State of the School:
2016-2017

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

Marion E. Broome, PhD, RN, FAAN
Dean & Ruby F. Wilson Professor, Duke University School of Nursing
Vice Chancellor for Nursing Affairs, Duke University
Associate Vice President for Academic Affairs for Nursing, DUHS

September 7, 2017
If you haven’t heard by now...


Best Nursing School for Pediatric Primary Care Nurse Practitioner Education by U.S. News & World Report (2018)


“We all know we are not doing what we do to be #1. We are #1 because of why and how we do what we do.”

Special thank you to our former deans:
Dr. Catherine Gilliss
Dr. Mary Champagne
Dr. Ruby Wilson
Awards, Accreditations, and Designations

DUSON ACCOLADES
Three Centers of Excellence

Promoting Pedagogical Expertise of Faculty 2017 – 2022
Advancing the Science of Nursing Education 2017 – 2021
Enhancing Student Learning and Professional Development 2015 - 2019
DUSON Awards

2017 Best School or College of Nursing

The award recognizes three schools that demonstrate significant efforts in recruiting and providing a supportive educational environment for men in nursing.

INSIGHT Into Diversity
Higher Education Excellence in Diversity (HEED)

Recognizes colleges and universities that demonstrate an outstanding commitment to diversity and inclusion.

Above and Beyond Award

For outstanding support of the National Guard and Reserve.
DUSON Center for Nursing Discovery Receives Accreditation

DUSON is the only nursing school in North Carolina and one of three nursing schools in the United States to receive a five-year accreditation by the Society for Simulation in Healthcare (SSH) and the Council for Accreditation of Healthcare Simulation Programs in the area of Teaching/Education.
Distinguished Duke Awards

Laverne Lewis Myers

Susan B. Clark Administrative Leadership Award recipient - March 9, 2017. The prestigious honor is awarded to a Duke Health administrative professional who demonstrates:
• Dedication to the institution
• Service to others
• Personal strength of character

Rosa Solorzano

Office for Institutional Equity (OIE) Equity, Diversity & Inclusion Award recipient – Feb 21, 2017, at the annual Samuel DuBois Cook Society Award Dinner.

The award recognizes individuals who have led initiatives that foster equity, diversity and inclusion.
Duke Forward Campaign
July 1, 2010 – June 30, 2017

Overall Campaign Goal: $3.2B
CAMPAIGN TOTAL: $3.85B

DUSON Campaign Goal: $43M
CAMPAIGN TOTAL: $43,053,902
# Philanthropy for DUSON

## Results FY 2017

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Commitments</td>
<td>$3.5M</td>
<td>↑21%*</td>
</tr>
<tr>
<td>Cash Received</td>
<td>$4.5M</td>
<td>↑46%*</td>
</tr>
<tr>
<td>Total Annual Fund</td>
<td>$441K</td>
<td>↑19%^</td>
</tr>
<tr>
<td>Bessie Baker Society</td>
<td>$329K</td>
<td>↑24%^</td>
</tr>
<tr>
<td>Faculty/Staff Giving</td>
<td>$35K</td>
<td>↑6%^</td>
</tr>
</tbody>
</table>

(40% participation)

*FY17 vs. FY14-16 avg.

^FY17 vs. FY16
Student, Faculty, & Staff Demographics

WHO IS DUSON TODAY?
Where Are Our Students From?

This slide represents data revised after the State of the School Address due to a significant data error.
Faculty & Staff Demographics
2017/18

Faculty

% of Total Faculty

GENDER
Female
Male

Staff

% of Total Staff

RACE/ETHNICITY
Asian
Black or African American
Hispanic/Latino
White

Preliminary Data
How do we know that what we are doing now will be responsive to the needs of society in the future?

**DUSON STRATEGIC PLAN**
Year 1: Strategy Progress

• New evaluation process for proposed and existing programs

• **19.4%** increase in DUSON Annual Fund giving – Total **$441,000**

• Developed proposal for evolution and growth of Institute of Education Excellence (IEE)

• New major - Psychiatric Mental Health NP

• **4** new Health Resources and Service Administration (HRSA) awards
Financial Aid Awarded*

$4.6 million
Institutional scholarships awarded to 470 students

$29.7 million
Total loans taken out by 850 students

*2016-17 academic year preliminary data
Total scholarships received by ABSN students increased 86% from 2014-15 to 2016-17 (preliminary)
DNP Executive Leadership Specialty
Preparing Tomorrow’s Leaders Today

Provides seasoned nurse leaders with the knowledge and skills needed to lead complex and changing organizations and health care systems.
Duke Health & DUSON: IPE Initiative

Duke Health Center for IPE

To *prepare learners* to become knowledgeable and collaborative practice-ready partners

To *provide high quality, team-based care* in order to optimize health outcomes for individuals, families and populations.
Education

Looking Ahead
Year 2: Goals and Opportunities

• Begin new program evaluation process

• Develop, support and recognize excellence in teaching (Duke Health)

• FY 2018 challenge to encourage additional donor support for scholarship endowment
Strategy Leadership: Education

Thank you to our strategy leads!

Marilyn Oermann
Nancy Foskey
Jill Brennan-Cook
Michael Zychowicz

Jennie De Gagne
Beth Cusatis Phillips
Anita Stallings
Janice Humphreys
Executive Sponsor
Year 1: Strategy Progress

• Four research areas of excellence (RAEs) established and fully staffed:
  – Clinical Innovation
  – Population Health
  – Precision Health
  – Methods and Analytics

• Provided key services through CNR cores:
  – Faculty Science
  – Pre-award Liaison Services
  – Research Design and Statistics
  – Research Oversight and Compliance

• 27 research events, 6 faculty think tanks

• Significant increase in campus-wide collaborations
Cross Campus Research Collaborations
## 2016 NIH Aggregate Data and Rankings

<table>
<thead>
<tr>
<th>Rank</th>
<th>Organization Name</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Emory University</td>
<td>$7,829,770</td>
</tr>
<tr>
<td>2</td>
<td>University of Pennsylvania</td>
<td>$7,565,890</td>
</tr>
<tr>
<td>3</td>
<td>University of California San Francisco</td>
<td>$7,273,200</td>
</tr>
<tr>
<td>4</td>
<td>Duke University</td>
<td>$6,471,139</td>
</tr>
<tr>
<td>5</td>
<td>University of Washington</td>
<td>$6,405,970</td>
</tr>
<tr>
<td>6</td>
<td>Johns Hopkins University</td>
<td>$5,899,204</td>
</tr>
<tr>
<td>7</td>
<td>University of Pittsburgh at Pittsburgh</td>
<td>$5,477,083</td>
</tr>
<tr>
<td>8</td>
<td>University of Illinois at Chicago</td>
<td>$5,222,651</td>
</tr>
<tr>
<td>9</td>
<td>University of California Los Angeles</td>
<td>$5,089,493</td>
</tr>
<tr>
<td>10</td>
<td>New York University</td>
<td>$4,672,902</td>
</tr>
</tbody>
</table>

(Report pulled 8/30/17)
Research Expenditures: FY 2017 Budget

- School Funding of Faculty Protected Research Effort - Salaries & Benefits: $2,487,986
- Office of Research Affairs Staff & Statistical Support Salaries & Benefits: $1,084,093
- Funding of Small Grants Research Pilot Fund: $200,000
- Other: $10,000
Big News….  
Chancellor’s Research Proposal Funded

$5,000,000 over 5 years

Infusion of resources to support faculty research
Faculty Research Awards: FY 2017

18 Extramural research awards totaling $6,875,376
- 3 new NIH
- 9 NIH renewals
- 6 non-NIH

Awards – Faculty Research (New and Renewals)
Includes New and Non-Competing Renewals
Based on Award Budget Start Date – Data Valid as of: 7/1/17
DUSON Publications 2011-2017*

*through July 10, 2017
An interdisciplinary center and accelerator to develop and test pioneering innovations in healthcare technology and care delivery.
Research

Looking Ahead
Year 2: Goals and Opportunities

• Concentrate on increasing grant writing skills for faculty preparing new proposals and resubmissions

• Continue to evolve RAESs

• Expand relationships with others across the Duke campus and beyond

• Communicate resources and activities to all research faculty
Strategy Leadership: Research

Thank you to our strategy leads!

Wei Pan
Rosa Gonzalez-Guarda
Alison Vorderstrasse
Ryan Shaw

Marilyn Hockenberry
Executive Sponsor
Year 1: Strategy Progress

- Revised DUSON APT criteria to include scholarly activities suited to the practice scholar

- Completed information gathering to understand faculty clinical practice models and perceived institutional barriers

- Consultation with Advance Practice Provider reimbursement model expert

- Demonstrated commitment to DANCE initiative.
Academe Innovation Collaboration Award

Demonstrates that Duke is a preeminent leader among nursing academic-practice partnerships and allows the DANCE partnership to share their model with others around the world in an effort to empower and influence the nursing profession.
<table>
<thead>
<tr>
<th>Faculty Name</th>
<th>% Effort</th>
<th>Direct Cost Recovered?</th>
<th>Clinical Practice Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trotter, Kathy</td>
<td>40.0%</td>
<td>YES</td>
<td>Dept of Surgery</td>
</tr>
<tr>
<td>Bowers, Midge</td>
<td>40.0%</td>
<td>YES</td>
<td>DUHS - Center of Excellence</td>
</tr>
<tr>
<td>Granger, Bradi</td>
<td>40.0%</td>
<td>YES</td>
<td>DUHS - Center of Excellence</td>
</tr>
<tr>
<td>Hueckel, Remi</td>
<td>40.0%</td>
<td>YES</td>
<td>DUHS - Adv. Clin. Practice</td>
</tr>
<tr>
<td>Rende, Elizabeth</td>
<td>40.0%</td>
<td>YES</td>
<td>Dept of Peds</td>
</tr>
<tr>
<td>Affronti, Mary Lou</td>
<td>25.0%</td>
<td>YES</td>
<td>Brain Tumor Center</td>
</tr>
<tr>
<td>Evans Kreider, Kathryn</td>
<td>25.0%</td>
<td>YES</td>
<td>Dept of Medicine - Endocrinology</td>
</tr>
<tr>
<td>Pereira, Kathy</td>
<td>15.0%</td>
<td>YES</td>
<td>Dept of Medicine - Endocrinology</td>
</tr>
<tr>
<td>Sabol, Valerie</td>
<td>15.0%</td>
<td>YES</td>
<td>Dept of Medicine - Endocrinology</td>
</tr>
<tr>
<td>Edie, Alison</td>
<td>10.0%</td>
<td>NO</td>
<td>Durham County Health Department</td>
</tr>
<tr>
<td>Derouin, Anne</td>
<td>5.0%</td>
<td>YES</td>
<td>DUHS - Center of Excellence</td>
</tr>
<tr>
<td>Padilla, Iris</td>
<td>30.0%</td>
<td>NO</td>
<td>2A Clinic</td>
</tr>
<tr>
<td>Giemza, Kristi</td>
<td>75.0%</td>
<td>YES</td>
<td>TROSA</td>
</tr>
</tbody>
</table>
Clinical Practice

Looking Ahead
Year 2: Goals and Opportunities

• Implement new APT criteria and promote faculty understanding

• Engage with DUHS Advanced Practice Leadership to identify opportunities/challenges

• Provide DUSON faculty clinical practice opportunities that closely align with DUHS workforce demands

• Align DUSON & DUHS Nursing strategic plans

• Leadership of new DANCE clinical practice pillar
Thank you to our strategy leads!

Marilyn Oermann

Liz Rende

Kathy Pereira

Valerie Sabol

Executive Sponsors
Year 1: Strategy Progress

- Established Community Health Improvement Program (CHIP) and named interim director - Donna Biederman DrPH, MN, RN

- Created a research cluster specific to community and population health improvement within Center for Nursing Research (CNR)
DUSON & Duke: A Community & Population Health Improvement Movement

DUKE University

DUHS

SOM-Community Family Medicine

Center for Community Population Health Improvement

Clinical Translational & Science Institute

Duke Global Health

Center for Nursing Research

Office for Community & Population Health Improvement

Office of Community Relations

PCCP

Population Health Coordinating Group

Office of Civic Engagement

Bass Connections
Community Health Improvement

Looking Ahead
Year 2: Goals and Opportunities

• Gain momentum and create involvement

• Create capacity to support community and population health research pre-to-post awards.

• Continue to build synergistic opportunities with Duke partners

• Develop a CHI model that meets both DUSON and community needs

• Develop revenue streams to sustain CHI program and office
Strategy Leadership: Community Health Improvement

Thank you to our strategy leads!

Donna Biederman  Rosa Gonzalez-Guarda

Barbara Turner
Executive Sponsor
Global Health

Year 1: Strategy Progress

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

• Developed tactics to expand the scope of DUSON’s global health education.
International Visiting Scholars Program

The World Comes to DUSON Through International Visiting Scholars Program

The Office of Global and Community Health Initiatives provides academic enrichment programs for health professionals and scholars interested in enhancing their research skills or expertise in a particular clinical or non-clinical specialty.

The International Visiting Scholars Program gives visitors the opportunity to work alongside DUSON’s highly-ranked faculty on a tailored research project to expand their knowledge in an area of nursing to enhance health care settings at home.
Global Highlights 2016 - 2017

• 71 DUSON students participated in global experiences in 9 countries (10% increase)

• DUSON has 34 active MOU agreements with 14 countries: Africa, Asia, Caribbean, Central America, Europe

• *Exploring Global Patterns of Health and Illness* course attended by 4 ABSN, 27 international students and faculty from 8 countries
US Sino Forum

Hosted by
University of Pittsburgh School of Nursing

Conference provided the opportunity to explore the variations, similarities, research endeavors and research findings regarding the management of chronic disorders in the United States and China.

Marion Broome, Lei Cheng (visiting scholar), Michael Relf, Kirsten Corazzini and Jing Wang* (PhD student) presented.

*Wang's co-authors included Corazzini, Eleanor McConnell and Bei Wu.
Global Health

Looking Ahead
Year 2: Goals and Opportunities

• Develop global health programs for distance based learners

• Develop new site evaluation process

• Expand the scope of global health education at DUSON; possible minor/certificate in global health

• Develop global consulting, leveraging relationship with Duke Health Global
Strategy Leadership: Global Health

Thank you to our strategy leads!

Jane Blood-Siegfried
Irene Felsman

Michael Relf
Executive Sponsor
Year 1 Progress

- Paved the way to hire an Associate Dean, Diversity and Inclusion
- Hired new Wellness coordinator (25% FTE)
- Sponsored 3 Racial Equity Institute (REI) workshops, attended by 50% of faculty and staff
- Developed draft faculty, staff and student recruiting targets for further review
- Created Core Values signage and awareness raising communications plan
- Established core values assessment as component of annual faculty evaluations, and reinforced staff evaluations
- Established school-wide
  - After Hours Communications guidelines
  - After Hours Sakai Support policy
New Faculty Appointments

Started July 1\textsuperscript{st}:  
- **Lisa S. Lewis**, EdD, MSN, RN, CNE  
  Assistant Professor, Healthcare in Adult Populations Division

- **Ragan Johnson**, DNP, MSN, APRN-BC  
  Assistant Professor, Healthcare in Adult Populations Division

- **Irene Felsman**, DNP, MPH, RN, C-GH  
  Assistant Professor, Clinical Health Systems & Analytics Division

Started August 1\textsuperscript{st}:  
- **Ann Marie Walton**, PhD, RN, MPH, OCN, CHES  
  Assistant Professor, Clinical Health Systems & Analytics Division

- **Hyeon-Eui Kim**, PhD, MPH, RN  
  Associate Professor, Clinical Health Systems & Analytics Division
Thank You for Your Contributions

Catherine Gilliss*
Former Dean (retired)

Terry Valiga*
Division Chair, Clinical Health Systems & Analytics
(retired)

Queen Utley-Smith*
Associate Professor (retired)

Margaret Carmen
Associate Professor

Lisa Day
Associate Professor

Robin Dail
Associate Professor

*Emeritus
Faculty Promotions by Track

• Track I promotions
  – Paula Tanabe, to Professor
  – Allison Vorderstrasse, awarded tenure
  – Tracey Yap, awarded tenure
  – Devon Noonan, to Associate Professor
  – Ryan Shaw, to Associate Professor

• Track II promotions
  – Margaret Bush, to Associate Professor
  – Donna Biederman, to Associate Professor
  – Anne Derouin, to Associate Professor
  – Beth Phillips, to Associate Professor
  – Eleanor Stevenson, to Associate Professor

• Track changes
  – Sophia Smith, to Track I as an Associate Professor
# Dean’s Faculty Leadership Initiative

<table>
<thead>
<tr>
<th>Name</th>
<th>Program/Institute</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brigit Carter</td>
<td>George Washington University Leaders for Health Equity Fellowship</td>
</tr>
<tr>
<td>Iris Padilla</td>
<td>Amy V. Cockcroft Leadership Program</td>
</tr>
<tr>
<td>Eun-Ok Im</td>
<td>Center for Creative Leadership – Leadership Development Program</td>
</tr>
<tr>
<td>Beth Phillips</td>
<td>STTI Emerging Educational Administrator Institute (EEAI)</td>
</tr>
<tr>
<td>Margie Malloy</td>
<td>NLN 2017 SIMS Leaders Program</td>
</tr>
<tr>
<td>Kristen Corazzini</td>
<td>HERS Institute – Wellesley College</td>
</tr>
<tr>
<td>Rosa Gonzalez-Guarda</td>
<td>2017 DUKE Leader</td>
</tr>
<tr>
<td>Schenita Randolph</td>
<td>2017 DUKE Leader</td>
</tr>
<tr>
<td>Ryan Shaw</td>
<td>2017 DUKE Leader</td>
</tr>
</tbody>
</table>
DUSON Emerging Leaders Program

Congratulations Graduates!

DUSON Graduate Tracking Process, Data Repository & Reporting

Wendy Conklin
Chloe Hayim
Jennifer Higgins
Libby Joyce
Najla McClain

MSN Preceptor Engagement & Recognition Program

Raymond Brisson, III
Keysha Hall
Nora Harrington
Carla Nichols
Belinda Wisdom
People and Environment

Looking Ahead
Year 2: Goals and Opportunities

• Extend Emerging Leaders Program to a second cohort

• Assess utilization of faculty and staff professional development funds, mentoring and career advancement opportunities

• Develop strategies to decrease meeting times

• Work with Associate Dean of Diversity and Inclusion to implement routine review of diversity targets

• Partner with Duke Office of Institutional Equity to develop leader diversity training classes – focused on strategies to seek and attract strong candidates

• Evaluate implementation of wellness coordinator and strategies used to improve DUSON community wellness.
Strategy Leadership: People & Environment

Thank you to our strategy leads!

Jessica Almy Pagan
Queen Utley-Smith
David Bowersox
Brigit Carter

Executive Sponsors

Deb Brandon
Jill Cordell
Anne Derouin
Bebe Mills
Angie Keith

Michael Evans
Les Harmon
Ernie Rushing
New Interprofessional (IPE) Building
Building Community

NEW VISTAS
IPE Building
DUSON Finances
Annual Operating Surplus

FY15 actual excludes special FY15 $7.25M transfers to quasi-endowments and strategic fund.
FY18 budget excludes special $1M transfer to quasi-endowments for budget comparison consistency.
DUSON Finances
Reserves & Endowments

RESERVES

ENDOWMENTS

millions

2013 2014 2015 2016 2017

$0 $10 $20 $30 $40 $50 $60 $70 $80

2013 2014 2015 2016 2017

$0 $10 $20 $30 $40 $50 $60 $70 $80

millions

16 17 10 10 10

46 70 77 73 77

Duke University School of Nursing
Continuing Strategic Fund Utilization
FY2016-2021 – Requests & Placeholders (Excluding Chancellor’s $5 Million Research Funding)

Total = $5.8 Million

- Already Committed or Spent $1,073,905
- Spring 2017 Approved Requests $1,460,000
- Undefined Future Initiatives $3,314,574

- Strategic plan creation ($400K)
- Health Innovation Lab ($150K)
- Minority Faculty Recruit. ($250K)
- Business Development ($200K)
- DANCE ($75K)
- DNP Exec Leadership ($130K)
- Psych Mental Health ($200K)
- HEA Bridge ($50K)
- Diversity & Inclusion Office ($725K)
- Wellness/Core Values ($155K)
- Comm. Health Office ($200K)
#DUSONBuildingCommunity