



THE NELL HODGSON WOODRUFF SCHOOL OF NURSING STRATEGIC PLAN EXECUTIVE SUMMARY

The Future of Caring. Now.

Backdrop: The global shortage of nurses is now having a profound negative impact on the capacity of countries to provide basic nursing services. Within the U.S., the shortage of nurses has threatened care quality, increased its cost and decreased access to needed services. This is the context in which the Nell Hodgson Woodruff School of Nursing (NHWSN) finds itself in its centennial year. While clearly challenging, the shortage of nurses worldwide also sets the stage for NHWSN to become one of the premier private schools of nursing in the world. Building on its 100-year track record of preparing influential nursing leaders and its more recent dramatic gains in national research and educational rankings, the school has charted an exciting path for the future. Capitalizing on the unique opportunities and resources of the Woodruff Health Sciences Center, Emory University and the Atlanta community, the NHWSN will become an even greater force in assuring *the Future of Caring. Now.*

Our aspirations: The Nell Hodgson Woodruff School of Nursing will *lead* nationally and internationally in improving the care of vulnerable people through nursing education, research and service. Not only are we within close reach of being among the very best private schools in this country, we have the capacity to *innovate new roles and strategies* that are intended to *propel progress in advancing nursing care*. Through living out our core values of scholarship, leadership and social responsibility, we will *chart excellence* in the field and we will *become the benchmark* in specific areas of distinction.

Becoming the Best: The following goals and measures of success reflect our commitment to *becoming the best* among our peers through strategies that are embedded in *societal and global need*, draw on our *unique context* and add *distinction and character* to the university.

Goal 1: Become the leading private school of nursing in the world in the area of international nursing, including health workforce development, policy and global government nursing and health leadership.

Measures of Success: Building on the major successes of the 2001 and 2004 Global Government Health Partners' Forums and the Global Government Chief Nursing Officers' Institutes, the school is poised to serve as an ongoing leading international focal point for the development of government nursing and health leadership. Our continued success will be measured by the following: 1) attendance at the 2006 global conferences, including the total number of participants as well as number of countries represented; 2) extramural support from U.S. and international agencies to fund not only the conferences but also the on-going operating expenses of our secretariat administrative functions; and 3) increased participation of global nursing and medical leaders in the development of the health leadership agendas.

Goal 2: Become a national and international model for integration of social responsibility into all school curricula.

Measures of Success: Our core values of “scholarship, leadership and social responsibility” reflect the commitments of the school’s faculty and staff to enhance the health of our communities in positive, transformative ways. We find that outstanding undergraduate and graduate student applicants are especially attracted to the Nell Hodgson Woodruff School of Nursing because of the unique values and actions that set our school apart from other outstanding private schools of nursing. Evidence of our future success in achieving this goal will be measured by the following: 1) continuing the integration of service learning experiences into the BSN, MSN and doctoral program curricula; 2) faculty publication in peer-reviewed national and international nursing education journals on the topic of our model for service learning experiences in the curriculum and the integration of social responsibility into our school’s mission; 3) invitations to our faculty to make presentations at national and international nursing education and other conferences to discuss our successful initiatives; and 4) increasing the number of highly qualified undergraduate and graduate applicants who are attracted to the school because of our service learning opportunities.

Goal 3: Provide international and national leadership in faith-based and mission-related nursing programs.

Measures of Success: Our success in achieving this goal will be measured by 1) faculty publications in peer-reviewed national and international publications on the topic of faith-based and mission-related nursing programs; 2) extramural support for the expansion of these programs; and 3) invitations to our faculty for both consultation at other institutions and to make presentations at national and international conferences on the topic of faith-based and mission-related nursing programs.

Goal 4: Collaborate with university partners in curricular reform and research relating to predictive health.

Measures of Success: Our faculty have worked collaboratively with their colleagues in the School of Medicine and Public Health in developing and enhancing predictive health-related content in our individual courses. The school has played a leading role in the region in advancing genetics-related content in nursing curricula. As the school moves forward in its regional leadership roles, evidence of its success will be measured by the achievement of teaching and research collaborations between our faculty and the faculty of the schools of medicine, public Health and Emory College in the area of predictive health.

Goal 5: Become among the top three private schools of nursing in NIH funding.

Measures of Success: Our faculty have engaged in an important planning process resulting in an exciting plan, “Becoming the Best in Research.” The title reflects both our important progress and the very narrow gap in rankings and external funding that lies between our school and our peer private institutions. The school’s 2004 rankings in National Institutes of Health funding among all nursing schools is 19th, having moved from 36th over the last five years. And, among private schools of nursing we are ranked fifth in NIH funding. By 2010 we expect to achieve at least the ranking of third among private schools of nursing, and 11th among all nursing schools.

Goal 6: Be among the top three private schools of nursing in educational rankings.

Measures of Success: The faculty are undertaking a planning process that reflects our commitment to continue to advance as a leading private school of nursing in the area of education. In 2004, the school ranked 26th overall, and sixth among private schools, in the *U.S. News and World Report* ranking of schools of nursing. Our nurse-midwifery graduate program ranks seventh overall and

second among private schools of nursing. By 2010 we expect our overall rankings among private schools to be at least third.

Goal 7: Enhance the working climate of our people and the overall school community.

Measures of success: The dramatic positive transformation of the school over the last six years reflects both a well developed and implemented strategic plan and the enormous, committed effort of faculty, staff and administration. As the school now enters its next phase of development, it is also critical that the organizational culture and climate encourage, reward and support people in their work. Because our enterprise is fundamentally about caring, it is crucial that this ethos is a part of our every day work environment. While the school's scores on the university's "Climate Survey" are not significantly different than those of the overall university, we will gauge our success on our ability to improve our scores with the 2007 survey, reduce non-cause related, unavoidable turnover and put into place a vibrant school life program.