

School of Nursing

Strategic Plan

2016 to 2021



Stony Brook
University

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Executive Summary

The School of Nursing has enjoyed a rich history at Stony Brook University. Founded in 1957, Stony Brook was created as a flagship university for the State University of New York. Originating in Oyster Bay, and eventually moving to Stony Brook in 1962, the university has grown from a total enrollment of 148 to nearly 26,000 dedicated undergraduate and graduate students. The University is one of 62 top research universities in the Association of American Universities, and according to the 2016 *US News and World Report* is one of the top 100 Research Universities in the nation. The university co-manages Brookhaven National Laboratory and together we participate in many joint research efforts. Today, in addition to the Stony Brook campus, there are satellite locations in Southampton, Manhattan, Kenya, Madagascar and Korea.

In 1972, the School of Nursing opened and joined four other health profession schools at the Health Sciences Center. Thirty registered nurses with associate's degrees were admitted to our inaugural baccalaureate degree completion program. Today, the School of Nursing has nearly 1,200 students enrolled in innovative programs that lead to baccalaureate, master's and doctoral degrees, as well as post-graduate certificates. In June 2017, a Doctor of Philosophy in Nursing program, an exciting new initiative for our School, will admit its first class.

As a Top 100 School of Nursing in our nation, we follow a mission that is true to those of the State University of New York and Stony Brook University itself: to prepare nurse leaders at all entries of practice for advancing the health of the people of New York, the wider geographic regions and the global community, with a focus on the underserved. This is accomplished through innovative, high-quality and accessible educational programs, clinical practice, research, and public service. We stand in full alignment with Stony Brook Medicine's vision to deliver world-class, compassionate care to our patients, and to advance our understanding of human health and disease by educating the next generation of healthcare professionals.

In 2016, the School of Nursing, in collaboration with Stony Brook Medicine, participated in a strategic planning process resulting in the identification of two major areas of strength. The first strength is our leadership success in interprofessional education, while the second is our rigorous reputation in clinical practice. The School of Nursing takes the lead at the university for its success in securing multiple Health Resources and Services Administration (HRSA) grants for the development of interprofessional educational programs, in both the classroom and in clinical practice. One such grant has led to the development of the Partnership to Advance Collaborative Education (PACE), an innovative training model of clinical education for social welfare students, nurse practitioner and dental students to address gaps in healthcare access and reduce barriers to service for poor and underserved populations. Our faculty are clinical experts who work in a variety of practice settings, which include Stony Brook University Hospital, clinics, private offices and partner healthcare systems.

The use of Boyer's model of scholarship has fostered partnerships between the School of Nursing and the Division of Nursing at Stony Brook University Hospital. Our successful partnership was acknowledged at the 2015 American Association of Colleges of Nursing award ceremony for Exemplary Academic-Practice Partnerships. This award recognizes our collaboration in the development of an academic practice model that demonstrates innovative practice, as well as a sustained relationship between our Hospital and School.

Other strengths include our cutting-edge online graduate programs, which ranked 10th as reported in *US News and World Report* in 2016; our developing clinical study abroad program; our affiliation with the United States Veterans Affairs Administration, in which we have been designated to educate returning veterans interested in nursing careers; our continued growth in developing community partnerships; and



the anticipated opening of our Doctor of Philosophy in Nursing program in summer 2017.

The School of Nursing has certainly experienced the challenges of funding constraints facing both teaching and scholarship in higher education. The competition for space and resources at a public university is well documented, as well as the struggle to identify appropriate clinical placements and preceptors, who adhere to the ideals within the School. Moreover, the pressure to meet educational standards set forth by organizations such as the Commission on Collegiate Nursing Education and National Organization of Nurse Faculties is not only important, but vital. Additionally, the recruitment and retention of highly qualified faculty is crucial to sustaining and enhancing the quality of education our students receive.

The School of Nursing's Strategic Plan for 2016-2021 is designed to advance and develop the School's strengths, as well as to address and master the challenges that face us as a faculty and a School. It includes four Strategic Initiatives:

- Strategic Initiative I: Academic Success**
- Strategic Initiative II: Research**
- Strategic Initiative III: Tactical Partnerships**
- Strategic Initiative IV: Financial Security**

The Strategic Plan is a solid blueprint that will be used to help guide and shape the School as it evolves over the next five years. It is also important to note that this plan is a dynamic design that will respond to the demands of the ever-changing climate within academia and the healthcare workforce. In addition, it has remained reflective of the vision, mission and values of our School. The guiding principles set forth by faculty are targeted at providing high-quality education for our students. These principles align cohesively with the research mission of Stony Brook University, and result in quality and clinical excellence in the delivery of patient care.

*Dr. Lee Anne Xippolitos, Dean
Stony Brook University School of Nursing*

SCHOOL OF NURSING

Vision

Stony Brook University School of Nursing will be a top-ranked school recognized for excellence and innovation in education, leadership, research, advocacy and practice.

Mission

The mission of the Stony Brook School of Nursing is to prepare nurse leaders at all entries of practice to advance the health of the people of New York, the wider geographic regions and the global community, with a focus on the underserved. This is accomplished through innovative, high quality and accessible educational programs, clinical practice, research and public service.

Values

The School's VALUES can be defined by the following acronym:

I N T E G R I T Y

R E S P E C T

E X C E L L E N C E

A C C O U N T A B I L I T Y

C R E A T I V I T Y

H O N E S T Y

U N I T Y

P E R S E V E R A N C E



Academic Success

Maintain and improve the level of academic excellence that distinguishes the School of Nursing

GOAL 1: Prepare nurses at all levels of practice to lead, influence and fill roles that will inspire and move healthcare systems forward

The School aims to create an environment that will support excellence in undergraduate, graduate and doctoral education. The goal of this preparation is to prepare nurse leaders who are ethical, culturally and professionally competent practitioners, able to negotiate the dynamic, ever-changing world of healthcare.

Strategy/Tactic:

1. Sustain and improve academic excellence in undergraduate, graduate and doctoral curricula by engaging in annual assessment, evaluation, analysis and improvement of all programs
2. Evaluate all program outcomes to assure congruence with national standards and guidelines
3. Implement the proposed PhD program
4. Expand graduate studies to create programs that meet the needs of our clinical partners in acute care and informatics
5. Implement the proposed Nurse Scholars Program

GOAL 2: Continue to build a faculty that is recognized for excellence in teaching, research, practice and leadership

Raising the level of academic distinction requires that we build a talented and diverse faculty, one that is nationally recognized for excellence in research, education and practice. Recruiting highly trained academicians requires that the School maintain and grow its national prominence among other schools of distinction. Additionally, retention is a priority and the School provides faculty with opportunities to develop their career trajectory and achieve professional goals.

Strategy/Tactic:

1. Recruit diverse nursing faculty in key areas of growth within the School
2. Retain nationally recognized, diverse faculty who are leaders in research, education, practice and leadership
3. Enhance strategies that recognize accomplishments of current faculty
4. Invest in faculty continuing education, with internal and external opportunities

GOAL 3: Sustain and expand interprofessional education in the classroom and in the clinical environment

The School is committed to providing a rich academic experience for our students that will easily be translated into patient-centered collaborative practice upon entering the workforce. This framework ensures that when professionals work together as a unified team, the health of their patients is improved and their knowledge development is enhanced. To ensure that new and current health professionals are proficient in collaborative practice, the tenets of interprofessional education need to be threaded throughout the undergraduate, graduate and doctoral curricula.

Strategy/Tactic:

1. Expand opportunities for interprofessional courses as well as clinical work at the undergraduate, graduate and doctoral levels
2. Explore the possibility of Interprofessional Grand Rounds within the Health Science Schools
3. Enhance interprofessional collaboration to create innovative opportunities for student learning



GOAL 4: Strengthen the School's technology infrastructure to ensure accessibility, and support excellence in the academic enterprise by delivering new and expanded technologies

The School's teaching and learning environment must provide state-of-the-art technology to support both the on-site and distance education programs. Additionally, enhancements in technology will facilitate research, scholarship and the discovery of new knowledge at the School.

Strategy/Tactic:

1. Join with Stony Brook Medicine Information Technology to support the School's technology infrastructure
2. Update the learning management system to an application that allows for innovation and creativity, and supports student learning at the highest level
3. Seek current and specialized software to enhance current teaching-learning practices and increase the quality and depth of the educational environment
4. Expand the iPad project to include all students at every level of education at the School

GOAL 5: Continue to enhance and develop Global Studies in Nursing

Exposure to healthcare in developing countries provides students with an opportunity to become more culturally astute. It also exposes them to issues that surround global health and healthcare disparities (while providing humanitarian services to populations).

Strategy/Tactic:

1. Appoint a Director of Global Studies in Nursing
2. Continue to identify opportunities for our students in undergraduate, graduate and doctoral studies to become involved in global health

3. Look for ways to join forces within the SUNY and university communities to enhance global health education
4. Consider the development of an educational track in Global Studies in Nursing on the graduate level

GOAL 6: Continue to enhance and develop strategic partnerships that strengthen the foundation of the School and enhance the academic milieu

Collaborative relationships among academic and practice/service partners address issues through mutual goal-setting and sharing of risks, responsibilities and resources. These partnerships expand our abilities to offer enhanced academic and clinical practice experiences, respond to challenges inherent in patient care delivery, develop systems improvements, and increase research capacity through the development of a collaborative research infrastructure.

Strategy/Tactic:

1. Formalize a strategic vision, goals and tactics for the School and Stony Brook University Hospital partnership
2. Forge additional partnerships with health systems within our communities of interest
3. Align delivery of our educational programs with market needs of our health system partners
4. Leverage relationships with other academic departments to establish new and innovative academic programs that meet the needs of a contemporary society
5. Create novel alliances with other academic institutions to develop and implement pipeline programs in accord with Institute of Medicine recommendations on the Future of Nursing

Research

Establish a strong program of scholarship with a funded research base

GOAL 1: Build core programs of nursing research that are innovative and collaborative

Collaborative research is integral to the development of the School's Office of Nursing Research and Innovation. Working in concert with our research partners, research scientists from the School of Nursing will promote collaborative programs of research that strengthen endeavors and heighten the scientific potential of all partners. Scientific areas of inquiry of notable depth within the School include: innovative models of health services delivery, self-management, novel devices, symptom science, wellness and innovations in educational approaches. Increasing the depth and breadth of these areas will be a major focus during this period. Scholarly dissemination of research findings serves as an important vehicle to attract highly qualified faculty and students. Additionally, active programs of research by faculty ignite a spirit of inquiry in students, support their immersion in the research process and enhance their education.

Strategy/Tactic:

1. Recruit research faculty with established research programs that are aligned with current and proposed scientific areas of inquiry
2. Broadly disseminate research findings
3. Implement the School's PhD program with a focus on developing future research faculty members
4. Involve students at all levels in research activities
5. Provide essential research training to interested faculty to prepare them for active research

GOAL 2: Promote interprofessional research and grant activities

The School of Nursing will take the lead in developing nurse scientists who participate in interprofessional teams.

Strategy/Tactic:

1. Promote collaboration with Stony Brook Medicine faculty, the greater Stony Brook research community, and other research partners outside of Stony Brook to identify, develop and strengthen innovative proposals and grants
2. Develop global research partnerships through international initiatives both on campus and off campus

GOAL 3: Increase research activity and grant submissions within the School of Nursing

Acquiring peer-reviewed research funding, from both federal and non-federal sources, is an essential pillar in building capacity in the School of Nursing's Office of Nursing Research and Innovation. A major focus during this period will be to increase grant submission and success.

Strategy/Tactic:

1. Increase number of grant proposals to federal and non-federal sources
2. Develop a research infrastructure that includes pilot funding, research-related resources and staff
3. Initiate an interprofessional pre-submission grant review process
4. Support research scientist participation in grantsmanship opportunities



Tactical Partnerships

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

GOAL 1: Align the School of Nursing with Stony Brook Medicine's clinical enterprise

The mission of Stony Brook Medicine as well as the School of Nursing is to provide state-of-the-art healthcare in a compassionate manner to advance population health. In today's market, an integrated healthcare system is an imperative in the provision of safe, quality clinical care.

Strategy/Tactic:

1. Develop a Faculty Practice Plan, specifically aimed at enhancing transitions of care between hospital and MD offices
2. Work with interprofessional teams to educate healthcare professionals in the clinical arena
3. Challenge students to consistently use evidence based practice when caring for patients
4. Advance population health by collegially joining the efforts of Delivery System Reform Incentive Payment initiatives and the School of Nursing
5. Continue to develop beneficial partnerships with the Division of Nursing at Stony Brook Medicine that will enhance patient care, create research opportunities and bring innovation to both entities

GOAL 2: Build partnerships with Associate Degree Programs to create pathways for seamless transfer to Stony Brook's Registered Nurse Baccalaureate Program

Following the recommendations outlined in the Institute of Medicine's publication, "The Future of Nursing," Schools of Nursing are challenged to promote seamless academic progression from associate degree programs to baccalaureate programs. This recommendation has been supported by the New York State Education Department. As a member of the State University of New York, and as dedicated members of the nursing profession, it is important for us to consider opportunities for seamless transition to higher programs.

Strategy/Tactic:

1. Develop a joint admission program (2+2 program) with Suffolk County Community College for high-achieving students
2. Explore the development of a 2+2 program with other Associate Degree Nursing programs throughout New York state
3. Investigate funding opportunities to support innovative educational programs as well as student scholarship

GOAL 3: Engage with other communities of interest to develop successful partnerships

Commitment and responsiveness to our community is integral to the successful education of students, development of our research platform, and expansion of our clinical programs. Additionally, providing our community with needed services enables our students to gain a broad spectrum of problem-solving and clinical reasoning skills and innovation beyond what they attain in a medical center setting. Furthermore, community partnerships allow for leadership roles with respect to developing evidence-based models of healthcare delivery that are appropriate and cost-containing. Equally important is the expansion of the School's programs in global studies.

Strategy/Tactic:

1. Leverage internal and external partnerships that support innovation and creativity in hospital and community settings
2. Align with the Office of Student Services to develop new programs, and enhance existing programs for college-age students
3. Increase the number of Dedicated Education Units
4. Develop existing and specialty courses on partnership sites
5. Appoint a Director of Global Education for the School of Nursing
6. Use global education as an opportunity to expand the student experience



Financial Security

Enhance current revenue streams, and develop new ones, to support operations within the School of Nursing

GOAL 1: Pursue philanthropic partnerships, grants and other funding to support the School's mission

Along with Advancement, the Department of Continuing Education is working to enhance current philanthropic funding and pursue new opportunities that will benefit our mission, supporting an environment that allows for innovation and creative ideas. Solicitation of new foundation grants, petitioning prospective donors, and showcasing the School's achievements will lead to new revenue streams, creating a sustainable model of financial security for the School.

Strategy/Tactic:

1. Develop a School of Nursing Dean's Advisory Council comprised of individuals who are passionate about nursing and healthcare
2. Work with Advancement to identify and secure new donors
3. Continue to acknowledge current donors and keep them involved with School activities
4. Identify specific faculty to develop new grant opportunities with Corporate and Foundation Relations
5. Publish an annual report of the School's achievements
6. Pair the School's Advancement Officer with a faculty and/or staff liaison who will keep faculty and staff updated and engaged with giving opportunities
7. Create a pipeline for faculty and staff to identify potential donors

GOAL 2: Invest more fully in the development of a Continuing Education Department to increase programmatic opportunities

Development of a distinct Department of Continuing Education will help to provide an additional revenue stream to support financial security. Additionally, having

a distinct Department of Continuing Education within the School will create an environment that allows for innovation, creativity and scholarship. Certificate programs, review courses for licensure/certification, nurse refresher program and interprofessional collaborations are a few of the possibilities that can be explored.

Strategy/Tactic:

1. Appoint a Director of Continuing Education
2. Foster nurses as lifelong learners
3. Explore and create programs that respond to the needs of our students as well as our service partners
4. Support the dissemination of new knowledge through innovative program offerings

GOAL 3: Participate in the Campus Campaign, "Together We Go Far Beyond," with a unit goal of \$4.7 million

With outside support, the School can address current needs and trends in healthcare redesign and prepare students to address critical issues in the field, including system transformation, clinical improvement and the needs of population health. Additionally, monetary gifts to the School can provide a source of income to strengthen our research initiatives to advance the scientific and theoretical foundations of nursing.

Strategy/Tactic:

1. Work cooperatively with Advancement to identify and solicit donors
2. Focus on maintaining connections with current donors
3. Engage School of Nursing faculty and staff as committed donors

GOAL 4: Continue to utilize alumni support to support the School's mission

The School of Nursing is committed to increasing the involvement of alumni in activities that benefit the



School's financial base. In addition, an integral part of the School's fabric is to engage alumni in events that assist student development.

Strategy/Tactic:

1. Plan and execute social events particularly aimed at capturing DNP students and Stony Brook University Hospital Alumni to increase financial base
2. Conduct student-focused functions to further enhance the alumni base
3. Work collaboratively with Alumni Affairs to sponsor a program at a national nursing meeting
4. Continue with outreach efforts to alumni through School-specific alumni e-newsletter, social media and alumni recognition
5. Increase mentoring program by engaging new mentors and most recent graduates

GOAL 5: Develop a Faculty Practice Plan

A Faculty Practice Plan would support clinical practice for both faculty and students and would support the current clinical model at the School. Additionally, a Faculty Practice Plan would allow faculty to remain clinically active, providing them with the opportunity to maintain clinical expertise at Stony Brook Medicine. Likewise, a Faculty Practice Plan affords another revenue stream, allowing for the School's financial independence.

Strategy/Tactic:

1. Partner with the School of Medicine and other units at the University to develop a Faculty run practice plan
2. Design a viable economic model that will provide health services to the region and will create a revenue flow to the School
3. Support clinical faculty within the faculty practice both on a clinical level and a financial level
4. Utilize the Practice Plan to broaden clinical experiences for students



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