1 out of 3 staff members participated in strategic plan implementation.

1 out of 2 faculty members participated in strategic plan implementation.

100 people participated in strategic plan implementation.
Dear Friends,

I find it hard to believe that it has been a year since we launched our 2016-2020 Strategic Plan for the Duke University School of Nursing (DUSON). What is not hard to believe is the dedication and effort that I have seen over the past 12 months by teams of faculty, staff and students representing every area of the School, to begin to make this vision for our future a reality.

Our Strategic Plan was built on six focus areas: Education, Research, Clinical Practice, Community Health Improvement, Global Health and perhaps our most important focus area, People & Environment. From these six areas, our plan featured 23 specific goals and 58 strategies that would help us meet them. For our first year, we identified 20 of these strategies that would serve as the foundation of our future work.

Members of my Executive Committee championed the efforts of implementation teams in each of the focus areas. More than 100 of our faculty, staff, students and Duke University and Health System partners participated in one or more of these teams. I cannot thank these individuals enough for their leadership and commitment to our students and our DUSON community that they demonstrated this year. We are truly building our community of excellence one person, one team at a time.

I invite you to take a few minutes and review the incredible progress these teams have made in a very short period of time. I know that the momentum created this year will serve as the foundation for continued success in the years to come as we work towards our vision of “together transforming the future of nursing, to advance health with individuals, families and communities.”

I encourage you to join us on this exciting journey.

Sincerely

Marion E. Broome, PhD, RN, FAAN
Dean and Ruby Wilson Professor of Nursing, Duke University School of Nursing
Vice Chancellor for Nursing Affairs, Duke University
Associate Vice President for Academic Affairs for Nursing, Duke University Health System
<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy 1.1</strong></td>
<td>• Developed position description and recruiting plan for Associate Dean, Diversity and Inclusivity &lt;br&gt;• Organized ongoing plan for diversity &amp; inclusion awareness sessions</td>
</tr>
<tr>
<td>Foster an inclusive environment</td>
<td></td>
</tr>
<tr>
<td>where people from all backgrounds thrive and work together for a common good</td>
<td></td>
</tr>
<tr>
<td><strong>Strategy 1.2</strong></td>
<td>• Developed draft faculty, staff and student recruiting targets for further review &lt;br&gt;• Created routine reporting to assess progress towards recruitment and retention of identified underrepresented targets</td>
</tr>
<tr>
<td>Recruit and retain outstanding faculty, staff and students who are representative of the diverse community served by DUSON</td>
<td></td>
</tr>
<tr>
<td><strong>Strategy 2.1</strong></td>
<td>• Created Core Values signage, and awareness raising communications plan &lt;br&gt;• In addition to website presence, developed multiple strategies to institutionalize core values</td>
</tr>
<tr>
<td>Commit to unwavering dedication to the core values of DUSON</td>
<td></td>
</tr>
<tr>
<td><strong>Strategy 2.2</strong></td>
<td>• Established assessment of contribution to core values as part of annual faculty evaluations &lt;br&gt;• Identified and posted learning opportunities to strengthen conflict resolution skills &lt;br&gt;• Increased transparency by publishing departmental annual reports and Executive Committee meetings on share drive. &lt;br&gt;• Developed and provided DUSON’s finances training to faculty and staff.</td>
</tr>
<tr>
<td>Continue to build and respective and supportive environment</td>
<td></td>
</tr>
</tbody>
</table>
**Strategy 3.2**
Improve work-life fit

- Established After Hours Communications guidelines and After-Hours Sakai Support policy
- Created job description, completed interview process and hired a Wellness Coordinator
<table>
<thead>
<tr>
<th>STRATEGY</th>
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<tbody>
<tr>
<td><strong>Strategy 1.1</strong></td>
<td>Focus more extensively on faculty mentorship and research development</td>
</tr>
<tr>
<td>• CNR offering key services through center cores</td>
<td></td>
</tr>
<tr>
<td>• Established Research Steering Council, Grant Writing Club</td>
<td></td>
</tr>
<tr>
<td>• Held 27 research events, 6 faculty think tanks</td>
<td></td>
</tr>
<tr>
<td>• Offerings include weekly stats and IRB labs</td>
<td></td>
</tr>
<tr>
<td>• Pilot grant funds made available year round</td>
<td></td>
</tr>
<tr>
<td><strong>Strategy 2.1</strong></td>
<td>Recruit, retain, recognize and develop world leading research faculty at DUSON.</td>
</tr>
<tr>
<td>• External research consultants hired</td>
<td></td>
</tr>
<tr>
<td>• Joint faculty appointments and research faculty recruitment underway.</td>
<td></td>
</tr>
<tr>
<td><strong>Strategy 3.2</strong></td>
<td>Implement four research areas of excellence (RAEs): Clinical Innovation, Population Health, Precision Health, Methods &amp; Analytics</td>
</tr>
<tr>
<td>• Four RAEs up and running with research faculty leads</td>
<td></td>
</tr>
<tr>
<td>• Launched Health Innovation Lab</td>
<td></td>
</tr>
<tr>
<td>• Collaborative and developmental activities sponsored by RAEs include workshops, roundtables, visiting scholars</td>
<td></td>
</tr>
<tr>
<td><strong>Strategy 4.1</strong></td>
<td>Promote and accelerate DUSON research, innovation and accomplishments</td>
</tr>
<tr>
<td>• Held successful DUSON Research Day Conference</td>
<td></td>
</tr>
<tr>
<td>• Significant increase in campus-wide collaborations</td>
<td></td>
</tr>
</tbody>
</table>
Strategic Management Committee Report 2022

Community Health Improvement

**Strategy 1.2**
Develop a centralized office within DUSON to coordinate the community and population health agenda.

- Significant DUSON presence at Duke Health and DU committees.
- Solidified a dedicated community and population health improvement program and created an office.
- Benchmarked 14 academic institutions and schools. Illuminated multiple possibilities for the DUSON office to link elective courses, mobile health program/clinics, interdisciplinary student clinics and opportunities for community engagement.
- Completed listening sessions with internal and external stakeholders to assess expectations of the office.
- Completed DUSON faculty community and population health improvement survey to inform future work. Results shared with faculty and leadership.

**Strategy 2.2**
Create a research cluster specific to community and population health improvement.

- Formally connected community health improvement research, CNR population health pillar, and Office for Community and Population Health improvement within DUSON.
- Formally connected DUSON with Duke community and population health improvement research.
- Expanded capacity to support community and population health improvement research pre to post award.
Global Health

STRATEGY

Strategy 1.3
Strategically identify global priorities and geographies.

Strategy 2.1
Integrate global health concepts and experiences across all DUSON educational programs

OUTCOMES

• Developed an updated Guiding Principles for OGACHI activities to inform future global projects, activities and education.

• Tactics developed to expand the scope of global health education at DUSON, including the possibility of a minor/certificate in global health.
<table>
<thead>
<tr>
<th>STRATEGY</th>
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<tbody>
<tr>
<td><strong>Strategy 1.1</strong></td>
<td>Systematically assess all programs (existing and proposed) for relevance, quality and sustainability.</td>
</tr>
<tr>
<td>Replace existing and proposed programs.</td>
<td>New process and template documents created to be used to evaluate existing and proposed programs.</td>
</tr>
<tr>
<td>Replace Executive Committee.</td>
<td>Documents reviewed and approved by Executive Committee and Academic Team.</td>
</tr>
<tr>
<td><strong>Strategy 1.2</strong></td>
<td>Create an engaging student-centered learning environment</td>
</tr>
<tr>
<td>Replace developed recommendations.</td>
<td>Developed recommendations to support 3 priority tactics around developing and using best practices on student engagement, to support educational practices.</td>
</tr>
<tr>
<td>Replace outlined process.</td>
<td>Outlined a process for gathering, assimilating and disseminating data around educational best practices that demonstrate student involvement.</td>
</tr>
<tr>
<td><strong>Strategy 2.1</strong></td>
<td>Increase scholarship and other funding to offset the cost of tuition</td>
</tr>
<tr>
<td>Replace 19.4% increase.</td>
<td>19.4% increase in DUSON Annual Fund giving with $441,000 received from 947 donors.</td>
</tr>
<tr>
<td>Replace secured $885,000 in pledges.</td>
<td>Secured $885,000 in pledges for new ABSN scholarship support matched 1:1 by the Access and Opportunity Challenge.</td>
</tr>
<tr>
<td>Replace created 7 new endowments.</td>
<td>Created 7 new endowments and increased 1 existing endowment, totaling $1.77M.</td>
</tr>
<tr>
<td>Replace secured additional lead gifts.</td>
<td>Secured additional lead gifts and pledges toward the Sharon Hawks and Frank Titch DNP-Anesthesia Scholarship Endowment totaling $62,400.</td>
</tr>
<tr>
<td><strong>Strategy 3.1</strong></td>
<td>Develop innovative new models and approaches for nursing education</td>
</tr>
<tr>
<td>Replace developed proposal.</td>
<td>Developed proposal for reorganizing the Institute for Educational Excellence; focusing on Education Excellence, Innovation and Scholarship.</td>
</tr>
<tr>
<td>Replace proposal circulated for leadership.</td>
<td>Proposal circulated for leadership input and approval.</td>
</tr>
</tbody>
</table>
Strategy 1.1
Create diverse faculty practice and patient care models that are financially and logistically sustainable.

- Completed information gathering to better understand current faculty clinical practice models and perceived barriers at DUSON.
- Completed faculty survey with 39 respondents and benchmarking of clinical practice in peer schools.
- Consulted with Advance Practice Provider (APP) reimbursement model expert.
- Established series of meetings with DUHS Advanced Practice leadership to determine employer perspectives on faculty practice opportunities and challenges.

Strategy 1.3
Align DUSON’s appointment, promotion and tenure practices to reflect the value of clinical practice.

- Revised DUSON’s APT criteria to include scholarly activities suited to the practice scholar.
- Revisions advanced for approval to APT Committee.

Strategy 2.1
Work with Duke Health and other practice partners to develop clinical and scholarly collaborations that are mutually beneficial.

- Executive Sponsors involved with ongoing Duke Advancement of Nursing, Center of Excellence (DANCE) initiative to implement and sustain its foundational pillars.

Outcomes

- Completed information gathering to better understand current faculty clinical practice models and perceived barriers at DUSON.
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- Consulted with Advance Practice Provider (APP) reimbursement model expert.
- Established series of meetings with DUHS Advanced Practice leadership to determine employer perspectives on faculty practice opportunities and challenges.

- Revised DUSON’s APT criteria to include scholarly activities suited to the practice scholar.
- Revisions advanced for approval to APT Committee.
People & Environment
David Bowersox
Brigit Carter
Crystal Arthur
Amy Baskin
Melissa Batchelor-Murphy
Eric Bloomer
Deb Brandon*
Michael Cary
Stefanie Conrad
Jill Cordell*
Robin Dail*
Anne Derouin*
Bonita Douglas
Michael Evans*
Will Falls
Keysha Hall
Les Harmon*
Jennifer Higgins
Rion Hollard
Remi Hueckel
Libby Joyce
Angie Keith*
Debra Mattice
Bebe Mills
Chris Muckler
Laverne Myers
Angela Richard-Englin
Ernie Rushing*
Frank Titch
Barbara Turner
Queen Utley-Smith*
Selnatta Vereen
Helen Williams
Tracey Yap

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Mary Lou Affronti
Sathya Amarasekara
Donna Biederman
Caroline Bishop
Michael Cary
Jianhong Chang
Wonshik Chee
Robin Dail
Sharron Docherty
Christian Douglas
Jennifer Dungan
Rosa Gonzalez-Guarda*
Jane Halpin
Jennifer Higgins
Rachel Hirschey
Sue Hunter
Eun-Ok Im
Karen Judge
Libby Ladd
Isaac Lipkus
Devon Noonan
Wei Pan*
Karin Reuter-Rice
Ryan Shaw*
Sophia Smith
Robbin Thomas
Allison Vorderstrasse*
Julia Walker
Julie Yamagiwa
Qing Yang

Community Health Improvement
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Alison Edie
Irene Felsman
Rosa Gonzalez-Guarda*
Michelle Hartman
Jennifer Higgins
Marilyn Hockenberry
Eun-Ok Im
Karen Judge
Maggie McDonough
Devon Noonan
Izy Obi
Iris Padilla
Wei Pan
Schenita Randolph
Glenn Setliff
Ryan Shaw
Eleanor Stevenson
Allison Vorderstrasse*

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Julie Cusatis
Kirsten Corazzini
Irene Felsman*
Michelle Hartman
Kimberly Jackson
Brett Morgan
Zhao Ni
Kathy Pereira
Rosa Solarzano
Eleanor Stevenson
Brittany Sullivan
Belinda Wisdom
Christy Michaels**
Eric Myln**

Education
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Kathy Ashton
Niki Barnett
Cheryl Belcher
Stephanie Brantley
Jill Brennan-Cook*
Jennie De Gagne*
Tony Dren
Laura Fogle
Nancy Foskey*
Nora Harrington
Tina Johnson
Libby Joyce
Marilyn Lombardi
Jennifer Meyers-Dare
Bebe Mills
Margie Molloy
Chris Muckler
Marilyn Oermann*
Beth Phillips*
Janene Schneider
Nancy Short
Benjamin Smallheer
Ramon Sotelo
Anita Stallings*
Diana Staples
Deirdre Thornlow
Terry Valiga
Julia Walker
Michael Zychowicz*

Clinical Practice
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Valerie Sabol
Jane Blood-Siegfried
Midge Bowers
Charnetta Cooper
Les Harmon
Marilyn Oermann*
Kathy Pereira
Liz Rende*
Benjamin Smallheer
Alison Dimsdale**
Jill Engel**
Patricia Johnson**
Amy Magnum**
Elaine Mathison**

Strategic Plan
Implementation Leader
Diane Uzariski

*Strategy Lead **Duke University/Duke Health Partner