



2016-2020 Strategic Plan

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





A Future of “Endless Opportunities”



I can think of no better investment of time and energy for an organization than to periodically stop and come together to reflect on its work and culture and how they will shape its future. Given the explosive and successful growth we have enjoyed over the past decade, that is exactly what we have done this year in order to create a strategic roadmap for the next phase of our future.

I invite you to spend a few minutes learning about our vision of the future for this wonderful nursing community at the Duke University School of Nursing (DUSON) and think about how you can join us in reaching that vision. This plan is a result of more than eight months of proactive engagement, thoughtful conversation and purposeful decision-making. Our entire community of nursing and health care researchers, educators, clinicians, alumni, students and staff were invited to share their voices in this process — we invited nearly 6,000 people to participate in the creation of this important work.

We have not only created a vision for our future but have also identified a pathway toward that future that will help us align resources, prioritize choices and create new partnerships. Working together, we will continue DUSON's role as a global leader in educating the next generation of leaders who will transform care and touch lives across the entire spectrum of nursing.

Most importantly, I believe this strategic plan honors the tremendous legacy DUSON has enjoyed over the past nine decades while honestly assessing where we are as a school today. This strategic plan is a roadmap for how we can meet the expectation of our new vision statement: *“Together transforming the future of nursing, to advance health with individuals, families and communities.”*

I hope you will see what we see — a very bright future of endless opportunities for the Duke University School of Nursing. And I hope you will join us as we continue this exciting journey.

Sincerely,

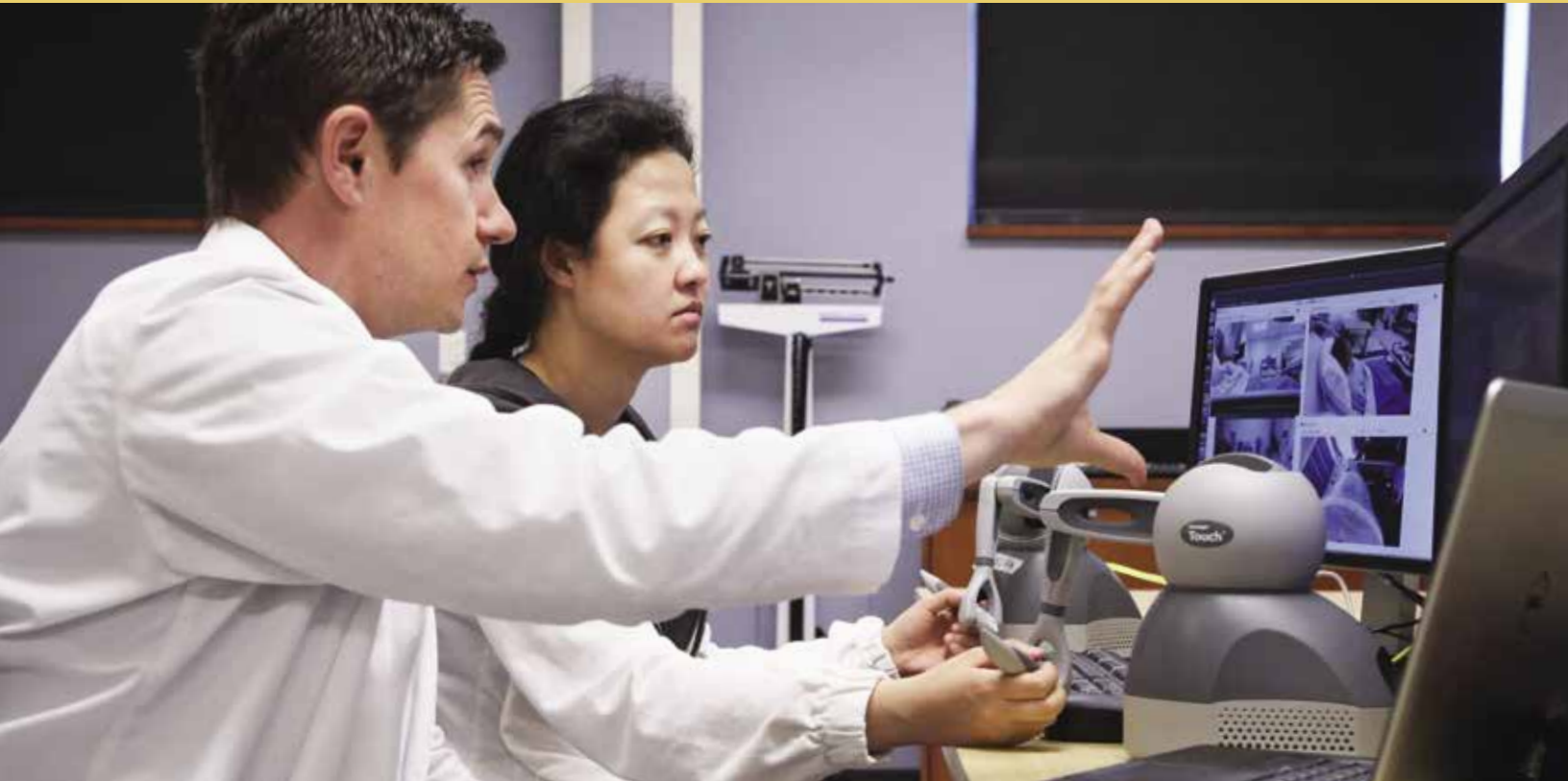
A handwritten signature in black ink that reads "Marion E. Broome". The script is fluid and cursive.

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

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 (existing and proposed) to ensure relevance, quality and sustainability.
- 1.2 Create an engaging student-centered learning environment.
- 1.3 Develop, support and recognize excellence in teaching.
- 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 innovative new models and approaches for nursing education.
- 3.2 Provide funding and resources for faculty to advance the scholarship of teaching and learning.
- 3.3 Influence policy and accreditation standards.

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 Leverage the knowledge and experience of alumni and current and former faculty 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 by establishing the Center for Nursing Research (CNR).
- 1.2 Promote continued growth in nursing research within DUSON through the CNR and its cores.
- 1.3 Engage Duke University Health System nursing as well as other researchers outside of DUSON in collaborative faculty research projects.
- 1.4 Further strengthen research infrastructure, including 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 at DUSON.
- 2.2 Promote 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 identify targeted research clusters of excellence.
- 3.2 Develop the following research clusters of excellence: Clinical Innovation, Population Health, Precision Health and Methodologies, Models and Analytics.

Goal 4

Promote and accelerate DUSON research, innovation and accomplishments.

Strategies

- 4.1 Actively promote DUSON research accomplishments and the clusters of excellence, 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 Increase philanthropic support.
- 5.2 Explore opportunities for 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 Align DUSON's 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 Work with Duke Health and other practice partners to develop clinical and scholarly collaborations that are mutually beneficial.

Goal 3

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

Strategies

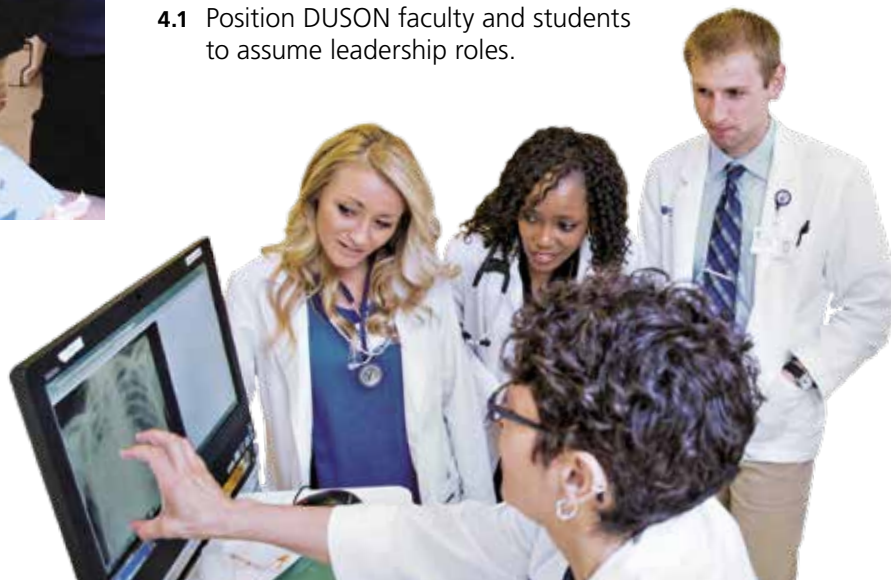
- 3.1 Promote a Duke Health culture where nursing clinical practice, scholarship and leadership are valued.

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

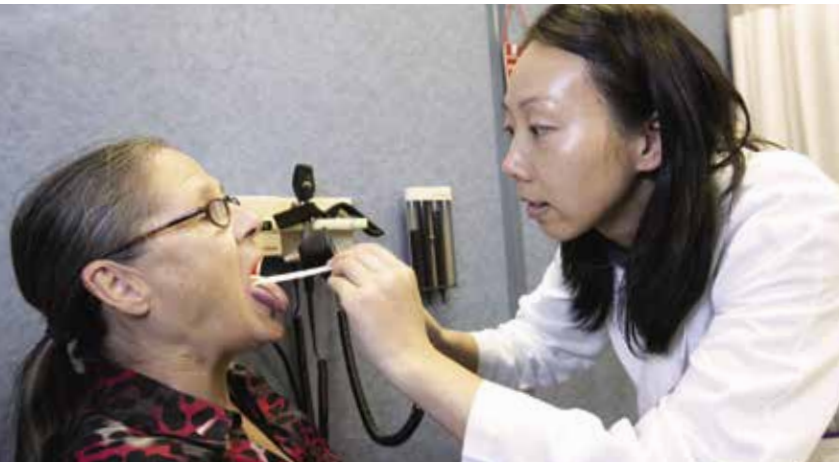
Collaborate with the community to advance health

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 Develop a centralized office within DUSON 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.
- 1.5 Identify opportunities for DUSON to support community partners in policy, advocacy, program planning, implementation and/or evaluation.



Goal 2

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

Strategies

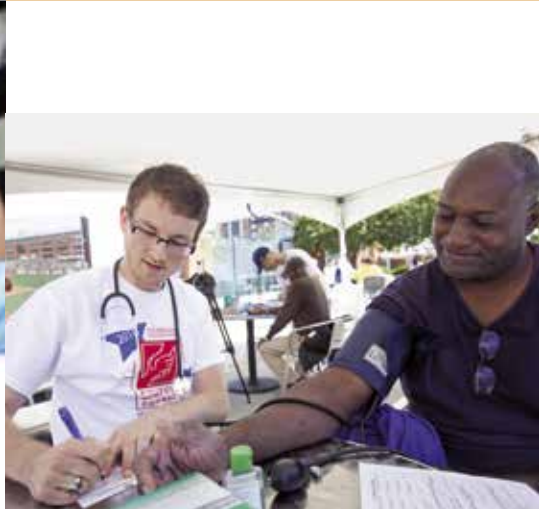
- 2.1 Educate future providers and leaders in community-based and population care.
- 2.2 Create a research cluster specific to community and population health improvement.
- 2.3 Support innovative and transformational community and/or population-based practice initiatives.

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 Commit to 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 fit.

Goal 4

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

Strategies

- 4.1 Establish an effective organizational structure for DUSON.
- 4.2 Secure sustainable resources and ensure financial health for DUSON.
- 4.3 Ensure DUSON assumes a strategic leadership role within Duke University.



The DUSON Strategic Planning Working Groups

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