



SCHOOL OF NURSING
University of Wisconsin-Madison

Vision

To be a model school of nursing that improves human health through nursing science and through leadership in nursing education and practice.

Mission

To prepare leaders in nursing research, education, and practice for the state, the nation and the world.

Strategic Initiatives, 2009-2014:

Strategic Initiative #1: Advance the science through research and scholarship.

Strategic Initiative #2: Prepare nurse leaders for the health challenges of the 21st century.

Strategic Initiative #3: Foster strategic partnerships to promote human health.

Strategic Initiative #4: Achieve the School of Nursing's commitment to diversity.

Strategic Initiative #5: Create the preferred future of the School of Nursing.

Strategic Initiative #1: Advance the science of nursing through research and scholarship.

1.1 Further enhance our active and dynamic research environment.

<i>Action Steps</i>	<i>Desired Results</i>	<i>Timeline</i>	<i>Leadership /Responsibility</i>	<i>Resources</i>
<p>1. Use regularly scheduled school meetings and facilitated retreats for researchers to build toward:</p> <ul style="list-style-type: none"> • the evolution of patient-centered intervention research, • a productive relationship with the Institute for Clinical and Translational Research (ICTR), • an alignment with the science of the university, and • the provision of humane and expert care capitalizing on established and emerging technologies. 	<p>1.1 Research outcomes benefiting people</p> <p>1.2 Publications increased</p> <p>1.3 Research funding from many sources</p>	Ongoing	<p>Dean’s office staff to complete logistics.</p> <p>NRSP and EC</p> <p>Research committee</p>	<p>Funding from research committee and capital expenditures</p> <p>Helen Denne Schulte support of visiting scholars/conferences</p>
<p>2. Conduct sponsored research conferences</p>	<p>2.1 Rise in visibility</p> <p>2.2 Recruitment of future faculty</p>	Ongoing	<p>Assoc Dean for Research</p> <p>EC</p> <p>Helen Denne Schulte Committee</p>	
<p>3. Create both virtual and in-person “gathering points” for researchers and collaborators to meet informally.</p>	<p>3.1 Faculty report increased discussions and lively engagement within SON focused on research</p>	June 2009	<p>NRSP</p> <p>EC</p>	
<p>4. Create opportunities for instructional academic staff (IAS) to engage in research and scholarship.</p> <p>a. Assess interests and barriers</p> <p>b. Make scholarship expectations clear</p> <p>c. Create a manuscript review group</p>	<p>4.1 Engagement of clinical faculty in scholarship and collaborative research</p> <p>4.2 Publications, presentations, grant proposals</p>	Evaluate annually	<p>Nursing Research and Sponsored Programs</p> <p>APC</p> <p>PMR IAS</p> <p>Director, UG Program</p>	

Strategic Initiative #1: Advance the science of nursing through research and scholarship.

1.2 Increase successful grant applications.

<i>Action Steps</i>	<i>Desired Results</i>	<i>Timeline</i>	<i>Leadership/Responsibility</i>	<i>Resources</i>
1. Develop grant and research activity tracking system in order to identify trends, barriers, and support needed.	1. Timely notification of PIs on issues and requirements	2009 implementation	NRSP Research Committee	
2. Ongoing analysis of grant reviewers' comments to identify consistent and recurring barriers to funding.	2. Anticipating potential barriers to successful applications and developing strategies to respond to identified problems		NRSP Research Committee	
5. Increase volume of promising pilot studies using Clinical and Translational Science Awards (CTSA) mechanisms by using Client Services from CTSA for support (editor, statistician, IRB, network support).	3. Time shortened between pilot work completion and submission of grant	Ongoing	NRSP	
6. Develop a system to review individual faculty research plans and the resources and support needed to accomplish them.	4.1 Identify resources necessary to support faculty research	Annually	Research Committee	

Strategic Initiative #1: Advance the science of nursing through research and scholarship.

1.3: Increase diversity of research populations.

<i>Action Steps</i>	<i>Desired Results</i>	<i>Timeline</i>	<i>Leadership /Responsibility</i>	<i>Resources</i>
<p>1. Establish systems to recruit diverse research subjects:</p> <ul style="list-style-type: none"> • develop subject recruiting plan template for proposal development and review system and • identify and reduce the barriers encountered in the recruitment of research subjects. • Develop and implement a system for translation of research materials into other languages. 	More diverse study populations	On going with annual evaluation	Director of Diversity and Outreach Initiatives NRSP	
<p>2. Establish subject recruitment networks by</p> <ul style="list-style-type: none"> • working with CTSA to access recruiting networks (WNHR/WREN), • seeking support from CTSA for development of public health nursing, • developing nursing network across Wisconsin, and • integrating other school activities into relationship development with community partnerships. 	Researchers will use research networks	Ongoing with annual review	NRSP School of Nursing Faculty Academic Programs	

Strategic Initiative #2: Prepare nurse leaders for the health challenges of the 21st century.

2.1: Develop future nurse researchers.

<i>Action Steps</i>	<i>Desired Results</i>	<i>Timeline</i>	<i>Leadership/Responsibility</i>	<i>Resources</i>
1. Broaden research training to include CTSA, cross-campus opportunities, and more postdoctoral education.	1. Breadth of research training opportunities expanded	September 2009	Graduate Program Committee (GPC) Academic Planning Council (APC) DNP Task Force Communications Unit Associate Dean for Academic Programs Associate Dean for Research	Funds for marketing and recruitment and faculty development
2. Increase sources of funding for research trainees (e.g., RO1s, T32s, Shapiro, HDS, partnerships).	2. Funding for research trainees increased	Ongoing	Faculty	
3. Brand and promote the Early Entry PhD Option	3. Number of Early Entry PhD students increased	December 2010	Academic Programs	
4. Develop a faculty-centered research pre- and postdoctoral trainee recruitment plan.	4. New recruitment plan designed to increase numbers of qualified PhD and post- doctoral applicants	December 2009	Academic Programs	

5. Explore ways of making the PhD program more accessible.	5. Decisions to alter delivery reviewed and implemented or discarded	May 2009	GPC APC	
7. Explore recruitment from UW System nursing schools that do not award the PhD (e.g., Eau Claire and Oshkosh).	7. Increased applicants from UW system schools.	May 2010	PhD Student Services Coordinator	
8. Develop summer research internship opportunities for baccalaureate students.	8. Research internship summer program developed	May 2010	NRSP Academic Programs	Funding for faculty and students

Strategic Initiative #2: Prepare nurse leaders for the health challenges of the 21st century.

2.2: Prepare leaders in generalist and advanced practice nursing.

<i>Action Steps</i>	<i>Desired Results</i>	<i>Timeline</i>	<i>Leadership/Responsibility</i>	<i>Resources</i>
1. Implement a cutting-edge DNP option.	1.1 Twenty students enrolled 1.2 Clear identification of uniqueness of DNP option (e.g., dual preparation, scholarly emphasis)	Fall 2010	GPC APC DNP Task Force Communications Unit Associate Dean for Academic Affairs Assistant Dean for Academic Programs	Funds for technology, marketing, recruitment, and faculty development
2. Increase the number of research or practice doctoral-prepared-(PhD or DNP) IAS.	2. Ten percent of IAS faculty to become DNP-prepared	May 2011	Associate Dean Academic Affairs	
3. Clarify the need for and use of the MS degree.	3. MS degree redefined	May 2008	GPC Academic Programs	
4. Plan orderly discontinuation of MS program options (with the exception of the MS/MPH).	4. MS clinical options terminated	Spring 2012	GPC Academic Programs	
5. Evaluate feasibility of creating accelerated BS program	5. Establish task force	Spring 2009	UPC, Academic Programs	

Strategic Initiative #2: Prepare nurse leaders for the health challenges of the 21st century.

2.3: Maintain and extend cutting-edge undergraduate and graduate curricula.

<i>Action Steps</i>	<i>Desired Results</i>	<i>Timeline</i>	<i>Leadership/Responsibility</i>	<i>Resources</i>
1. Appoint a coordinator/director of technology-enhanced learning.	1. Director hired	March 2008	APC Undergraduate Program Committee (UPC) GPC	Funds for technology, marketing, recruitment, and faculty development
2. Expand technology-enhanced learning by <ul style="list-style-type: none"> • designing simulation lab, • creating an economic model for resource sharing (funding plan), • developing written procedures for sharing the lab, and • evaluating a plan in place for a learning and an economic model. 	2.1 Physical lab in place 2.2 Online simulations in place 2.3 Stakeholder agreements established 2.4 Publications	May 2009	P. Brennan P. Scheibel B. Kupsch Associate Dean for Academic Programs Assistant Dean for Facilities and Planning	Lab development funds Partnerships?
3. Develop a useable/searchable (relational) database of course content.	3. Database developed	May 2011	Information Technology UPC/GPC	
4. Develop a curriculum map of undergraduate curriculum.	4. Map completed	May 2009	UPC	
5. Develop a curriculum map of the graduate curriculum.	5. Map completed	May 2009	GPC	
6. Develop a process for course professor accountability to course objectives, topics, and assignments.	6. Process developed and written	September 2008	UPC GPC	

Strategic Initiative #2: Prepare nurse leaders for the health challenges of the 21st century.

2.4: Create partnerships for development of simulated learning and simulated electronic health records.

<i>Action Steps</i>	<i>Desired Results</i>	<i>Timeline</i>	<i>Leadership/Responsibility</i>	<i>Resources</i>
1. Create Center for Technology Enhanced Learning in Nursing	1. Center created in HSLC space	June 2009	P. Brennan P. Scheibel	Resources for start-up funding and maintenance
2. Explore inter-professional focus/partnership.	2. UW-Madison, UWHC, and off-campus partners identified; feasibility of collaboration established	June 2009	B. Kupsch Associate Dean for Academic Programs Assistant Dean for Facilities and Planning	Consultation with experts Dedicated staff Dedicated time for faculty and IAS to receive preparation for use of simulated learning in relevant courses
3. Create planning group of stakeholders charged with <ul style="list-style-type: none"> • designing and implementing the simulation lab, • creating an economic model for resource sharing (funding plan), • developing written procedures for sharing the lab, and • evaluating a plan in place for a learning and an economic model. 	3.1 Stakeholder agreements established 3.2 Lab in place	December 2009	Wisconsin Technology Enhanced Collaborative Nursing Education (WI-TECNE) faculty scholars	

4. Complete the hiring or assignment of staff to support lab (e.g., technical support, scheduling).	4. Qualified staff hired	May 2010		
5. Prepare faculty in simulation-learning pedagogy.	5. All course faculty with simulation-related content to undergo preparation and to receive consultation regarding integrating simulated learning to course	May 2010		
6. Incorporate simulation activities (lab and online) in course activities.	6. All relevant courses to have appropriate simulation activities	Ongoing and annual		
7. Evaluate outcomes of simulation lab and modify as indicated.	7. Outcomes evaluated and revised	Ongoing and annual		

Strategic Initiative #3: Foster strategic partnerships to promote human health.

3.1: Establish a School of Nursing global health interest group to promote global health education, research, and practice through partnerships with students, campus, and local, national, and international stakeholders.

<i>Action Steps</i>	<i>Desired Results</i>	<i>Timeline</i>	<i>Leadership/Responsibility</i>	<i>Resources</i>
1. Expand educational experiences focused on global health for undergraduate and graduate students.	1.1 Core competencies developed for global health nursing education	May 2010	Faculty/staff to be a part of the global health interest group	Staff assistance to develop profile/data base of ongoing global health activity
	1.2 Curriculum reviewed for global health content, to be revised as needed.	May 2010	Linda Baumann, Karen Solheim (responsible for bringing group together)	Dedicated time to achieve activities
	1.3 Increased opportunities for students to meet global health core competencies, especially through clinical/field placement	Ongoing and annual	Ongoing School of Nursing collaboration with UW-Madison Center for Global Health and International Programs Office	Travel support to investigate and set up partnerships Salary support for course professors teaching global health courses Support and guidance regarding curriculum revision Support for research endeavors Space on School of Nursing Web page dedicated to global health

<p>2. Foster nursing research/scholarship focused on global health issues by continuing current programs and investigating new ones.</p>	<p>2.1 UW-Madison School of Nursing global health research and scholarship continued and disseminated</p> <p>2.2 Increased number of students having opportunities in global health research activity</p>	<p>May 2010</p> <p>May 2009</p>		
<p>3. Maintain and promote viable partnerships with individuals, campus entities, and other organizations that help advance education and science toward improved global health.</p>	<p>3.1 Current partnerships maintained through ongoing dialogue and participation in meetings, events, and projects</p> <p>3.2 New partnerships promoting School of Nursing global health objectives sought and established based on sound criteria</p>	<p>Ongoing and annual</p> <p>Ongoing and annual</p>		

Strategic Initiative #3: Foster strategic partnerships to promote human health.

3.2: Develop partnerships with health care organizations, other schools, and community organizations to promote nursing education, strengthen and expand the work force, and develop nurse leaders.

<i>Action Steps</i>	<i>Desired Results</i>	<i>Timeline</i>	<i>Leadership/Responsibility</i>	<i>Resources</i>
1. Review status of current School of Nursing partnerships in light of promoting nursing education and developing nursing leadership within the Wisconsin work force.	1. Current partnerships reviewed and evaluated	May 2010	Academic Programs	Travel and meeting support
2. Establish a School of Nursing work group to further identify key partners and innovative partnership objectives.	2.1 Work group established 2.2 Partnership objectives established	December 2010	Director of Diversity and Outreach Initiatives Academic Programs	
3. Further develop partnerships based on current status (#1) and objectives (#2) for the future.	3. Organizations and community entities selected for partnership activities	December 2010	Academic Programs Director of Diversity and Community Outreach	
4. Collaborate with select community and/or organization leaders (by work group membership and other means [#2]) to strengthen nursing education and develop nurse leaders within the nursing workforce.	4. Plans made and carried out by partners wanting to achieve mutual goals	May 2011	Academic Programs Director of Diversity and Community Outreach	
5. Evaluate the partnership plan and revise as necessary.	5. Partnerships and results of collaboration evaluated	May 2011	Academic Programs Director of Diversity and Community Outreach	

Strategic Initiative #4: Achieve diversity in the School of Nursing.

4.1: Develop a supportive and inclusive climate.

<i>Action Steps</i>	<i>Desired Results</i>	<i>Timeline</i>	<i>Leadership/ Responsibility</i>	<i>Resources</i>
1. Create a system for ongoing assessment of climate.	1. Development and implementation of an assessment tool and process to evaluate climate and to ensure continuous improvement	Beginning mid-February 2008 to develop climate assessment system with integrated process that will be ongoing	Director of Diversity and Community Outreach Initiatives (DDCOI) to coordinate activities Equity and Diversity (E&D) Committee to provide oversight and recommendations All faculty, staff, and students invited	Funding for online climate survey and focus group facilitation, assessment, recommendation, and development
2. Create more opportunities for interaction and dialogue related to learning about and promoting equity and diversity among students, faculty, and staff.	2. Multiple opportunities available every semester to include large and small group activities	To begin in spring term 2008 and then ongoing	DDCOI to coordinate activities E&D Committee to provide guidance and recommendations All faculty, staff, and students invited	Event funding

3. Increase visual images of diversity and inclusiveness throughout the School of Nursing.	3. Physical plant fully utilized to promote interaction and express diversity as a value	Begin spring 2008	DDCOI to coordinate activities E&D Committee to provide guidance to Communications Office	Funding for materials and individuals from design to implementation
4. Ensure input in the new building to designate places that promote a diverse and inclusive environment in order to facilitate interaction (long-term goal).	4.1 Physical plant designed with promotion of inclusivity as a stated priority 4.2 Successes from 2008 and succeeding initiatives continued as new facility is designed and constructed	TBD	Assistant Dean for Facilities and Planning Director of Diversity and Community Outreach Initiatives	TBD

Strategic Initiative #4: Achieve diversity of people and perspectives in the School of Nursing.

4.2: Recruitment and retention of a diverse School of Nursing community of students, staff, and faculty.

<i>Action Steps</i>	<i>Desired Results</i>	<i>Timeline</i>	<i>Leadership/Responsibility</i>	<i>Resources</i>
1. Recruit and retain a more diverse student body, faculty, and staff.	1. Increased number of underrepresented populations in School of Nursing faculty, staff, and students to reflect numbers in general population	Ongoing	Director of Diversity and Community Outreach Initiatives Equity and Diversity Committee All faculty, staff, and students	Funding for data analysis; Web site, receptions, travel to recruit prospective students, faculty, and staff; awards, scholarships, endowed chair, and awards/recognition

Strategic Initiative #4: Achieve diversity of people and perspectives in the School of Nursing.

4.3: Infuse diversity content and cultural competency skills throughout the curriculum.

<i>Action Steps</i>	<i>Desired Results</i>	<i>Timeline</i>	<i>Leadership/Responsibility</i>	<i>Resources</i>
1. Ensure that all faculty and staff have opportunity to develop cultural competency and necessary skills to teach culturally congruent care.	1. Every faculty, staff member, and student given opportunity to enhance skills related to cultural competency and understanding of the value of creating a diverse and inclusive learning environment	Spring 2008 and ongoing	All faculty, staff, and students Director of Diversity and Community Outreach Initiatives Equity and Diversity Committee Academic Programs Office	Time, energy, and commitment to pursue cultural competency Revision of new student orientation and student social and academic support services Funds to purchase educational materials and cover costs of events
2. Create a dynamic learning environment that supports all students' successes and that incorporates experiential and didactic learning opportunities.	2.1 Every student equipped with knowledge of and opportunity to access 2.2 Early identification of students in need of support services and prompt connection to them as needed			

Strategic Initiative #5: Create the preferred future of the School of Nursing.

5.1: Engage alumni in fulfilling the School of Nursing’s mission and provide networking opportunities for alumni to engage with one another.

<i>Action Steps</i>	<i>Results</i>	<i>Timeline</i>	<i>Leadership/Responsibility</i>	<i>Resources</i>
1. Conduct engaging alumni events.	1.1 Alumni engaged from nine county regions, including seniors and graduate students. 1.2 Alumni “pride” reflected in increasing attendance at School of Nursing events. 1.3 Contributions to the school’s advancement campaign from alumni increased.	Ongoing with annual June evaluation.	President of Alumnae organization. Communications Director. Director of Development.	
2. Create on-site alumni office.	2. Communication facilitated between alumni and School of Nursing faculty and Staff.	Dec. 2008	Assist Dean Facilities	

<p>3. Provide professional development activities that involve alumni to help students successfully make the transition into practice.</p>	<p>3.1 Undergraduate transition to professional status facilitated 3.2 Young alumni (less than 10 years from grad date) engaged in reaching out to undergraduate students 3.3 Recent alumni featured in Dimensions</p>	<p>Ongoing with annual evaluation in June.</p>	<p>Student Services Program Manager Dir. of Communications President of Alumni Organization</p>	<p>Staff support. Mailings. Additional resources as events/programs developed.</p>
<p>4. Profile alumni and share alumni stories in the media.</p>	<p>4.1 School visibility enhanced both statewide and nationally</p>	<p>Annual evaluation</p>	<p>Communications Department Faculty and IAS identify potential stories</p>	
<p>5. Inform and engage alumni on specific initiatives (e.g., DNP program, School of Nursing's preferred future).</p>	<p>5.1 Alumni actively involved in and informed about all aspects of School of Nursing activities and school's mission 5.2. Benefits of alumni's professional experiences as input in developing curriculum and programs</p>		<p>Dean of School of Nursing Communications Department Academic Programs</p>	

Strategic Initiative #5: Create the preferred future of the School of Nursing.

5.2 Further public appreciation for the value of the nursing profession in general and the UW-Madison School of Nursing in particular.

<i>Action Steps</i>	<i>Desired Results</i>	<i>Timeline</i>	<i>Leadership/ Responsibility</i>	<i>Resources</i>
1. Expand public relations activities to include strategic messaging and government relations.	<p>1.1 School of Nursing seen by general public, UW alumni, Wisconsin Legislature, and influential community leaders as being a key contributor to the health and well-being of the state's citizens</p> <p>1.2 Two-thirds public match for the Nursing Science Center (NSC) approved by Wisconsin Legislature</p>	Ongoing with annual evaluation	<p>Communications Department</p> <p>Dean, School of Nursing</p>	
2. Create a process to provide nursing perspective on health care issues to policy makers, general public, and campus community.	2.1 Establish ongoing communication with UW Health Legislative Affairs	Annual evaluation	Dean, School of Nursing	

Strategic Initiative #5: Create the preferred future of the School of Nursing.

5.3 Plan the construction of a Nursing Science Center (NSC) that promotes collaboration, engagement and innovation.

<i>Action Steps</i>	<i>Desired Results</i>	<i>Timeline</i>	<i>Leadership/ Responsibility</i>	<i>Resources</i>
1. Involve the School of Nursing community in planning Nursing Science Center's vision of space and functionality to reflect school's priorities and values.	1.1 School of Nursing priorities and values reflected in NSC through <ul style="list-style-type: none"> • flexible educational and research facilities that promote education of tomorrow's nursing leaders— • a healthy and eco-friendly work environment 	2009-10	Dean School of Nursing Director of Development Assistant Dean Facilities	
2. Develop a communications process to inform faculty, staff, students, and external constituents.	2. Faculty, staff, students, alums, external constituents, and community enthusiastic about process and outcome	Mid-2009	Director of Communications Director of Development Dean School of Nursing	

Strategic Initiative #5: Create the preferred future of the School of Nursing

5.4 Conduct capital campaign 2012 to fund construction of the Nursing Science Center and strategic growth.

<i>Action Steps</i>	<i>Desired Results</i>	<i>Timeline</i>	<i>Leadership/ Responsibility</i>	<i>Resources</i>
1. Identify and engage alumni.	1.1. \$15 million secured by June 2011		Dean, School of Nursing Development staff	
2. Host “Power of Nursing Summit” campaign kick-off event.	2.1 Oct. 1-3, 2009		Assistant Dean for Facilities and Planning	
3. Work with alumni to engage business and community leaders outside of nursing.	3.1 1 \$20 million secured by December 2012	Construction to begin 2011 or early 2012 Projected building occupancy: 2013–2014	Board of Visitors Campaign Steering Committee Internal campaign committee Planning Committee	

Ratified by School of Nursing Departmental Council: October 10, 2008