

UNIVERSITY OF WASHINGTON

SCHOOL OF NURSING 2025-2030 STRATEGIC PLAN

HEALTH SCIENCES
EDUCATION BUILDING





A MESSAGE FROM THE EXECUTIVE DEAN	01
STRATEGIC INTENT	02
MISSION ALIGNMENT	03
DISCOVERY, DEVELOPMENT & DELIVERY	04
FEEDBACK & KEY TAKEAWAYS	05
EXPECTATION SETTING & IMPLEMENTATION	06
STRATEGIC PRIORITIES	08
INTENDED OUTCOMES	13
STEERING COMMITTEE MEMBERS	14

A MESSAGE FROM THE EXECUTIVE DEAN

The University of Washington School of Nursing holds a longstanding and proud legacy as a national leader across nursing education, research, and service. In order to sustain this legacy and continue to meet the evolving needs of our students, faculty, and the communities which we serve, it is essential that we develop robust priorities and strategies designed to help us move forward with clarity, purpose, and shared vision.

Our five-year strategic plan, which will carry the School through 2030, provides us with a comprehensive framework to guide our priorities, refine our approaches, focus our resources, and ensure that our work reflects our mission, vision and values. This plan not only helps us to set ambitious goals but also allows us to remain nimble and agile as we adapt to ever-changing landscapes.

Over the next five-years, leaders from across the School and the broader UW School of Nursing community, will work together to translate these priorities into action, laying the groundwork for the next generation of nursing scholars, educators, scientists and practitioners. Our collective work will stand as the foundation for how we work to prepare the next generation of nurses to lead in a rapidly changing world.

As we engage in the work of operationalizing this plan, I encourage all those within our expanded School of Nursing community to engage with this plan, beginning by asking how you see yourself represented in this work. Our efforts strive to ensure that we remain at the forefront of nursing education and science as we continue to advance health for all.

With gratitude and optimism,



Hilaire J. Thompson,
PhD, RN, ARNP, FAAN, Professor
Robert G. and Jean A. Reid Executive Dean
University of Washington School of Nursing



GUIDING OUR WORK WITH STRATEGIC INTENT



The University of Washington School of Nursing's five-year strategic plan serves as a guiding framework to ensure the School continues to advance its mission of excellence in education, research, and service. At a critical moment in time when the nursing profession is rapidly evolving, the strategic plan provides clarity and direction, helping us to focus on the priorities which will have the greatest impact on our students, faculty, staff, and the multitude of communities which we serve. This plan has been designed to align our strengths with emerging opportunities, ensuring that we remain well-positioned as a global leader in nursing research and education.

The strategic plan is not only designed to establish ambitious goals, but also provides a roadmap for how we achieve these goals. This framework establishes a shared blueprint, designed to unite faculty, staff, students, and partners from across the School of Nursing community. With clear priorities and strategies in place, the five-year strategic plan empowers the School of Nursing to track progress, assess effectiveness, manage accountability, and remain agile and adaptive as new challenges and opportunities arise.

Ultimately, this plan is about shaping the future of nursing education, research, and practice across Washington state and beyond. By setting priorities that prepare graduates to meet and address complex health needs, support faculty in their scholarly contributions, and ensure equity in health care access and outcomes, the strategic plan positions the School of Nursing to have lasting and meaningful impact. This work is reflective of our commitment to leading with vision, engaging with purpose, and advancing health for all.





MISSION ALIGNMENT

WHO WE ARE

The University of Washington School of Nursing hosts a range of nursing degree programs across the regional campus locations of Seattle, Tacoma and Bothell. Each of these degree programs are dedicated to meeting the nursing workforce needs across unique communities in Washington state.

A COMMITMENT TO REGIONAL ACCESS

The 2025-2030 strategic planning process was unique from previous strategic plans. This process was intentionally designed to increase the voice, feedback and expertise of our tri-campus School of Nursing partners. While this work does not extend to the Healthcare Leadership program at UW Tacoma, or the Health Studies Program at Bothell, we remain committed to increasing transparency, collaboration, and unification in ways that strengthen our relationship across the tri-campus, while deepening our collective impact.

SCHOOL OF NURSING MISSION, VISION & VALUES

Our **mission** is to advance nursing science and practice through generating knowledge and educating future nurse leaders to address health for all.

Our **vision** is to pioneer improvements in health and health care through innovative nursing science, education, and practice.

Our **values** include:

- Collaboration
- Social Responsibility
- Integrity
- Respect
- Accountability
- Diversity
- Excellence

DISCOVERY, DEVELOPMENT & DELIVERY

The School of Nursing's five-year strategic plan has been guided by a three-phase approach – **Discovery**, **Development**, and **Delivery** – to ensure a thoughtful, inclusive and actionable path forward.

01

Discovery: this initial phase, largely conducted over the 2024-25 academic year, centered on gathering broad and diverse input from faculty, staff, students, clinical and community partners, and advisory board members from across the School. This work was conducted through tri-campus surveys, individual interviews, and SWOT analysis listening sessions. The discovery phase centered on how we address the pressing health challenges facing our communities, and the evolving needs of the nursing profession.

02

Development: Building on these insights, the School has worked to craft a strategic framework organized around clearly defined strategic priorities and strategies. The development phase focused on evidence-based decision making and collaboration. The School's 2025-2030 strategic plan aims to balance innovation with practicality, positioning us to meet both the current and emerging needs across the nursing landscape.

03

Delivery: With the discovery and development phases of the strategic plan complete, work is currently being undertaken to implement these strategies and lay the groundwork for the School of Nursing beyond 2030. This work will be ongoing through the 2030 academic year.



FEEDBACK & KEY TAKEAWAYS



What makes us truly exceptional?

Faculty – Expertise and unwavering dedication

Research – Breadth, significant funding, and impactful contributions

Facilities – Health Sciences Building offers immense potential

Partnerships – Robust community, clinical, and legislative connections

Diversity, equity, inclusion & belonging – Strong commitment

Reputation – A proud history and top-tier national ranking

Innovation – Agility and creativity drive progress

Program Quality – Students gain invaluable knowledge

Student Support – Dedicated mentoring and comprehensive assistance

What challenges hinder our full potential?

Silos – Inhibiting communication and shared learning

Processes – Broken, undocumented, and resistant to change

Onboarding – Gaps in knowledge transfer for new team members

Professional Development – Limited career growth and training opportunities

Faculty Recruitment – Slow and inefficient faculty recruitment process

Networking – Limited strategic collaboration and connection across the tri-campus and other stakeholder groups

What external forces pose risks to our mission?

Funding Cuts – Potential reductions in critical financial support

Staff & Faculty Shortages – Especially clinical nurses, impacting retention

Technology & Innovation – Risk of falling behind or failing to adapt

Losing Vision – The danger of reactive decisions due to external pressures

What are the untapped possibilities for us?

Tri-campus model – Greater collaboration and communication

Partnerships – Building innovative connections to diversify funding

Non-Traditional Programs – Expanding online offerings and diverse student pathways

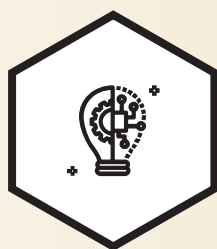
Alumni Relations – Strengthen engagement across all campuses

New Programs – Exploring BSN on other campuses and direct-entry options

EXPECTATION SETTING AND IMPLEMENTATION

This work starts with a plan, but it doesn't end there. With our priorities set and our strategies refined, the School of Nursing is activating the work needed to deliver on our priorities for the next five-years. This six-point framework listed below has been designed to maximize our effectiveness and streamline the process of implementing our strategic plan.

Establishing ownership is critical to ensuring clear responsibilities are assigned to each priority, strategy, initiative and tactic. The work of leadership is ongoing as we align both ongoing and new initiatives which tie into our strategic priorities, and help to strengthen our commitment to our mission, vision and goals.



Moving forward is critical in our ability to deliver on our promises to the UW School of Nursing community. With appropriate prioritizing and resource management, we are committed to developing and maintaining an agreed-upon implementation schedule with key initiatives; adjusting milestones and deadlines only when necessary.

ESTABLISHING
OWNERSHIP

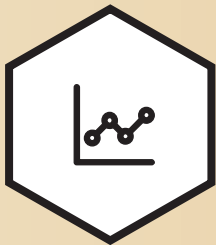
RESOURCE
ALIGNMENT

TIMELINE
ADHERANCE



Impact requires resources. Whether that means leveraging existing resources, or identifying new needs, the success of this work requires us to take a holistic approach to identifying resources and aligning appropriately. This process includes assessing budgetary, staffing, technology, and other needs.





PROGRESS MONITORING

Success isn't just evaluated at the end of a project. Ongoing project management is the most effective way to ensure that our work is aligned to both the strategic plan and the mission, vision and values of the School. Our commitment to the development and ongoing measurement of KPIs ensures quality and provides ongoing transparency.

Collective success doesn't happen in a vacuum. Our ability to deepen our impact requires our willingness to work together, encourage open communication, and promote coordination and collaboration both internally and externally.

COLLABORATION



CONTINUOUS IMPROVEMENT

What we build today acts as the foundation for what we dream tomorrow. The strategic implementation process requires us to identify the key lessons learned across the implementation of our strategies and key initiatives. Our willingness to learn from this process helps to strengthen our future vision.

STRATEGIC PRIORITY A

Innovating research and educational programs to address the pressing health challenges of today and tomorrow

- 01 **STRATEGY A-1:** Identify, incubate, and launch research initiatives that leverage the strengths of the UW SoN to solve the pressing health challenges of today and tomorrow
- 02 **STRATEGY A-2:** Foster a more resilient research enterprise through strengthening infrastructure and further diversifying funding streams
- 03 **STRATEGY A-3:** Identify, incubate, and launch educational initiatives that leverage the strengths of the UW SoN to promote long-term sustainability and continued success of the UW SoN educational enterprise
- 04 **STRATEGY A-4:** Innovate educational delivery and expanded access to prepare a diverse nursing workforce equipped to tackle emerging health challenges across the state



CULTURE OF CARE

09

STRATEGIC PRIORITY B

Enhancing staff and faculty experience

01

STRATEGY B-1: Embrace a culture of wellness as a shared norm across the UW SoN community by integrating new and existing resources for well-being into the employee lifecycle

02

STRATEGY B-2: Identify, develop and employ operational systems and supportive infrastructure (i.e., tools, resources, opportunities) that actively sustain professional growth, development, and retention for all UW SoN employees

03

STRATEGY B-3: Invite all members of the UW SoN community to take a solution-oriented approach to developing ideas for addressing operational inefficiencies, supporting growth and reducing barriers

04

STRATEGY B-4: Strengthen transparency and role clarity in decision-making where possible

STRATEGIC PRIORITY C

Promoting a dynamic learning environment designed for student success and professional advancement

01

STRATEGY C-1: Ensure faculty preparedness to develop, design, and employ curricula and assessments that reflect inclusive, evidence-based teaching and technology-enhanced learning methods

02

STRATEGY C-2: Align and enhance academic support infrastructure to cultivate a holistic student support ecosystem which works to continually improve student success indicators

03

STRATEGY C-3: Identify and pursue philanthropic and other funding opportunities to provide resources to students with the goal of reducing their financial burden and promoting a sustainable learning experience

04

STRATEGY C-4: Invest and sustain a robust learning landscape to ensure students are practically prepared for evolving workforce demands





STRATEGIC PRIORITY D

Advancing diversity, equity, inclusion and belonging

01

STRATEGY D-1: Advance equity by strengthening recruitment, mentorship, retention, and advancement systems to remove barriers and position the whole UW SoN community to thrive and succeed

02

STRATEGY D-2: Foster an academic culture that supports belonging and learner well-being by embedding inclusive pedagogy, assessments, curricula, and policies

03

STRATEGY D-3: Build sustainable infrastructure to support, evaluate, and translate research that advances health equity and reduces disparities

04

STRATEGY D-4: Strengthen community-engaged partnerships that expand equitable access to information, facilities, and technology through universal design, inclusive innovation, and collaborative decision-making with local, regional, and global partners

STRATEGIC PRIORITY E

Cultivating and strengthening strategic partnerships and community engagement

01

STRATEGY E-1: Align tri-campus UW SoN initiatives and opportunities, where applicable, to ensure advancement toward long-term UW SoN goals

02

STRATEGY E-2: Develop and launch creative approaches to philanthropic engagement that build strategic partnerships and secure diverse investments in education, research, and institutional excellence

03

STRATEGY E-3: Strengthen, sustain and expand existing partnerships, including University, clinical, and community collaborations that advance educational opportunities and societal health for all

04

STRATEGY E-4: Identify, incubate, and launch new partnerships and collaborations that further the academic and research missions of the UW SoN, and align with partner and community priorities





INTENDED OUTCOMES

Through our strategic plan and the outlined priorities, the School of Nursing is positioned to thrive in a rapidly evolving academic, research and health care environment. Moving toward two intended outcomes – **fostering a cohesive and collaborative culture** and **sustaining scholarly and programmatic excellence in a dynamic financial landscape** – the 2025-2030 strategic plan provides a framework for long-term impact, adaptation and resilience.

This plan prioritizes building a unified culture of collaboration and inclusion, ensuring students, faculty, and staff are supported, connected, and engaged in shared purpose and understanding. Strengthening communication, aligning goals, and investing in professional growth are key to strengthening an environment where innovation and teamwork can thrive.

The strategic plan also aims to address the realities of a shifting financial landscape by advancing strategies that enhance scholarly and programmatic excellence. This work includes diversifying revenue streams, leveraging partnerships, aligning resources with mission-critical priorities, and ensuring operational efficiency. Through these efforts, the School of Nursing is well-positioned to remain a leader in nursing education, research, practice and leadership – locally, nationally, and globally.



STRATEGIC PLANNING STEERING COMMITTEE

Abbey Schwarz

Assistant Dean of Strategy & Organizational Effectiveness
(Co-chair) UW Seattle School of Nursing

Noah Brown

Director of Strategy & Accreditation Compliance
(Co-chair) UW Seattle School of Nursing

Robert Gable

Tri-campus Relations & Quality Improvement Manager
UW Tri-campus School of Nursing

Mabel Ezeonwu, PhD, ARNP, FNP-BC

Professor,
UW Bothell School of Nursing & Health Studies

Brilliance Jones

Director of Marketing & Program Growth
UW Seattle School of Nursing

Kerry Reding, PhD, MPH, RN

Associate Professor
UW Seattle School of Nursing

Ira Kantrowitz-Gordon, PhD, CNM, ARNP, FACNM, FAAN

Associate Professor
UW Seattle School of Nursing

Katie Haerling, PhD, RN, CHSE

Professor
UW Tacoma School of Nursing & Health Care Leadership

Devon Woodley, DNP, BSN

Student Representative
UW Seattle School of Nursing

Special thanks to Jeff Turner and Elizabeth Knaster of Praxis HR - consultants and partners in this work

