

UNIVERSITY *of* WASHINGTON

SCHOOL OF NURSING  
**2025-2030**  
**STRATEGIC PLAN**





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### 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

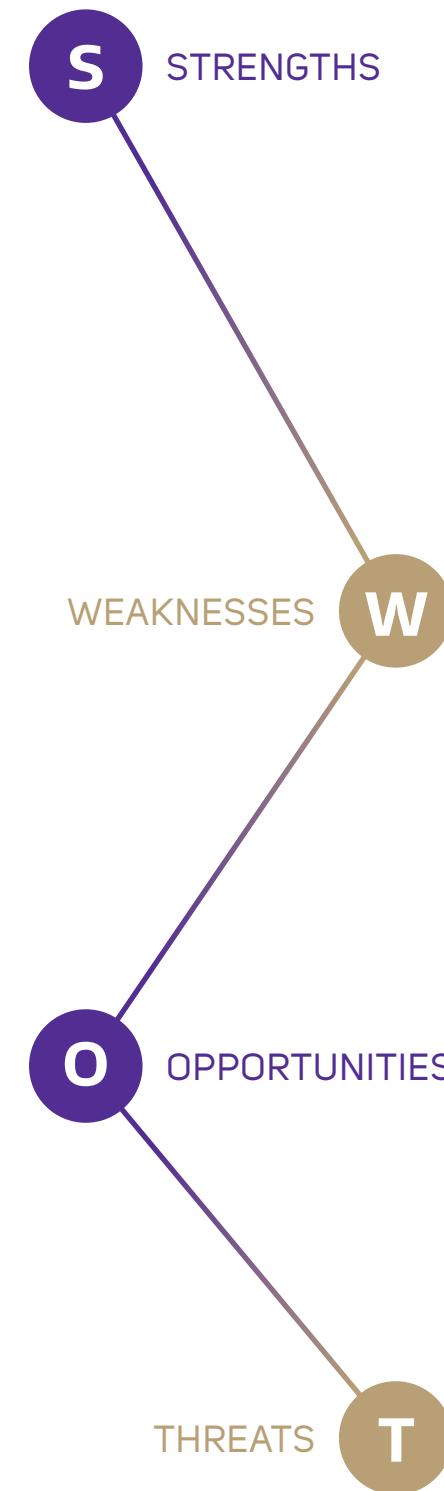
**Development:** Building on these insights, the School has worked to craft a strategic framework organized around clearly defined strategic priorities and strategies. The development phase focused on evidence-based decision making and collaboration. The School's 2025-2030 strategic plan aims to balance 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 are the untapped possibilities for us?

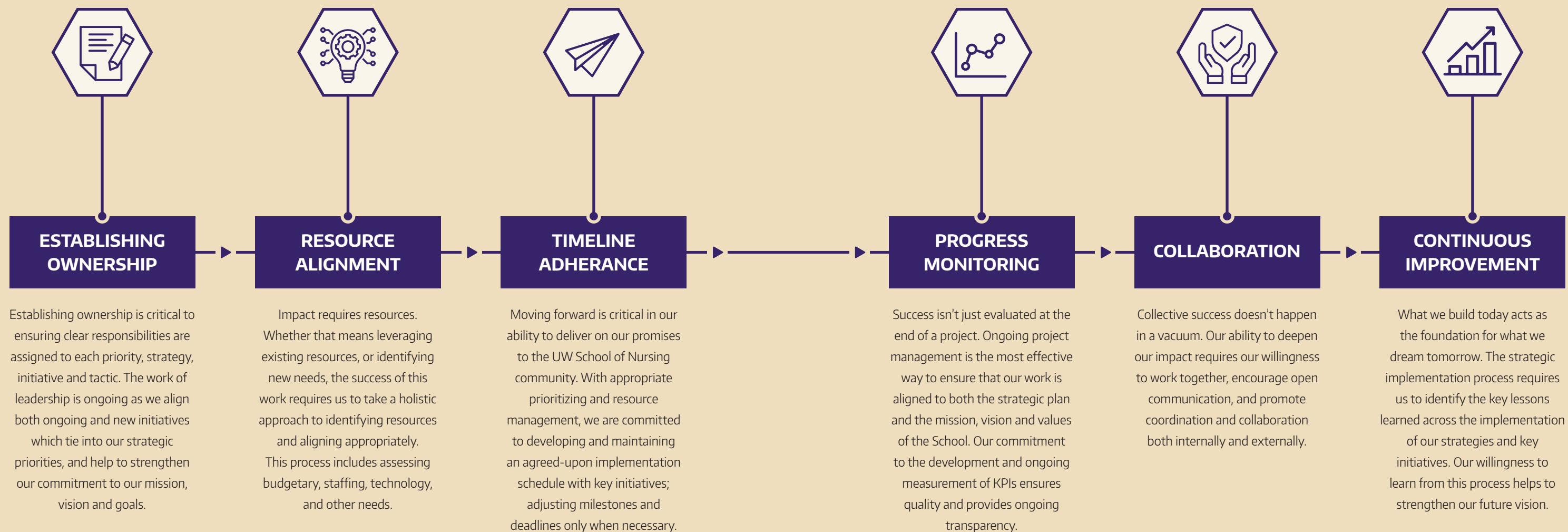
- Tri-campus model** – Greater collaboration and communication.
- Partnerships** – Building innovative connections to diversify funding.
- Non-Traditional Programs** – Expanding online offerings and diverse student pathways.
- Alumni Relations** – Strengthen engagement across all campuses.
- New Programs** – Exploring BSN on other campuses and direct-entry options.

### What external forces pose risks to our mission?

- Funding Cuts** – Potential reductions in critical financial support.
- Staff & Faculty Shortages** – Especially retention of clinically-active faculty.
- Technology & Innovation** – Risk of falling behind or failing to adapt.
- Losing Vision** – The danger of reactive decisions due to external pressures.

## 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.



## 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

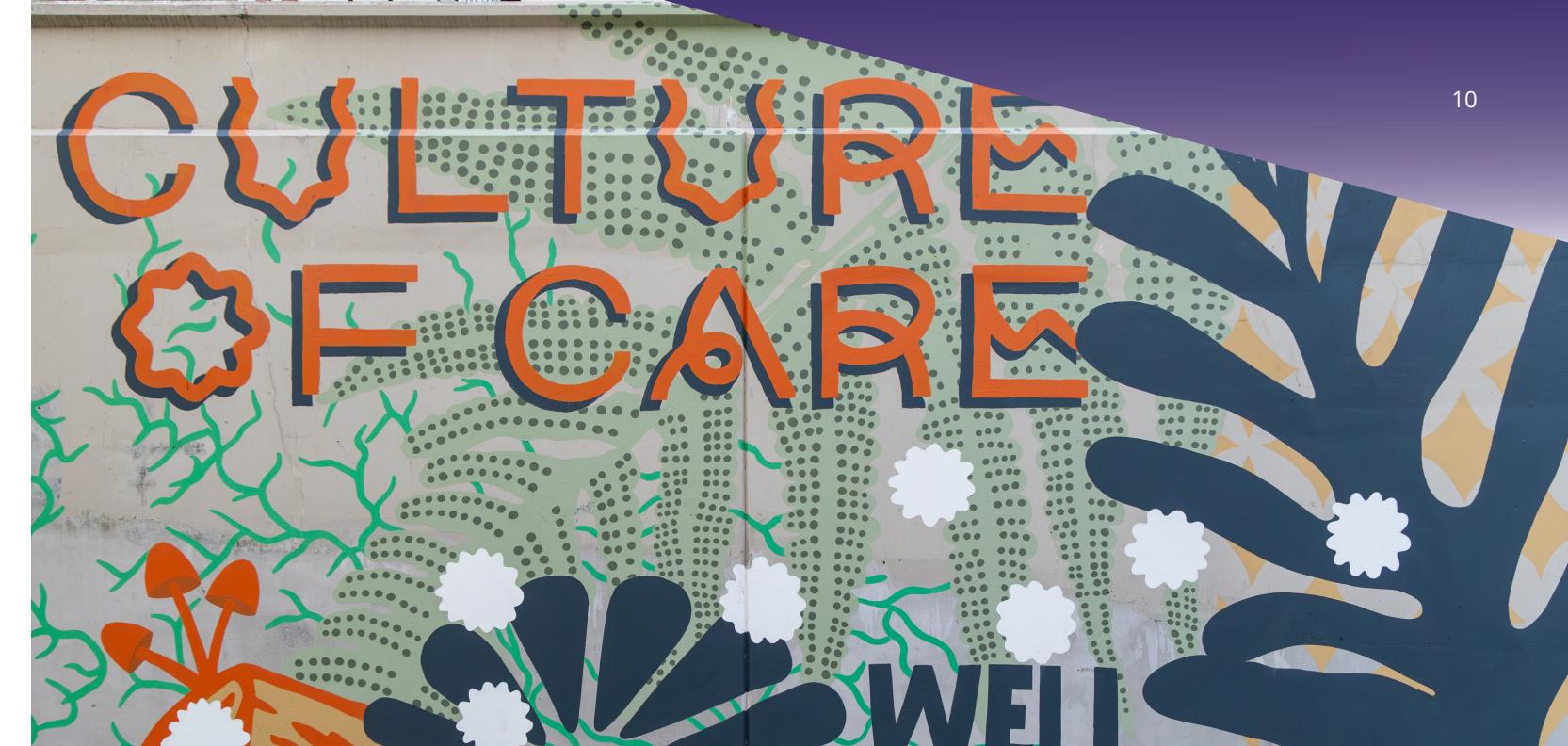
**STRATEGY A-2:** Foster a more resilient research enterprise through strengthening infrastructure and further diversifying funding streams.

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 expand access to prepare a diverse nursing workforce equipped to tackle emerging health challenges across the state.



## 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 equity, belonging & community impact.

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

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

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Professor, UW Bothell School of Nursing & Health Studies

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