees go a long way into inspiring confidence. Stand behind the touted benefits of your membership program by a money-back guarantee.

Offer multiple tiers of membership-Not every prospective member will need the full array of benefits. Consider portioning out your membership so that it appeals to a wider group of people.

2. **What tactics will you use to achieve your membership goals?**
- Member testimonials
- Social media
- Mobile technology
- Blogs
- Email
- Live streaming- Our Conferences
- Pay Per Click advertising
- Member Get a Member Program

The easy way out is recycling membership tactics. But the most successful associations do it differently. They encourage staff and volunteers to bring their creativity to the planning table. They're willing to try out new ideas and experiment with new tactics. The world is changing, people are changing, and your membership tactics must change too.

Membership Strategy - Thought leaders and influencers from government, society, and the private sector play an important role in creating and maintaining value. As their influence evolves, institutions must take a strategic and structured approach to stakeholder relations. BSR has developed a five-step approach to show how corporations can initiate and sustain constructive relationships over time and throughout their organization, creating shared value by engaging early and often.

Stakeholder mapping is a collaborative process of research, debate, and discussion that draws from multiple perspectives to determine a key list of stakeholders across the entire stakeholder spectrum. Mapping can be broken down into four phases:

1. **Identifying**: listing relevant groups, institutions, and people the first step in the mapping process is to understand that there is no magic list of members. The final list will depend on CCNE, its impacts, and our current engagement objectives—as a result it should not remain static. This list will change as the environment around you evolves and as stakeholders themselves make decisions or change their opinions.
   Action: Brainstorm a list of stakeholders without screening, including everyone who has an interest in your objectives today and who may have one tomorrow. Where possible, identify individuals.
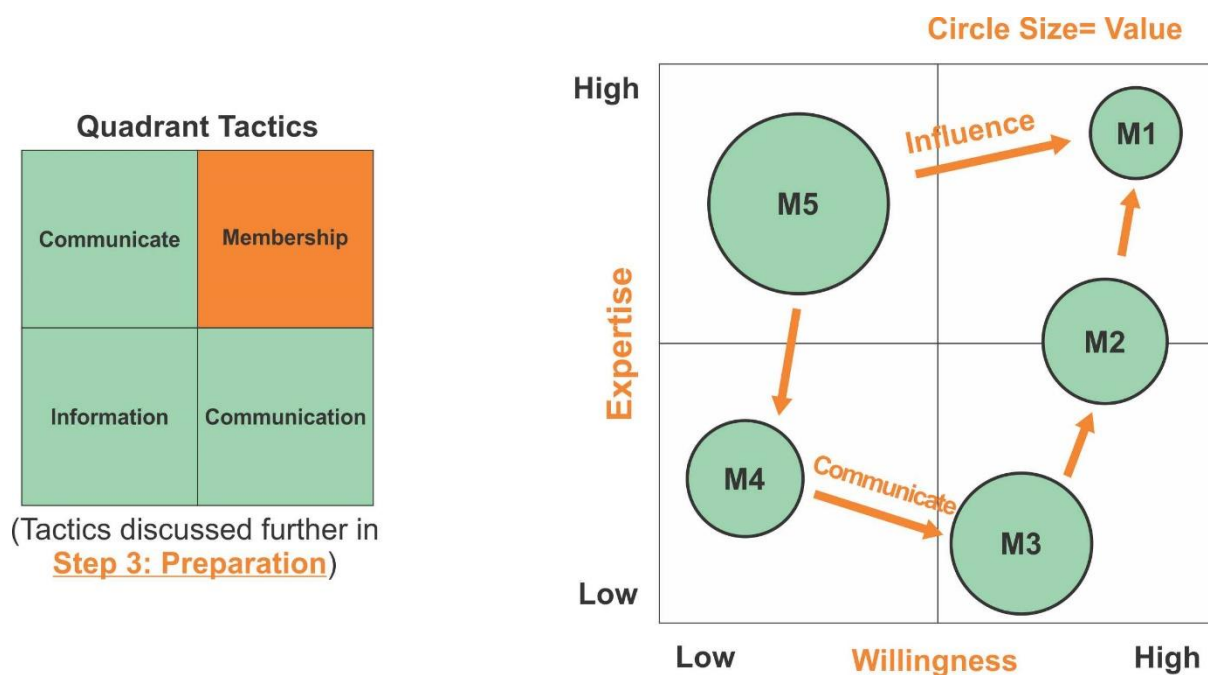
2. **Analysing**: understanding stakeholder perspectives and relevance. Once you have identified a list of Members, it is useful to do further analysis to better understand their relevance and the perspective they offer, to understand their relationship to the issue(s) and each other, and to prioritize based on their relative usefulness for this engagement. BSR has developed a list of criteria to help you analyse each identified stakeholder:

   - Contribution: Does the Member have information, counsel, or expertise on the issue that could be helpful to the company?
   - Legitimacy: How legitimate is the Member's claim for engagement?
   - Willingness to engage: How willing is the Member to engage?
   - Influence: How much influence does the Member have? (You will need to clarify "who" they influence.
   - Necessity of involvement: Is this someone who could derail or delegitimize the process if they were not included in the engagement?

Action: Use these five criteria to create and populate a chart with short descriptions of how Members fulfil them. Assign values (low, medium, or high) to these Members. This first data set will help you later decide which Members to engage. See example that follows.

	Expertise		Willingness	Value	
Members	Contribution	Legitimacy	Willingness to Become a Member	Influence	Necessity of Involvement
M1	High: Knowledge in journals issues is of value to the CCNE	High: Directly affected by our CCNE activity	High: Proactive group that is already engaging	Low: Relatively unknown group	Low: Not an outspoken stakeholder
M2	Medium	Medium	High	Medium	Medium
M3	Low	Low	Medium	Low	Medium
M4	Low	Medium	Low	Medium	Medium
M5	High	Medium	Low	High	High

3. **Mapping**: visualizing relationships to objectives and other stakeholders Mapping stakeholders is a visual exercise and analysis tool that you can use to further determine which stakeholders are most useful to engage with. Mapping allows you to see where stakeholders stand when evaluated by the same key criteria and compared to each other and helps you visualize the often-complex interplay of issues and relationships created in the criteria chart above.
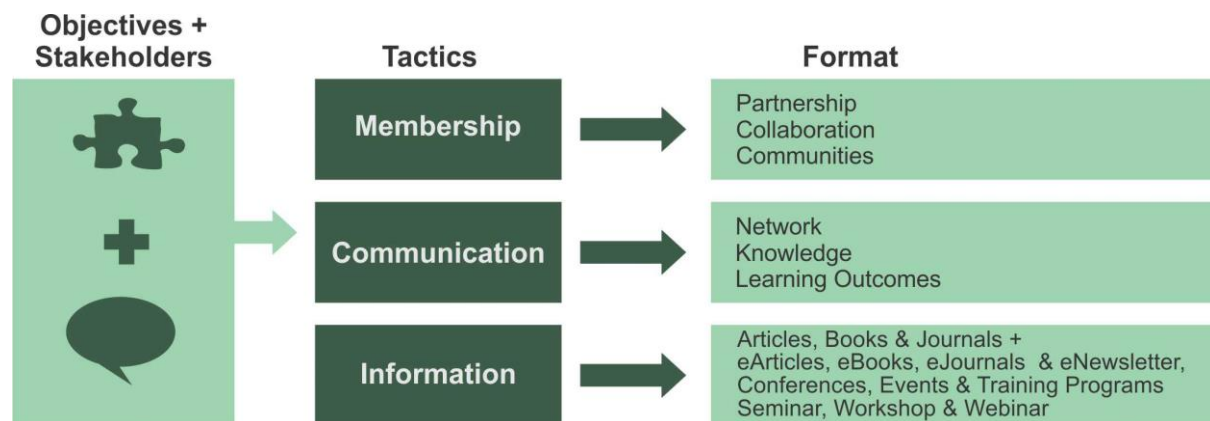
Quadrant Tactics

Communicate	Membership
Information	Communication

(Tactics discussed further in
Step 3: Preparation)

Circle Size= Value

4. **Prioritizin**g: ranking stakeholder relevance and identifying issues

 The process of stakeholder mapping is as important as the result, and the quality of the process depends heavily on the knowledge of the people participating.

Preparation and Membership The first two steps of BSR's five-step approach to stakeholder Membership have helped you to build a base of knowledge by developing your perspective, scope, and understanding of who you are engaging with and why you are engaging them. You are now ready to move on to Steps 3 and 4: Preparation and Membership. Preparation will bring your knowledge to fruition. It will help ensure that your Membership is not an end but a means to a process of continued dialogue with those most important to your CCNE—your stakeholders.

Action: Before diving in, gather your internal stakeholder Membership team and reach out to the stakeholders you identified in Step 2 to develop and communicate short-term and long-term goals for the Membership. These goals will help guide the rest of your preparation process.

CHOOSING YOUR FORMAT- Revisit your mapping to identify which quadrants stakeholders fall into. Rerank your stakeholder list using the engage, communicate, and inform tactics quadrant. Once you have determined which tactic is appropriate for your current Membership strategy, consider the formats from the following list, or develop a format that is appropriate for the tactic. Remember that you can simultaneously engage different stakeholders using a range of formats—you are not limited to one Membership format at a time.

Tactics	Format
Membership (high priority)	**Joint Venture**
	Partnership
	Research Collaboration Summit
Communicate (medium priority)	**Sponsorship Survey**
	Mass Email or Newsletter
	Social Media Conference
Inform (low priority)	**Marketing Campaign Sustainability Report**
	Publication
	News Coverage

Action: Consider how certain elements influence your intended Membership and may change the conversation. Think about your selected stakeholder groups to anticipate their perceptions of the following criteria and adjust your plans where necessary. Most of these considerations apply to in-person meetings, but the general idea can be applied to communications efforts as well.

Authority: In-house versus third-party hosting; sponsorship and number of company representatives versus stakeholders; stakeholders' familiarity with subject

Formality: Dress code; look of the presenter; marketing and display materials; the tone used to address the topic (passive, direct, apologetic, etc.)

Atmosphere: Effect of the venue's atmosphere, e.g., warm, cold, welcoming, stuffy, or dark; "branding" of the event with company logos

Facilitation: Type of facilitation necessary for your intended audience, e.g., engaged, hands-off, leading, listening, interactive, or professorial

Participation: Dynamic of the stakeholders in the room; approach to fielding remarks and managing disputes; logistics affecting participants (distance Learning, etc.)

The Membership After working through the necessary planning steps, you are on track for a successful Membership with your stakeholders. This is the moment when facilitation truly counts. Coach your facilitator to deliver on the following five points during Membership. If you are planning to facilitate the event, be sure to focus on the following points yourself. Once again, many of these criteria apply primarily to in-person meetings, but the general ideas can be applied to communications efforts as well:

Logistics that will help prepare for Membership:

- Determine if facilitation is needed and select a facilitator.
- Secure an appropriate facility (if necessary). Logistics that will help during Membership:
- Assign participants roles and responsibilities.
- Develop an agenda focused on objectives and outcomes.
- Develop rules of Membership, confidentiality and a decision-making process.
- Create Membership materials.
- Distribute invitations with practical information to participants.
- Communicate clear objectives, scope, and roles for participants.
- Set up channels of ongoing communication (Twitter feed, voting platform, white boards)
- Plan for catering, paying attention to special needs or diets. Logistics that will help post- Membership:
- Create evaluation criteria and measures for success.
- Develop a feedback plan and mechanism.

- **Share stakeholder expectations**: Share feedback from your earlier goalsetting consultation process or open the floor to stakeholders to share their expectations for the Membership.
- **Allow for equal contribution:** Encourage fewer verbal stakeholders to participate in the conversation; create a space where this is possible and comfortable; respect each party's right to pass.
- **Focus the discussion**: Dialogues can veer off-topic if not properly focused. Stick to your agenda and remain within the scope of the issue. Table any out of-scope issues for future Memberships and be sure to address these in the future if you commit to doing so.
- **Manage cultural dynamics:** Your earlier activities should have prepared you for any tricky dynamics. But be wary of possible cultural misunderstandings during Membership and manage them as they arise.
- **Mitigate tension:** Certain topics can be controversial or provocative, and there may be unexpected dynamics or rivalries between participants. Have security on-site to address elevated situations but pre-empt difficulties by maintaining a calm atmosphere in the room.

Give feedback on this strategy

To provide feedback on this strategy or to request further information, please contact the Membership Team at membership@celnet.in or 9654667350

Organization Profile and History

Centre for Continuing Nursing Excellence started in 2012 with 7 years of experience in Nursing field. CCNE is a body that provides innovative products based on the integration of academics, life skills and exposure to the Nursing Science. It is a leading scientific research network for nurses, faculties, researchers and students that would help nursing stakeholders to perform self-directed learning and continually aspire to improve individual professional skills.

CCNE Publication, a division of Consortium E-Learning Network Pvt. Ltd. (CELNET), is a publisher of more than 100 multidisciplinary peer reviewed journals in the areas of science, technology and medical.

CCNE serves the worldwide academic communities and contributes to the progress and application of nursing science, by delivering superior nursing publications and nursing information solution provider that enable advancement in nursing research. More than 500 professional editorial board members support our publishing activities, and 2000 authors already published with CCNE.

CCNE Conferences is an online platform where you can get the detail information about the conferences, seminars, workshops and other-related events.

STRATEGIC PLANNING

Thoughtful planning will shape and guide an CCNE for the future. Its purpose is to help the CCNE do a better job, to focus its goals and to work together towards those goals. In order to achieve this ideal, the Planning Committee, through thoughtful process and facilitated brainstorming, identified the following primary strategic questions.

- Are the current activities of the consortium assisting members in maximizing resources and supporting the missions of their institutions? Should current activities be continued, expanded? What, if any, new activities should be considered?
- Should CCNE actively pursue strategies that would widen the appeal of CCNE and increase multi type participation?
- What role should members, both national and international, play in CCNE?
- What effect would continue growth have on the administration of CCNE, the quality of the services provided and sense of community and camaraderie so important to the consortia and its members?
- How can communication be improved – both within the consortium itself as well as with the various staff constituencies that comprise the driving force of us member institutions?
- How can we assure the efficient and effective administration of the organization? If management vacancies occur, what policies and procedures should be implemented to ensure a smooth transition and minimize any loss of efficiency for the CCNE?

STRATEGIC GOALS AND OBJECTIVES

I. Program Goals

- Goal A: To maximize the benefits of membership and efficient use of consortium resources in an CCNE dedicated to a leadership position in the academic field.
- Goal B: To assess various growth strategies for CCNE that meets the needs of the members.
- Goal C: To open and expand communication channels among all members of CCNE

II. Management/Operations Goals

- Goal A: Secure the administrative relationship of the position of executive director.
- Goal B: Clarify and formalize best business practices within the CCNE

OPERATIONAL ACTIVITIES

- The following CCNE activities will continue to be part of the regular Excellence of the consortium. Not all members benefit from every activity of the consortium.
- Some collaborative opportunities are available only to full members, while others are available for both full and affiliate members. Some of these activities are reiterated in the goals and objectives of the strategic plan as they directly address a specific strategic issue identified during the planning process. Others are not included in the plan.
- Operations management
- The Executive Director is responsible for the daily operations of the consortium. Delegation of various duties to the Administrative Assistant is left to the Director's discretion.
- The daily operations of the consortium include: Manage consortium budget, manage membership accounts and inquiries, handle all consortium correspondence via mail, e-mail, telephone, and fax., Maintain CCNE office and equipment (presently located at Sec 63, Noida, UP). Develop Public Relations Materials and maintain website Monthly report of consortia activities to the Executive Committee

PLANNING PRINCIPLES

1. Inclusiveness
2. Responsiveness
3. Creativity
4. Nimbleness
5. Realism
6. Critical analysis
7. Confidentiality
8. Excellence
9. Accountability

Implementation of this Strategic Plan for Sustained Membership Growth.

Once adopted this plan will be implemented by:

☐ Assigning a minimum of one member of the CCNE to each objective to coordinate implementation.

☐ Establish a strategic plan agenda item for each CCNE and place on the agenda.

Report to the membership at department convention (CCNE) Meetings as an established agenda item on the status of the strategic plan, successes or changes required reaching 2019 Membership Goal and future sustained membership growth.

 Revisit and update the Strategic Plan for Sustained Membership Growth at our annual department of Nursing to ensure this plan is a living document.

 CCNE will bear the responsibility for updates and adjustments.