



***The destination  
for outstanding talent***

**Revised 2016-2021  
Strategic Plan**

*Together  
transforming the  
future of nursing,  
to advance  
health with  
individuals, families  
and communities*





# A Future of “Endless Opportunities”



Bringing any strategic plan to life requires an investment of time, resources and energy. Our investment has paid solid dividends. This year, with the help of AMC Strategies®, we worked as a community to adjust our plan’s strategies, with the goal of keeping our plan current. Over 75 members participated in focus groups, and over 60% of our community responded to a survey, providing valuable feedback about our plan’s strategies and implementation process. Although very similar, the plan’s strategies have been refined based on input received from our community and past accomplishments.

It was gratifying to recently hear that our community found our strategic plan to be a very important guide for the future of DUSON. It was also exciting to know that our plan is truly a living document and a pathway to our success, as we had hoped it would be.

You will see in this newly revised strategic plan that we have reinvigorated our strategies to bring them up to date for the future of DUSON. Our hard work continues as we challenge ourselves to create future nurse leaders, model sustainable business practices and encourage our faculty, staff and students to reach beyond their comfort zones.

We invite you to view our refined strategies and vision for the future, and celebrate with us our accomplishments. To everyone who has worked to bring this plan to life, I extend my personal thanks for making DUSON a more vibrant and successful community and a great place to work. You have helped us achieve extraordinary accomplishments, and I know the dedication to this plan will continue to grow.

Sincerely,

A handwritten signature in black ink that reads "Marion E. Broome".

**Marion E. Broome, PhD, RN, FAAN**

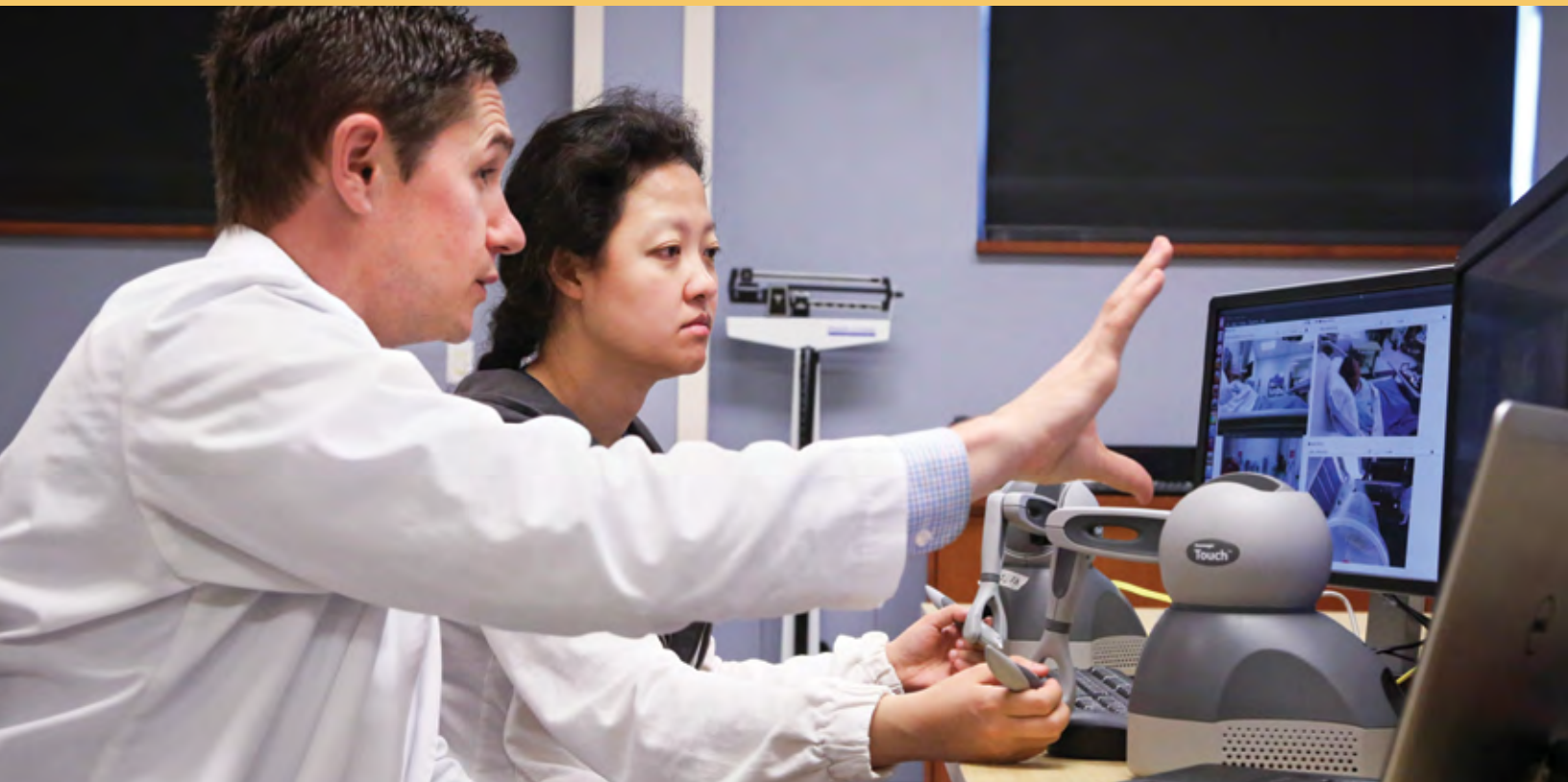
Dean and Ruby Wilson Professor of Nursing, Duke University School of Nursing  
Vice Chancellor for Nursing Affairs, Duke University  
Associate Vice President for Academic Affairs for Nursing, Duke University Health System

A handwritten signature in black ink that reads "Diane Uzarski".

**Diane Uzarski, DNP, MPH, RN**  
Chief of Staff

## Vision Statement

Together transforming the future of nursing, to advance health with individuals, families and communities.



## DUSON Core Values

Excellence  
Integrity  
Collaboration  
Respect  
Innovation  
Diversity and Inclusiveness



## Strategic Focus Areas

**Education** Prepare nursing leaders who will shape the future

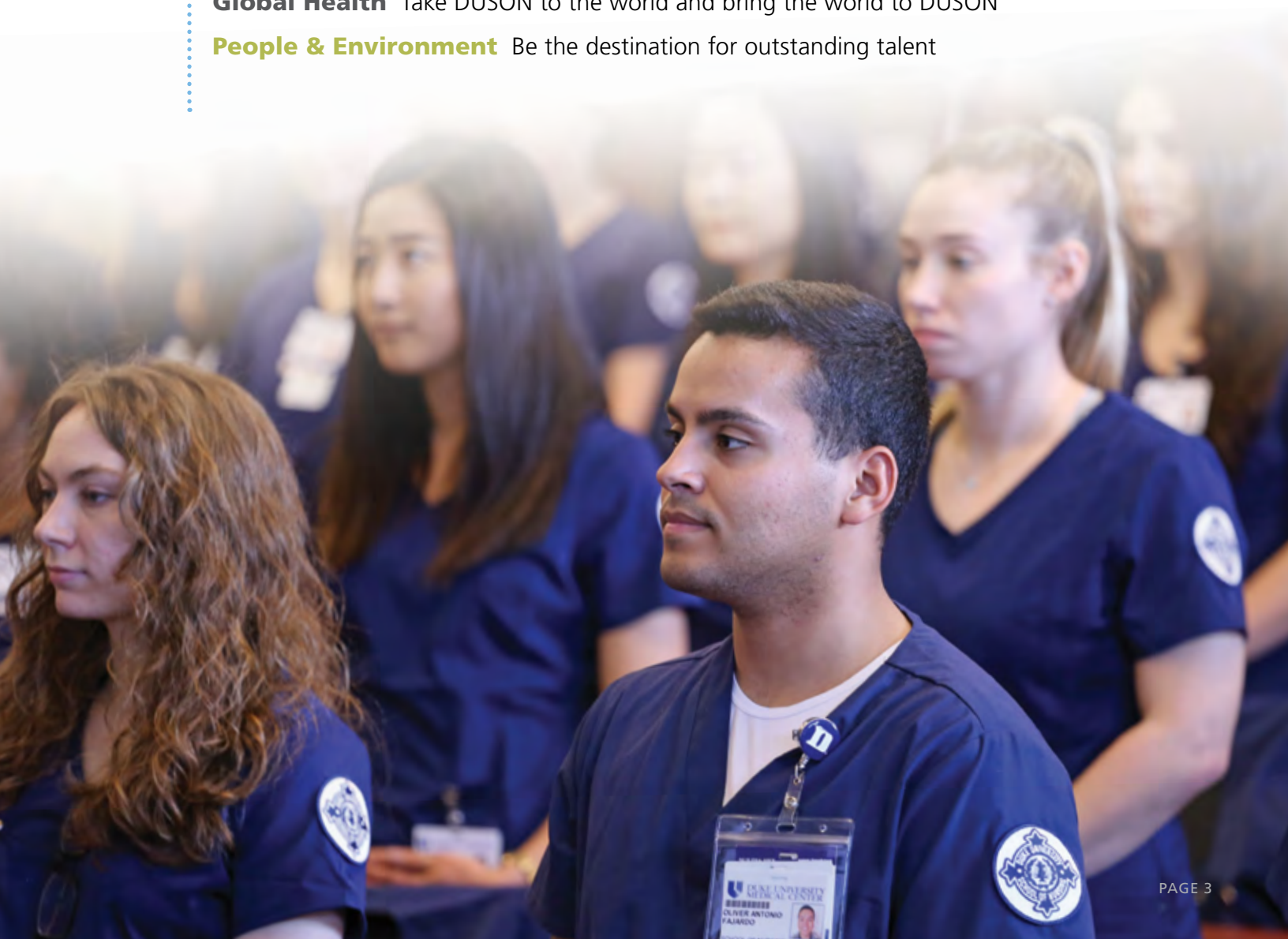
**Research** Lead and accelerate nursing science and its translation

**Clinical Practice** Provide and promote unparalleled clinical expertise

**Community Health Improvement** Collaborate with the community to advance health

**Global Health** Take DUSON to the world and bring the world to DUSON

**People & Environment** Be the destination for outstanding talent



# Education

*Prepare nursing leaders who will shape the future*

## Goal 1

*Prepare nursing graduates who will lead the transformation of health care for the future.*

### Strategies

- 1.1 Systematically assess all programs to ensure curricular relevance, quality and sustainability.
- 1.2 Create an engaging student-centered learning experience across programs and delivery methods.
- 1.3 Develop, support and recognize excellence in teaching through the Institute of Educational Excellence (IEE) and entities.
- 1.4 Recruit and retain outstanding faculty, staff and students who are representative of the diverse community served by DUSON.



## Goal 2

*Ensure that Duke's nursing education is accessible to admitted students.*

### Strategies

- 2.1 Increase scholarship and other funding to offset the cost of tuition.
- 2.2 Develop alternative program trajectories that enable students to pursue a Duke education.

## Goal 3

*Lead innovative nursing education nationally and globally.*

### Strategies

- 3.1 Develop and integrate innovative educational and professional models, technologies and mentoring approaches.
- 3.2 Provide resources for faculty to advance the scholarship of teaching and learning.
- 3.3 Influence policy and accreditation standards that impact nursing education.

## Goal 4

*Increase the number of nurses in influential leadership positions.*

### Strategies

- 4.1 Redesign educational programs to facilitate the growth of nursing leaders.
- 4.2 Engage the knowledge and experience of the Duke community to secure leadership opportunities.





# Research

## *Lead and accelerate nursing science and its translation*

### **Goal 1**

*Develop supportive infrastructure that will position DUSON as a leader in nursing science and its translation.*

#### **Strategies**

- 1.1 Focus more extensively on faculty mentorship and research development through the Center for Nursing Research (CNR).
- 1.2 Engage Duke University Health System nursing as well as other researchers outside of DUSON in collaborative faculty research projects.
- 1.3 Further strengthen research infrastructure including policies, regulatory, human capital, space and technology.

### **Goal 2**

*Recruit and retain outstanding research faculty, staff, students and trainees.*

#### **Strategies**

- 2.1 Recruit, retain, recognize and develop a world-leading research faculty and staff at DUSON.
- 2.2 Advance DUSON student scholarship at all levels.

### **Goal 3**

*Focus on targeted research clusters of excellence for growth and investment.*

#### **Strategies**

- 3.1 Use a systematic approach and analysis to continue to elevate relevancy of targeted research areas of excellence.
- 3.2 Develop the following research areas of excellence: Clinical Innovation, Population Health, Precision Health and Methodologies, and Data Science.

### **Goal 4**

*Promote and accelerate DUSON research, innovation and accomplishments.*

#### **Strategies**

- 4.1 Actively promote DUSON research accomplishments, internally and externally.
- 4.2 Establish DUSON as a flagship school of Duke University recognized and sought after for innovative research expertise and excellence.
- 4.3 Nurture discovery, innovation, entrepreneurship and high-risk ideas.

### **Goal 5**

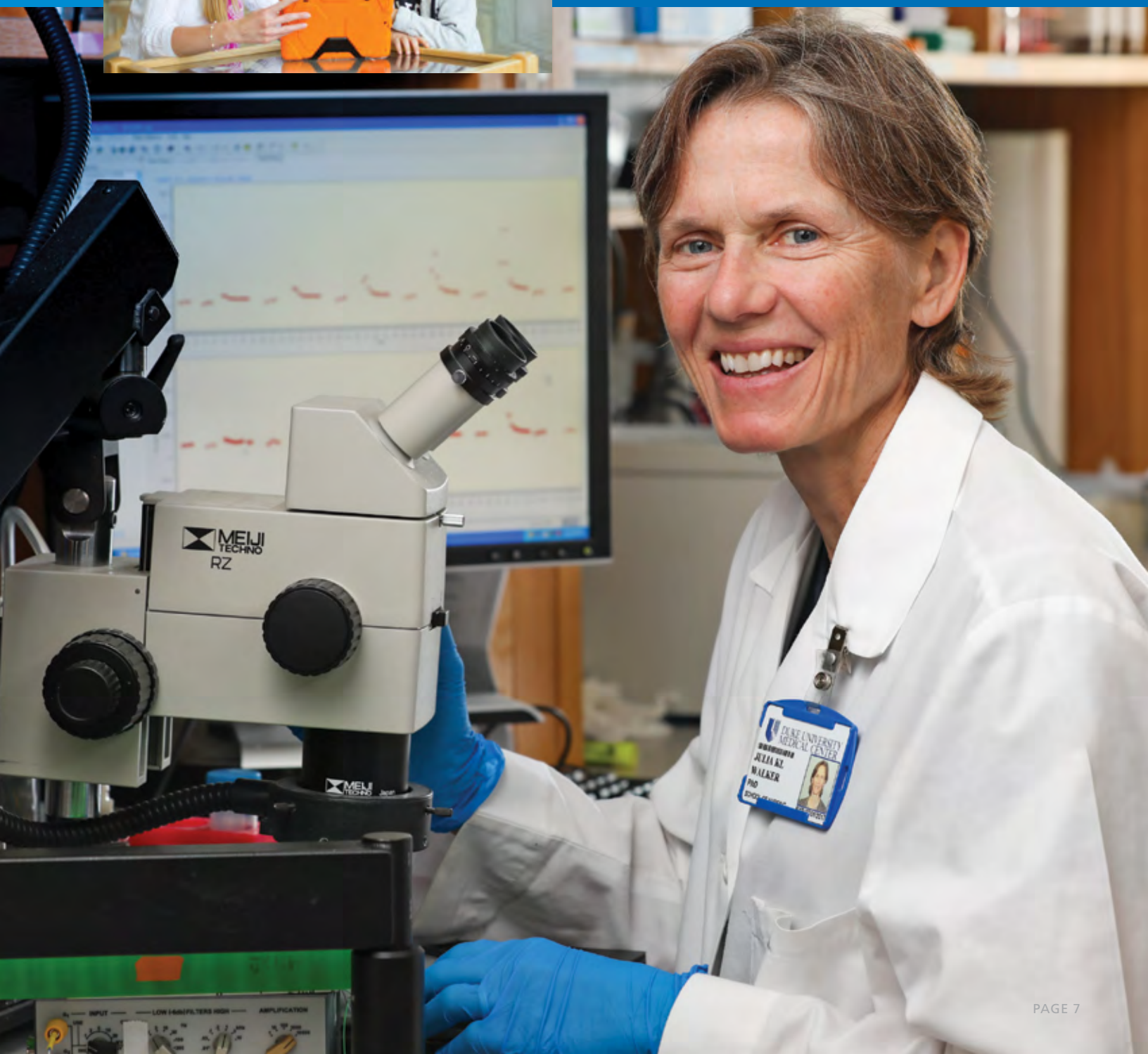
*Diversify the research portfolio and funding sources.*

#### **Strategies**

- 5.1 Collaborate with DUSON Alumni Affairs to increase philanthropic support.
- 5.2 Pursue partnerships with other Duke centers and institutes for collaborative funding and resources.







# Clinical Practice

*Provide and promote unparalleled clinical expertise*

## Goal 1

*Advance clinical excellence in faculty to provide exemplary patient care and extraordinary educational experiences.*

### Strategies

- 1.1 Create diverse faculty practice and patient care models that are financially and logistically sustainable.
- 1.2 Expand scholarly practice opportunities with Duke Health and the community.
- 1.3 Evaluate DUSON's revised appointment, promotion and tenure practices to reflect the value of clinical practice.



## Goal 2

*Cultivate mutually beneficial opportunities with other health care organizations to design, test and implement clinical practice innovations.*

### Strategies

- 2.1 Leverage DUSON's faculty expertise in quality improvement and clinical innovation across Duke Health.

## Goal 3

*Position DUSON as a valuable partner and recognized resource for patient-centered clinical practice and leadership.*

### Strategies

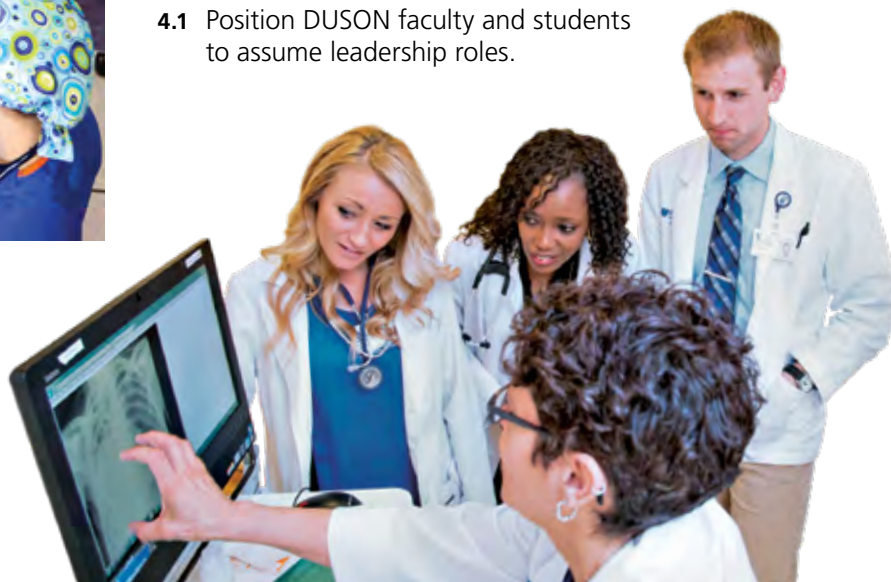
- 3.1 Promote a Duke Health culture where nursing clinical practice, scholarship and leadership are valued.

## Goal 4

*Create clinical leaders in professional and scholarly practice.*

### Strategies

- 4.1 Position DUSON faculty and students to assume leadership roles.







# Community Health Improvement

*Collaborate with the community to advance health*

## Goal 1

*Strengthen DUSON's capacity to promote community engagement and health improvement.*

### Strategies

- 1.1 Create a culture at DUSON that embraces and promotes sustainable community and population health improvement activities.
- 1.2 Increase the impact and visibility of the Office of Global and Community Health Initiatives (OGACHI) to coordinate the community and population health improvement agenda.
- 1.3 Commit long-term resources to support community and population health improvement efforts.
- 1.4 Continue to cultivate a trusting relationship with the community.



## Goal 2

*Create, evaluate and disseminate effective community and population-based models for practice, education and research.*

### Strategies

- 2.1 Prepare future providers, researchers and leaders in community engagement and population care.
- 2.2 Develop a research cluster specific to community and population health improvement.
- 2.3 Support innovative and transformational community and/or population-based practice initiatives.

## Goal 3

*Enhance the impact of DUSON's programs and resources to reduce health inequities and disparities.*

### Strategies

- 3.1 Reduce health inequities and disparities in the community through practice, education and research.







# Global Health

*Take DUSON to the world and bring the world to DUSON*



## Goal 1

*Strengthen infrastructure and support for global activities within DUSON, optimizing external strategic partnerships.*

### Strategies

- 1.1 Create an endowed Center for Global Nursing.
- 1.2 Optimize utilization of Duke University institutional resources and support for global health.
- 1.3 Strategically identify global priorities and geographies.
- 1.4 Develop sustainable business models to support and fund strategic global initiatives.

## Goal 2

*Align DUSON global endeavors to strategically optimize bi-directional research, education and service.*

### Strategies

- 2.1 Integrate global health concepts and experiences across all DUSON educational programs.
- 2.2 Promote global research and scholarship among faculty and students across the programs.
- 2.3 Design, implement and evaluate opportunities for innovative educational programs for nurses and related professionals around the world.

## Goal 3

*Position DUSON to shape global nursing and to address targeted global health problems through capacity building and partnerships.*

### Strategies

- 3.1 Strategically position DUSON's global initiatives through effective collaborations across Duke University and Duke Health and with other institutions.
- 3.2 Build capacity with key partners to affect change.
- 3.3 Create a global nursing consortium to advance health and outcomes.







# People & Environment

*Be the destination for outstanding talent*



## Goal 1

*Advance all dimensions of diversity and inclusiveness as essential components of excellence at DUSON.*

### Strategies

- 1.1 Foster an inclusive environment where people from all backgrounds thrive and work together for a common good.
- 1.2 Recruit and retrain outstanding faculty, staff and students who are representative of the diverse community served by DUSON.

## Goal 2

*Cultivate a culture that recognizes and respects the contributions and role of every individual at DUSON.*

### Strategies

- 2.1 Demonstrate unwavering dedication to the core values of DUSON.
- 2.2 Continue to build a respectful and supportive environment that is collaborative and advances working together.

## Goal 3

*Become a recognized employer of choice.*

### Strategies

- 3.1 Provide professional development, mentoring and career advancement opportunities for all.
- 3.2 Improve work-life balance.

## Goal 4

*Strengthen operational effectiveness and support for the people and environment of DUSON.*

### Strategies

- 4.1 Assess operational effectiveness of division structure.
- 4.2 Secure sustainable resources and ensure financial health for DUSON.
- 4.3 Ensure DUSON assumes a strategic leadership role within Duke University.





## **Strategic Plan**

*Thank you to everyone who has participated  
in bringing this plan to life.*









## Duke University School of Nursing

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