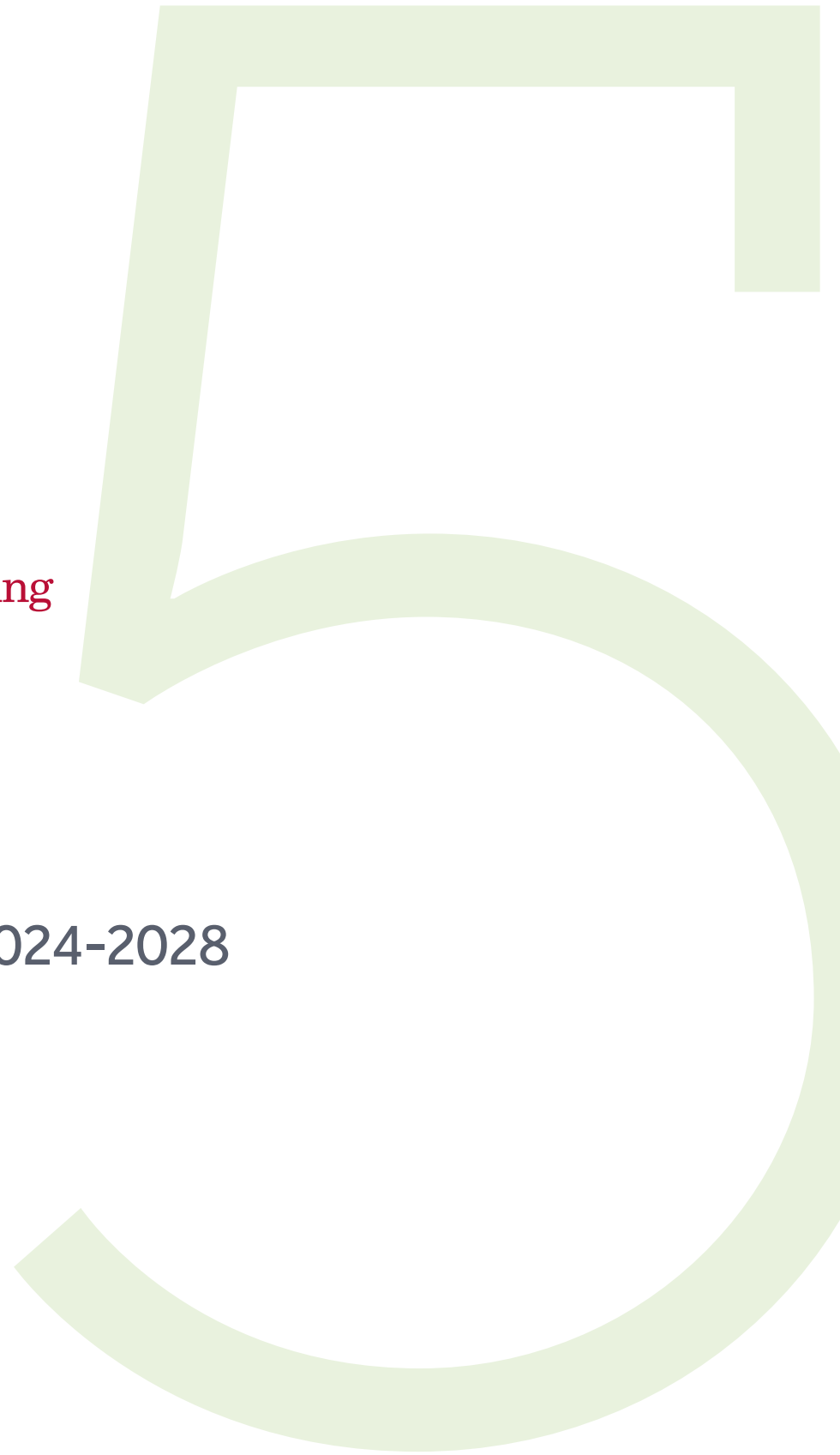




Stony Brook
School of Nursing

Five-Year Strategic Plan 2024-2028





WORKFORCE AND CULTURE

TRANSFORMATIVE EDUCATION

IMPACTFUL RESEARCH

COMMUNITY OUTREACH AND PARTNERSHIPS

RESOURCE STEWARDSHIP

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I am thrilled to present the Stony Brook School of Nursing’s 2023–2028 strategic plan, a roadmap that charts our course for the future. This comprehensive plan is the result of collective insights, dedication and a shared commitment to excellence in nursing education, research and practice. As we prepare our future nurse leaders, we do so mindful of our mission to deliver socially just care and improve the health of local and global communities.

The School of Nursing has a history of pioneering. We were one of the first schools in the nation to prepare advanced practice nurses and were early innovators in distance education. We are proud to have many distinguished alumni, faculty and students who have made remarkable contributions to nursing and the healthcare of our local communities and beyond.

As we chart the course for the next five years, our strategic plan comes at a time when Stony Brook University is defining its moment and making a significant impact in the future. Stony Brook University has recently been named the #1 public university in New York State, was designated a flagship university in the SUNY system and won an international competition to be the anchor institution for the New York Climate Exchange on Governors Island. Our strategic plan is fully aligned with the strategic plans of Stony Brook University (SBU) and Stony Brook Medicine (SBM). Stony Brook School of Nursing is committed to high-level collaboration with both SBU and SBM. We are developing impactful and transformative partnerships across the enterprise that bring innovative academic, clinical and research opportunities to our faculty and students. These partnerships position nurses as key players in the design, acceleration and implementation of bold and next-generation solutions to today’s healthcare challenges.

Stony Brook School of Nursing offers unparalleled advantages to students who have the desire and aptitude to become successful nurses, and to nurses who are ready to explore their career potential for growth and advancement. Our faculty are outstanding clinicians, exemplary teachers and innovative researchers. Many of our faculty maintain a clinical practice within the SBM hospital system. They are committed to the success of our students in both the classroom and clinical settings. Our nurse scientist faculty are engaged in novel research with a focus on social determinants of health, health equity from a health promotion and population- and community-health lens. They engage our students from the baccalaureate through doctoral programs, igniting the passion for discovery in our next generation of nurses.

As we embark on this journey, I invite you to explore this transformative roadmap that will shape the future of nursing at Stony Brook School of Nursing. Join us in our pursuit of innovation, academic rigor and a nurturing environment for both students and faculty. Our strategic plan not only outlines our goals but signifies our shared vision for advancing healthcare through inclusive education, research and compassionate care.

Sincerely,

Patricia Bruckenthal, PhD, APRN-BC, FAAN
Dean and Professor
Stony Brook School of Nursing



The mission of Stony Brook School of Nursing (SON) is designed to lead and transform nursing science, education and practice, and is complementary to Stony Brook University's (SBU) and Stony Brook Medicine's (SBM) strategic priorities, objectives, initiatives and outcomes.

This strategic plan reflects our mission, vision and core values and is built on five priorities of excellence: Workforce and Culture, Transformative Education, Impactful Research, Community Outreach and Partnerships, and Resource Stewardship. Our commitment to these themes aims to instill pride and inspire students, faculty and staff to be part of an institution that is making a significant difference in health, education and scientific discovery for all.

In the decades ahead, healthcare will look vastly different to what it does today. We must pay special attention to a comprehensive understanding of health and its relationship to the social determinants of health (SDOH), health equity and health outcomes. This will be built on a strengthened and more diversified nursing workforce in terms of both capacity and expertise. Nurses must be prepared to be leaders in providing care and promoting health of both individuals and communities that will align public health, healthcare, social services and policies that lead to health equity.¹ Additionally, the National Institute of Nursing Research 2022–2026 Strategic Plan outlines the institute's vision for supporting science that advances our mission: to lead nursing research to solve pressing health challenges and inform practice and policy-optimizing health and advancing health equity into the future.² Therefore, our Stony Brook SON strategic plan must be aligned with these challenges to prepare the nurse leaders of the future.

School of Nursing: Mission, Vision and Values

Mission, vision and values are the principles that define and guide our School of Nursing. Our mission provides us with a clear sense of purpose, the vision outlines our future aspirations and our values guide our behavior and decision making. Together, they provide a framework for aligning our goals, inspiring our students, faculty and staff, and establishing a shared identity and culture.

Mission

We prepare nurse leaders at all levels of practice, through the use of creative pedagogies, cutting-edge research and innovative practice models to deliver socially just care and improve the health of local and global communities.

Vision

Prepare nurses of today to be the healthcare leaders of tomorrow.

Values

- INTEGRITY** Honest, humanistic and ethical in all interactions.
- COMPASSION** Foster interdisciplinary approaches to creative solutions to complex educational and healthcare challenges.
- ACCOUNTABILITY** Responsible for upholding our professional values, in service to our school, organization, community and each other.
- RESPECT** Foster an environment of civility, trust, inclusivity, diversity and belonging.
- EXCELLENCE** Set the highest standards for education, research, practice and service.



Strategic Priorities, Objectives and Initiatives

Stony Brook SON has identified strategic priorities, objectives and initiatives to guide our work for the next five years, and they are the building blocks that enable us to transform our mission, vision and values into actionable plans and tangible outcomes. They provide a blueprint for advancing our strategic goals and distinguishing our School of Nursing as a leader in academic excellence.

The strategic plan was established through participation in both SBU and SBM strategic planning workgroups, staff and faculty listening sessions, community of interest meetings, stakeholder assessment, market assessment and alignment with national and global trends in healthcare delivery. This comprehensive approach has enabled Stony Brook School of Nursing to achieve a collaborative and data-driven plan.

Our goal is to Align>Transform>Distinguish Stony Brook School of Nursing as a leader among schools of nursing.

To accomplish this, we will:

1. Utilize the National Academy of Medicine’s (NAM) report titled The Future of Nursing 2020–2030. Charting a Path to Achieve Health Equity found at nam.edu/publications/the-future-of-nursing-2020-2030, as a guiding framework.
2. Create novel academic and research programs that will draw applicants, faculty, staff, alumni and donors.
3. Leverage our relationship with SBM and other community partners.

PRIORITIES

Strategic priorities are the areas of focus that will propel Stony Brook School of Nursing toward our future and outline where resources will be concentrated to achieve sustainable growth and success.

OBJECTIVES

Strategic objectives are specific bodies of work that outline how an organization will enable the achievement of a strategic plan. Objectives are aligned with the mission and vision and serve as a roadmap for achieving long-term success. Strategic objectives address the broader bodies of work that shape the organization’s strategy and drive the choices that are made for strategic differentiation, operating plans and budgetary investments.

INITIATIVES

Strategic initiatives are specific actions or projects undertaken to achieve strategic objectives. Strategic initiatives are typically larger in scope than regular operational activities/tactics and may involve multiple departments or teams. These initiatives often require dedicated resources, careful planning, outcome measures and coordination to ensure successful implementation.

Strategic Priority 1:

WORKFORCE AND CULTURE



Stony Brook School of Nursing has developed five priorities: Workforce and Culture, Transformative Education, Impactful Research, Community Outreach and Partnerships, and Resource Stewardship. Each contains a portfolio of objectives and initiatives to achieve our goals over a five-year time period, as outlined below.

Cultivating an inclusive culture of engagement and belonging will attract and retain students/faculty/staff/alumni/communities of interest and engage diverse perspectives. This in turn will result in a commitment to advancing excellence, innovation, diversity and inclusion in education, research and community partnerships. A healthy culture encourages people to be creative, share ideas, take calculated risks and collaborate. Embracing innovation and continuous improvement allows Stony Brook School of Nursing to respond to evolving healthcare delivery changes, drive innovation and create unique opportunities to solve the healthcare challenges of tomorrow.

OBJECTIVE

Build an engaged, inclusive, connected community

INITIATIVES

Workforce Engagement

Promote a work environment that motivates employee and faculty engagement, wellness and satisfaction.

Diversity and Inclusion

Create a diverse and inclusive culture that values and leverages the unique perspectives, backgrounds and talents of all individuals.

Culture

Foster a cultural transformation by aligning the organization’s values and behaviors with strategic goals.



Strategic Priority 2:

TRANSFORMATIVE EDUCATION



Stony Brook SON will optimize our academic learning environment through innovative programming, strategic partnerships and digital applications. Exceptional professional and interprofessional education and training will equip students with the knowledge, skills and experiences that will propel their professional development. Their contributions will advance scientific advancements and address local, regional and global challenges.

OBJECTIVE

Deliver professional-focused nursing academic excellence

INITIATIVES

Novel Educational Programs

Stony Brook SON will transform learning and education in nursing leadership, scholarship and practice.

Curriculum Innovation

Incorporate experiential learning opportunities, such as state-of-the-art simulation, research opportunities and meaningful clinical partnerships, to enhance practical skills and real-world applications.

Student-Centered

Foster a supportive and inclusive learning environment that encourages active student engagement, critical thinking and collaboration.



Strategic Priority 3:

IMPACTFUL RESEARCH



Stony Brook School of Nursing will cultivate a collaborative environment that supports research in areas that benefit health and society from an integrative perspective. We will continue to advance our research mission by fostering a culture of research excellence and innovation. This will continue to drive impactful discoveries, advance nursing science through interdisciplinary collaboration across SBU and beyond, and lead to knowledge translation that positively impacts human health.

OBJECTIVE

Promote collaborative research productivity

INITIATIVES

Research and Scholarship Productivity

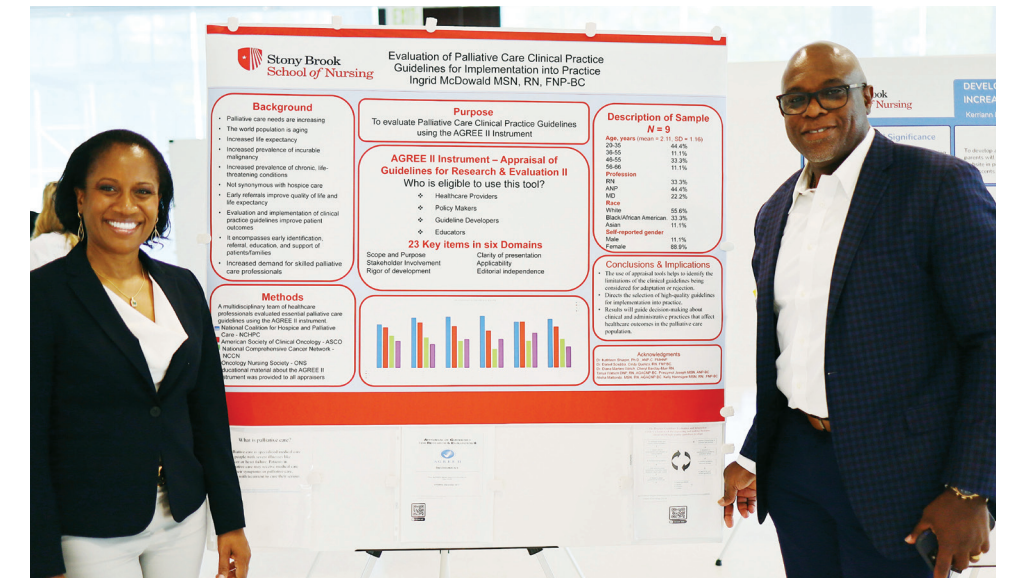
Promote early and mid-career development through internal and external training opportunities.

Interprofessional Collaboration

Align SBU and SBM collaboration through the Long Island Network for Clinical and Translational Science, the Center for Interprofessional Innovation, Cancer Center, Center for Healthy Aging and NY Climate Exchange.

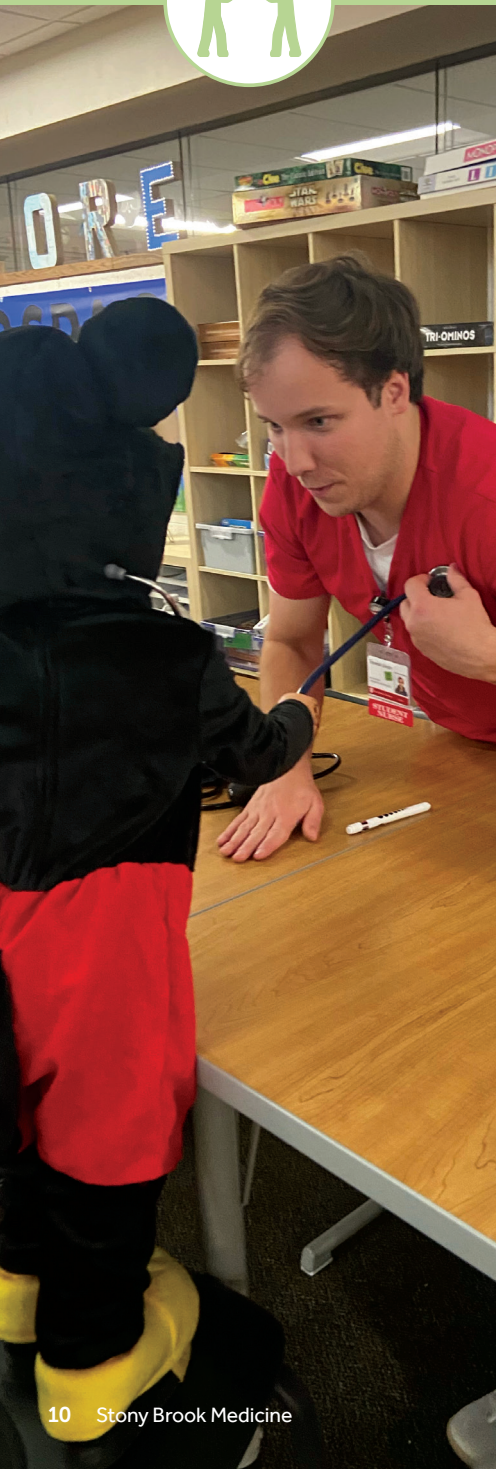
Research Infrastructure

Develop effective policies and procedures to support faculty pre and post research award funding mechanisms.



Strategic Priority 4:

COMMUNITY OUTREACH AND PARTNERSHIPS



Stony Brook SON will advance alignment with SBM strategic vision and generative partner affiliations. This in turn will foster educational research and practice excellence. Furthermore, students will benefit from career opportunities and seamless transition to practice.

OBJECTIVE

Leverage SBM partnerships and other clinical partners

INITIATIVES

Recruit, Train, Retain Future Nurse Leaders

Promote novel training models that support student and faculty engagement.

Robust Experiential Learning

Develop a robust SBM and other partner clinical placement process that will provide clinical training and recruitment opportunities.

Academic-Practice Partnerships

Secure recognition as an Exemplary Academic-Practice Partnership by the American Association of Colleges of Nursing (AACN).



Strategic Priority 5:

RESOURCE STEWARDSHIP



Operational excellence will be achieved by focusing on increasing net revenue, grants and philanthropy funding through active engagement with alumni, donors and external community to advance Stony Brook SON's reputation and fiscal stability. Additionally, operational effectiveness will drive excellence in nursing education and research through novel educational programs, faculty development, accelerated research and scholarships that promote student success and upward mobility.

OBJECTIVE

Effectively manage the fiscal resources of the School of Nursing by optimizing and diversifying revenue streams through innovative strategies and partnerships

INITIATIVES

Financial and Operational Results

Balance budgetary resources with Stony Brook SON programmatic needs that meet accreditation requirements.

Advancement

Support advancement opportunities to increase philanthropy.

Reputation

Optimize marketing and communications initiatives to support brand awareness and engagement.

Diversify Revenue Streams

Identify and expand admissions/articulation agreements through diversified SUTRA markets and community colleges.



CONCLUSION

Stony Brook School of Nursing's strategic plan outlines an ambitious path toward a future where nurses are ready to lead holistic healthcare across settings with a vision of health equity for all. We will accomplish this through transformative education, diverse training opportunities and collaborative research programs. By focusing on innovation, diversity, inclusivity and interdisciplinary collaboration, we have built the foundations that prepare the nursing workforce of the future.

As we move forward, we will remain committed to promoting health equity, reducing health disparities and improving the health and well-being of all. We will invest in our own health and well-being so we can better help others. We will strengthen our curricula using innovative educational strategies so that nurses are prepared to understand and identify the SDOH and have learning experiences in communities where they experience varied life experiences and cultural values. Nurse faculty will be prepared for continued growth and adaptation in response to new technologies and trends in order to guide students in simulated and real interprofessional team care. We will prioritize research efforts to identify current and future gaps in promoting health equity and improve health outcomes. These will build on the strengths of nursing theory and resources available at SBM and SBU.

Our strategic plan is an ongoing commitment to preparing nurses at every level and across all settings to lead in the promotion of health for the patients and communities they serve by designing new models of care, and advancing health equity through advocacy and policy. In conclusion, it is with great enthusiasm that we chart this path toward an inclusive culture, novel education and cutting-edge research to shape the future of nursing.

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1. National Academies of Sciences, Engineering, and Medicine; National Academy of Medicine; Committee on the Future of Nursing 2020–2030. The Future of Nursing 2020–2030: Charting a Path to Achieve Health Equity. Flaubert JL, Le Menestrel S, Williams DR, Wakefield MK, editors. Washington (DC): National Academies Press (US); 2021 May 11. PMID: 34524769.
 2. The National Institute of Nursing Research 2022–2026 Strategic Plan: <https://www.ninr.nih.gov/aboutninr/ninr-mission-and-strategic-plan>.



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