

School
of Nursing
**Strategic
Plan**
2010 to 2015

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Executive Summary

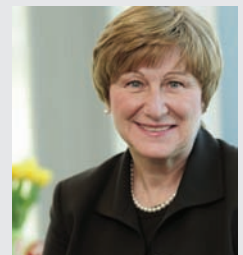
In the fall of 2009, the Stony Brook University campus engaged in a strategic planning process both regionally and as part of the strategic planning initiative for the State University of New York (SUNY). The School of Nursing joined this effort and began a complementary strategic planning process to design the School's future. An Executive Steering Committee was organized to direct the effort. In January 2010, a two-day strategic planning retreat was held and four working groups emerged to develop goals and tactics that would map out a strategic implementation plan for the next five years. The following guiding principles were developed to focus the task of the working groups and act as the underpinning of the document:

1. Align with both the SUNY and the University strategic plans
2. Integrate fully with Stony Brook University Medical Center and the other Health Sciences Schools through focused collaboration among educators, researchers, clinicians, and students
3. Achieve high-quality education for all students while meeting specific accreditation requirements
4. Aim for differentiation through research endeavors and clinical practice initiatives
5. Move the School of Nursing forward to become a national leader in health care reform
6. Be an achievable, creative, and competitive plan
7. Utilize measurable goals and performance metrics to define success
8. Establish University support upon completion

At the retreat, the mission, vision, and values of the School of Nursing were discussed and tailored to lay a foundation for the

School's future goals. A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis was conducted and a tactical worksheet developed to help organize the working groups' future initiatives. The working groups focused on research, education, clinical practice, and community partnerships. Early in the discussion, it became clear that two of the working groups could merge to become the Community and Clinical Partnership working group. Using the pre-established timeline, each group set out to complete its work and submit its plan by mid-July 2010. The Executive Steering Committee reviewed their work and developed a draft plan based on the working groups' tactics. This was then sent back to the working groups for consensus. The revised draft plan was then presented at an open Town Hall Meeting to the Health Sciences Center at large. Students, faculty, and staff attended from each of the five Health Sciences Schools, as well as staff from the Medical Center. Again, input was solicited, the document was refined, and a final copy was reviewed by the Executive Steering Committee before submission to the University for final approval. The current strategic plan for the School of Nursing is a well-grounded and thoughtful document. It remained faithful to the pre-established guiding principles and will, in fact, serve as a rudder to provide high-quality education to our students. Additionally, this plan will become the initial platform for the School of Nursing's research program and partnerships in clinical practice. The plan is solid and will help shape the future of the Stony Brook School of Nursing.

Dr. Lee Anne Xippolitos
Dean and Chief Nursing Officer
Stony Brook University





Preamble

Stony Brook University School of Nursing is one of the five professional schools in the University's Health Sciences Center. The School of Nursing offers three degree programs via various academic pathways. The well-established School of Nursing is thoroughly rooted in a tradition of success, and is a major provider of upper division baccalaureate nursing education and master's degree nursing education to people residing in Nassau, Suffolk, the five boroughs of New York City, and across the United States. The School of Nursing is the only public institution with a One-Year Accelerated Baccalaureate Program on Long Island, and the graduate programs have been built within a strong distance education framework. The Doctor of Nursing Practice Program, established in 2008, is the very latest evidence of the School of Nursing's commitment to its ongoing program growth potential.

The School of Nursing is uniquely positioned to attract a diverse student body and has a proven ability to do so. Our nursing school community is made up of people from many different cultures. At Stony Brook University School of Nursing, we value and celebrate human differences and seek to develop an environment that fosters a deep understanding of cultural diversity.

The School of Nursing faculty is a part of a dynamic community of scholars with a shared vision of student centeredness, community engagement, diversity, integrity, and collaboration, all of which are responsive to the needs of our community of interest. We are committed to preparing expert nurse leaders who will positively impact health care delivery to our local community, New York State, the United States, and other global areas.

The School of Nursing pursues excellence in all of its endeavors and embraces processes of quality improvement. We encourage intellectual curiosity and provide the foundation for self-discovery, enabling personal and professional advancement. Expertise in pedagogy is the catalyst that promotes excellence in nursing education, practice, and research. State-of-the-art learning experiences promote best-practice approaches in the provision of high-quality nursing care to diverse patient populations.

Our students enjoy all the advantages of being an integral part of the Stony Brook academic medical center, and develop learning partnerships that offer Stony Brook graduates a competitive edge upon graduation.





Mission | Vision | Values

Mission

The mission of the School of Nursing is to provide accessible, high-quality undergraduate and graduate education to diverse student populations for the development of nurse leaders at all entries of practice. The mission will be accomplished through innovative programs that reflect the needs and current trends of society. Our programs are implemented by faculty who are committed to education of the highest standards and who promote clinical practice, scholarly activity, and research that advances the scientific and theoretical foundation of nursing.

Vision

The vision of the School of Nursing is to become a destination public ivy for students, faculty, and researchers.

Values

I REACH



I REACH

Integrity

The maintenance of high and consistent standards that hold up under scrutiny

Respect

The acknowledgment, consideration, and regard for the unique contributions of all

Excellence

The state of highest quality

Accountability

The quality of being responsible for one's actions

Creativity

A unique ability to develop innovation

Honesty

A characteristic of being fair, truthful, and morally upright



Research

Strategic Initiative: Position the School of Nursing as a research school of distinction

Goal 1: Increase research activity and grant submission within the School of Nursing

This is integral to supporting the research mission of the University and School. Active programs of research provide opportunities for students to participate in a variety of ways that will enhance their educational experience and be congruent with the Carnegie philosophy of introducing students to research early in their curriculum. In addition, grants will provide financial support for programs of research as well as the School. Financial support can be used to develop an infrastructure for a center of nursing research, protect time for research activity, and support visiting research scholars.

Strategy/Tactic

1. Recruit Associate Dean for Research
2. Recruit faculty with established research programs
3. Identify current research activity, interest, and funding availability
4. Identify and analyze infrastructure to support research
5. Increase grant submission and submission of one or more foundation grants
6. Collaborate on interdisciplinary grants
7. Establish a foundation for research in School of Nursing
8. Develop a Ph.D. program in nursing by 2015

Goal 2: Secure grant funding for the School of Nursing

NIH center grants are important for supporting research in a specific research focus. In addition to individual NIH grant applications, grant funding should include grants aimed at providing

financial support for undergraduate, graduate, and doctoral students. Financial support removes barriers for students from diverse backgrounds who may not otherwise be financially able to further their education and allows talent, ambition, and desire to serve as determinants of who our students are.

Strategy/Tactic

1. Initiate NIH P20 Center grant application
2. Increase submissions and secure NIH funding
3. Increase number of research-based publications
4. Disseminate research findings
5. Support formal postdoctoral fellowship for School of Nursing faculty member
6. Submit proposal for Ph.D. program

Goal 3: Establish an Institute for Quality, Safety, and Team Science

This institute will work in concert with other Health Sciences Schools to provide readily accessible resources necessary for developing and submitting research proposals for funding. This institute will track research productivity, identify research support mechanisms, and assist investigators in negotiating processes necessary for conducting research.

Strategy/Tactic

1. Broaden scope of research activities to include multicenter studies
2. Join interdisciplinary research consortium at Stony Brook University
3. Admit first cohort of Ph.D. students



Education

Strategic Initiative: Augment the level of academic excellence for which Stony Brook University School of Nursing is recognized

Goal 1: Prepare professional nurses to lead and influence health care and the nursing profession

Our faculty recognizes that the profession of nursing needs effective leaders who can identify opportunities that positively influence health care delivery. Nursing education must make curriculum changes in order to prepare nurse leaders for current and future health care needs. Our School's academic focus is to create an optimal environment for the development, acquisition, and sharing of knowledge to meet the needs of a diverse society.

Strategy/Tactic

1. Evaluate all program curricula to assure congruency and adherence to national standards and guidelines
2. Expand graduate studies to include nonclinical programs that meet the needs of the health care environment
3. Provide educational experiences to support leadership development
4. Expand student regional, national, and international fellowship opportunities

Goal 2: Continue to build a world-class faculty that is recognized for excellence in research, education, practice, and leadership

Raising the level of academic distinction requires that we build a talented, diverse, world-class faculty that is recognized for excellence. Identifying, retaining, and providing opportunities for our distinguished faculty to continue development of their career trajectory is of paramount importance.

Strategy/Tactic

1. Recruit diverse nursing faculty
2. Develop strategies that recognize accomplishments of faculty
3. Retain nationally recognized diverse faculty who are leaders in research, education, practice, and leadership

Goal 3: Strengthen the School of Nursing technology infrastructure to ensure accessibility and support excellence in the academic enterprise by delivering new and expanded technologies that support the teaching and learning environment

Our teaching and learning environment must provide a state-of-the-art technological infrastructure that supports research, education, and practice. Technological advancements will add to continuous quality improvement. The School of Nursing will provide an aesthetically pleasing, well-functioning physical environment that facilitates teaching, learning, scholarship, and discovery of new knowledge.

Strategy/Tactic

1. Implement an online student information system
2. Equip School of Nursing laboratories and classrooms with appropriate technologies for teaching and learning
3. Increase number of technology grant submissions and grants awarded



Community and Clinical Partnerships

Strategic Initiative: Respond to the needs and perspectives of communities of interest locally, nationally, and globally

Goal 1: Engage students and faculty to improve the health of the community

Commitment and responsiveness to our community is integral to the successful education and research of students. Providing the community with needed services allows for community-focused research, enabling our students to attain a broad spectrum of problem-solving and clinical-reasoning skills and innovation beyond what they attain in a medical center setting. Additionally, community partnerships allow for leadership roles with respect to developing evidence-based models of health care delivery that are appropriate and cost containing.

Strategy/Tactic

1. Leverage internal and external partnerships that support innovation and creativity in the community setting
2. Align School of Nursing clinical faculty with the Stony Brook University Medical Center and clinical initiatives
3. Consider global education as an opportunity to expand the student experience

Goal 2: Provide a rich University experience for students thereby increasing their opportunity to mature into knowledgeable, astute health care practitioners

Focusing on student enrichment supports the intellectual mission of the School of Nursing as well as the clinical environment in the communities that the School services. It contributes to an environment that allows for new ideas, innovation, and curiosity. Ultimately, enhancing student life creates practitioners who are well positioned for the challenges of today's health care.

Strategy/Tactic

1. Engage with student life to enhance the University experience for nursing students

2. Enhance student activities in the National Student Nurses Association and University clubs
3. Sponsor funding dollars to promote diverse educational experiences

Goal 3: Pursue philanthropic partnerships, grants, and other funding to support School of Nursing programs

Initiatives to enhance School of Nursing financial independence will seek gifts from donors. These projects will involve development of School of Nursing endowments.

Strategy/Tactic

1. Work closely with Advancement to identify potential donors and benefactors
2. Develop funding sources (grants, private, etc.) that will enhance student scholarship money
3. Establish funding for a new, energy-efficient School of Nursing

Goal 4: Engage the Alumni Board in the School of Nursing's mission

The School of Nursing is committed to increasing the involvement of its alumni in activities that benefit the students and faculty. Alumni are considered an integral part of the School of Nursing's fabric. Ongoing fundraising activities that are well coordinated with Advancement efforts as well as activities that involve student mentoring are considered an asset to the School's ability to function.

Strategy/Tactic

1. Engage Alumni Board in student orientation, convocation, and school activities
2. Develop student mentoring program
3. Explore fundraising opportunities through the Alumni Board



FOR MORE INFORMATION

Contact the Office of the Dean,
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