

Leading to a Healthier, More Equitable Future

Introduction

Penn Nursing is built on a bedrock of doing more. Doing more—as clinicians—to save patients at the bedside. Doing more—as scientists—to solve unsolvable challenges. Doing more—as activists, policy makers, and leaders—to make high quality health and wellness care more accessible in our communities. Penn Nursing’s new strategic plan, *Leading to a Healthier, More Equitable Future*, builds on progress made and galvanizes us with the power of possibilities. The roadmap outlined here upholds Penn Nursing’s mission, vision, and values, and challenges us to fearlessly lead and succeed, here in our community and globally. Whether through advancing science and delivering solutions, developing experts and leaders, transforming policy and practice, engaging diverse communities in advancing health, promoting diversity and inclusivity, or supercharging Penn Nursing’s infrastructure, our strategic plan unites us around common goals and holds us accountable for meeting them—and for doing more—for our students, faculty, community, and the world. A healthier, more equitable future is possible, and Penn Nursing is the force that fuels the possibilities.



The School of Nursing has been leading in the science and practice of nursing since 1886. As the #1 nursing school in the world with the top undergraduate nursing program in the country*, we strive to advance science and deliver solutions, shape policy and practice, and engage diverse communities to promote health. We are confident that our work together with partners locally and globally will lead to a healthier, more equitable future.

Our mission is to make a significant impact on health by advancing science, promoting equity, demonstrating practice excellence, and preparing leaders in the discipline of nursing.

Our vision is to be the preeminent intellectual and transformative force in improving health through nursing.

Our values are integrity, social justice, innovation, inclusion, and impact.

**#1 in the world, QS World University Rankings, 2016-2021; #1 Undergraduate Nursing Program, U.S. News & World Report, 2022*

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Letter from the Dean

Penn Nursing has been preparing nurses to join a dynamic workforce for over 130 years. Our school continues to be ranked the #1 nursing school in the world. Our longevity and success are a direct reflection of the quality of our students, faculty, and alumni, and the bold impact they have on the world of health and health care. The world is changing fast, though—and new discoveries, diseases, and demands mean that health care is changing even faster. The role of the nurse is changing, too.

Penn Nursing's next chapter—*Leading to a Healthier, More Equitable Future*—is about unstoppable drive, paving the way for revolutionary nurses and nurse-scientists who will do more: advocating in favor of high-quality health care for all and shaping the future of health and wellness. Our School's new strategic plan guides the way. More than that, though, it speaks to radical innovation.

We dare to seize inventive opportunities for growth at Penn Nursing—because doing more is not just for our students and alumni. It is for our faculty, staff, friends, and funders. It is for all of us. I invite you to share our vision. Join us as Penn Nursing forges a path that builds on our strengths and accomplishments, while embracing challenges through the diversity of thought and experience.

Join us in doing more—and make a healthier, more equitable future more than just a possibility.

Warmly,
Antonia Villarruel, PhD, RN, FAAN, GNu'82
Professor and Margaret Bond Simon Dean of Nursing
Penn Nursing

Letter from the Board Chair

The hallmark of every Penn Nursing-educated nurse I know—including me—is that simply “good” is never good enough. We can always do more, there is always a higher level of health and wellness, there is always a loftier goal, always a “better.” Penn Nursing’s new strategic plan, *Leading to a Healthier, More Equitable Future*, shows us the way.

Make no mistake: this is not a strategic plan for the meek or for those who are merely comfortable with all that Penn Nursing has achieved. The plan seeks to couple curious minds with unparalleled educational resources, clinical experiences, research opportunities, an innovation ecosystem, and consequential partnerships. Our students are tomorrow’s health care leaders and tomorrow’s fierce patient advocates. They will be the champions for change and achievement in hospitals, corporate board rooms, government, and research labs. A plan with goals as lofty as ours needs supporters as audacious as the plan itself—and we look forward to hearing your thoughts and finding ways to help you invest in this healthier, more equitable future that we envision.

Penn Nursing’s goals transcend the borders of our campus and even the borders of our country. Our alumni, faculty, staff, community, and mission are global and transformative forces for good—and I am proud that as we make progress, we continue to see more opportunity. Opportunity to excel. Opportunity to upend the “way we’ve always done things.” Opportunity to do more and be better.

Thank you for partnering with us for the future of nursing!

Sincerely,
Krista Pinola, Nu’86
Chair, Penn Nursing Board of Advisors



Engaging Diverse Communities + Promoting Health

At no time in history has the world been so interconnected. Living and working in a global society—with a range of health concerns and diverse populations—requires specialized education for nurses to prepare them to champion health and human rights around the world. Whether from a clinical perspective, a research mindset, or through a broader lens, understanding the infrastructure that can build or break barriers to health care as well as engaging community and global competencies is what sets an excellent nurse apart from the rest.

A modern nursing outlook requires revolutionary professionals who have the ability to develop bold new ideas and practices that work with diverse communities to find solutions to formidable health challenges and promote health. Do more to achieve more.

Engaging in nursing means engaging with a staggering breadth of diversity in the patient base. This engagement invites critical consideration to reflect that diversity in the next generation of nurses and in the sensitive and skillful practice with which we care for our patients. Likewise, the global aspects of nursing focus our attention on the social determinants of health in order to innovate better care models for a rapidly changing global population. Penn Nursing's strategic priorities for these areas include our local and global partners. As a World Health Organization Collaborating Center in Nursing and Midwifery, we must remain at the forefront of global health initiatives and policy.

“ Advocacy for vulnerable populations, populations that are underrepresented for appropriate health care, and addressing health disparities is firmly in nursing’s DNA—the profession, at its core, draws individuals who want to serve and to help and to be a voice for those who cannot speak for themselves. ”



Lisa Lewis, PhD, RN, FAAN
Associate Professor of Nursing,
Associate Dean for Equity and Inclusion



Strategic Priorities

1. Implement a core set of principles and values that signal our commitment to a diverse, inclusive, and respectful environment that translates to our work in our communities.
2. Develop and enhance student and faculty competency and capacity to contribute to global health equity (with an emphasis on middle and low resource countries in the Latin American and Caribbean region).
3. Create innovative models for community and civic engagement that are preeminent in advancing education, practice, and research while improving social equity and advancing human welfare.

“ Eventually, I hope to be a public health nurse. Over the past year, being out in the community and seeing the different types of people standing up for the Black Lives Matter movement (as well as others!) has only reinforced that passion. These are the people I want to serve with my education and nursing platform.”



Melina Lopez
BSN Student and Karen Edlund
Nurse Leader Fellow
Expected Graduation 2022

* all goals are over five years

Social Justice & Community Engagement

Social justice is embedded within Penn Nursing's identity, and community engagement is a fundamental aspect of Penn Nursing's social justice mission.

Penn Nursing has long embraced social justice as one of its core values. We recently heightened our efforts to create a strategy for more tangible, far-reaching results. Our ultimate goal is to serve as a model for other nursing educators and the nursing community at-large—adopting actions that are sustainable and measurable across education, policy, and practice.

Additionally, our research and clinical expertise benefits those who live and work in communities all around us. These communities in turn help us to truly understand what we seek to learn in the classroom, lab, and clinical setting.

Social justice and community engagement influence how we communicate, translate, and apply nursing knowledge. We are committed to incorporating social justice into our teaching practice and community engagement to improve health and promote positive social change in Philadelphia and around the world.





The Nursing Social Justice Project

Penn Nursing is seeking to launch the Nursing Social Justice Project to implement strategies across nursing education, research, and practice to address social and other inequities in health and health care, while serving our communities. Our ultimate goal is to transform the landscape of diversity, equity, and inclusion for nursing, and by extension, the entire health care profession via targeted initiatives and ongoing community engagement.

Sample giving opportunities that comprise the Nursing Social Justice Project:

- 1) **Social Justice Education:** An anti-racism curriculum immersion/infusion, social justice fellowships, anti-bias training for students, faculty, and staff, and funding to critically examine and address how structural barriers to health will transform how we prepare nurses, improving care delivery.
- 2) **Scholarships:** Financial aid for first-generation and underrepresented students is an evergreen priority.
- 3) **Research:** To improve the lives of under-represented individuals and communities and improve health and wellness for all people, we need to build the most diverse faculty and support research that addresses structural racism.
- 4) **Faculty Support:** Endowed and term chairs as well as visiting professorships with a social justice bent are critical to the Nursing Social Justice Project.

Advancing Science + Delivering Solutions

We think of innovation today as relating to new technology, but ideas that positively impact human health have a rich history in nursing. If innovation represents ideas...then who has better ideas than nurses?

Nurses are on the front lines of health and health care, and this affords them enormous opportunity to use innovation to improve health and well-being, design and create new approaches to the delivery of care, and communicate health information in a way that is easily accessible to patients, families, and the community.

For a profession with a storied tradition as developers of novel ways to advance health and meet ever-evolving human needs, nurse innovators are more crucial now than ever before as our nation and the world enter a new era of health care challenges.

Penn Nursing's innovations in research, education, and practice all support our social justice mission. Research continues to focus on providing the infrastructure and intellectual support necessary to maintain our diverse research portfolio, and to enhance the inclusion of data, precision, and implementation sciences with the goal of achieving health equity. We are driving the implementation of an evolving and growing innovation plan with a specific eye towards integration across the mission and administrative units of the School.

“Nurses are innovators. They solve problems everyday in complex situations, but how do we solve those proactively, scale them up, and make them sustainable? Every product and process that touches a patient goes through a nurse. Once you grasp that, you can't do anything in the innovation space without a nurse.”





Strategic Priorities

1. Commit to being at the vanguard of research in Precision Science, Data Science, and Implementation Science with an explicit purpose of achieving health equity.
2. Create an innovation ecosystem in which we develop solutions to challenging problems, cultivate and grow innovation partners, test innovations to improve health and outcomes of health care, and prepare the next generation of nurse innovators.

“Nurses bring immense power and creativity into innovation ecosystems from our first-hand knowledge of patient-centered problems as the frontline providers. Through this perspective, there is endless opportunity to create real impact and positive change.”



Anthony Scarpone-Lambert, RN
2021 President's Innovation Prize Winner
PHD Student
Hillman Scholar (BSN-PHD Program)
Expected Graduation 2024

Innovation

Innovation is solving pressing problems using rigorous methodological approaches that are infused with creativity and risk-taking, and innovations for improving human health have a rich history in nursing. Nurses on the frontlines design novel approaches for sharing information, delivering care, and conducting critical research that help students, patients, families, and communities learn, heal, and improve their lives. Now more than ever, we need nurse innovators who are continually finding new ways to address and solve the world's health care challenges.

Innovation is an evergreen priority for the School—across areas of research, education, and practice—and woven into the fabric of our core mission and vision.

What follows are the funding priorities that align with these strategic priorities.

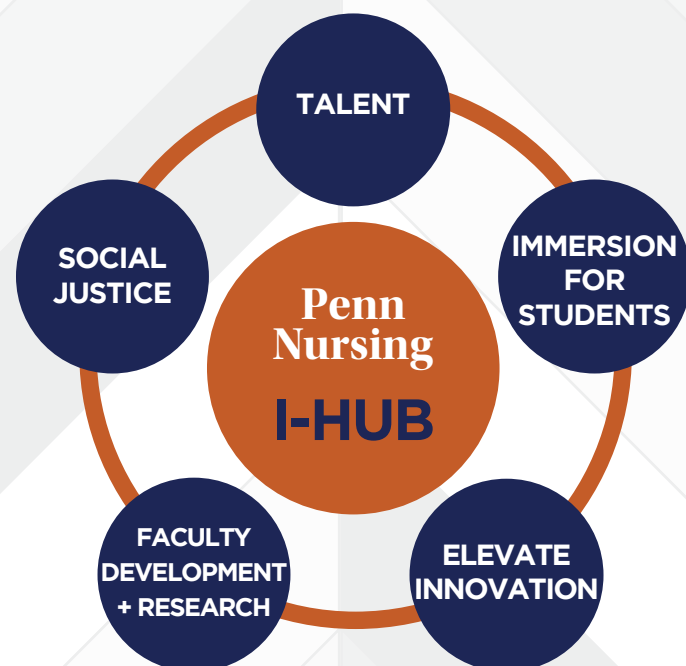




The Penn Nursing I-Hub

The Penn Nursing Innovation Hub (I-Hub) will be solely dedicated to integrating innovation across research, education, and clinical practice, and co-creating solutions to vexing problems with partners in the community. Emerging innovative methodologies will be disseminated and taught to diverse audiences, from faculty and students to community partners.

What follows are examples of how each of its equally impactful areas may be funded as part of the whole, or via individual investments in a specific area.



- 1) **Talent:** To expand its reach, functionality, and impact, innovation at Nursing requires investments for infrastructure, such as endowing/naming the Innovation Director position and support for key projects.
- 2) **Immersion For Students:** Immersing students in learning how to innovate in practice, via interactive course instruction, simulation, and clinical sessions, requires dedicated resources.
- 3) **Elevate Innovation:** We will continue to host events such as the annual Story Slam, the Innovation Accelerator Event, and others that evolve in support of innovation.
- 4) **Faculty Development and Research:** Faculty are among our most valuable stakeholders, supporting the School's innovation mission by preparing students. Fellowships, accelerators, and pilot grant programs will best support them.
- 5) **Social Justice Collaboratory:** Led by faculty from Nursing and Engineering, this interdisciplinary project works with the community to develop interventions and solutions to critical social justice issues. Sample Giving Opportunity: a Social Justice Accelerator Fund to support the design and implementation of person-centered technologies.

Developing Experts + Leaders

Leadership is more than just a flashy title after your name and a big office—it's the ability to inspire others toward a common purpose. From Florence Nightingale to Mabel Keaton Staupers to U.S. Rep. Lauren Underwood, nurses are renowned for their ability to see a desired outcome and rally everyone around them in support of that goal.

But leadership without expertise is a false promise—a revolutionary nurse combines people-centered care and cultural competence with problem-solving skills, critical thinking, and an appetite for knowledge that goes beyond the basics. The nursing workforce of the future demands a bold and nimble clinician with a first-rate mind, the heart of a life-long student, and the soul of a public health advocate. A nurse committed to doing more.

Penn Nursing's education program uses hands-on mentored instruction to transform what happens in the classroom into the realities of the clinical setting, and beyond. Our faculty are at the forefront of science, technology, and patient care and bring their expertise to future nurse leaders. The vision for the future is to invigorate an already competitive and high caliber program, evaluate programs at all levels, and implement changes in core competencies and essentials recommended by the AACN. And it all starts with developing experts and leaders in our undergraduate and graduate nursing programs in order to meet patient needs, improve health and health outcomes, and transform health care.

“As nurses, we have the responsibility of knowing how to get the best health out of health care. And we know that a broad perspective is essential. Developing leaders and developing experts—that’s how we change the trajectory of health, no matter the location.”





Strategic Priorities

1. Advance BSN and master's entry programs that prepare nurses to meet changing public needs.
2. Ensure our graduate portfolio prepares students to excel in the future of nursing practice.
3. Develop and execute an action plan that promotes innovation in nursing education, both in-residence and online.
4. Foster diversity and inclusivity in our student population and throughout our curricula/programs.

“To become a certified registered nurse anesthetist, I knew that I would need to be doctorate prepared. I also recognized that graduate studies at a nursing school like Penn’s—with renowned clinical rotations, board pass rates, and a simulation center—were out of reach without financial aid. I am tremendously grateful to be a scholarship recipient, and I plan to honor the legacy of Colonel Tillman-Ortiz by serving those communities with a dire need of health care services.”



Alexie Marie Smith, CRNA
2019 DNP Nurse Anesthesia Graduate
Inaugural Recipient of the Tillman-Ortiz
Memorial Nursing Endowed Scholarship

Education

Penn Nursing's impact and influence in nursing education is reflected in our position as the world's leading school of nursing. Our innovative curriculum and extensive use of simulation exposes students to a variety of situations that they will encounter in their clinical practice settings, facilitating deep learning and building their skills and confidence. As we enter a new era of teaching and learning, accelerated by necessity due to the recent pandemic, Penn Nursing remains committed to empowering today's learner for tomorrow's world by reimagining our curricula, teaching pedagogies, classrooms, and learning technologies.





The Penn Nursing Learning Lab

Recent events have made an indelible mark on education, especially higher learning. An ever-changing health and health care landscape demands that we analyze and reprioritize our teaching; employing ingenuity and innovation to ensure Penn Nursing's pedagogy remains at the forefront of the profession. The Penn Nursing Learning Lab will be a dynamic, nimble space in which all facets of nursing education are continually examined and evaluated for ongoing enhancement/modification. How can we change the way we think about what and how we teach to, "democratize" education, increase accessibility, and impact health and health care, not just at Penn Nursing, but everywhere?

Read on for ways that investing in the Penn Nursing Learning Lab will help Penn Nursing remain a leader in excellent nursing education.

- 1) **Faculty Learning Opportunities:** Teaching residencies and innovation teaching grants will provide faculty, who serve as 'academic entrepreneurs,' with resources and time to transform existing course content and to develop new content.
- 2) **New Simulation Technologies:** Including virtual reality and augmented reality tools in our courses help give our students the professional edge they need. Gifts for simulation and learning technology directly support student learning that complements their clinical experiences in real-time.
- 3) **Student Financial Aid/Scholarships:** The average debt load of a nursing graduate student is over \$90,000—a heavy burden on a typical nurse's salary. Increasing financial aid/scholarships (especially at the graduate level) and non-tuition support for students is an evergreen priority.
- 4) **Faculty Chairs (Term and Endowed):** Term/endowed professorships are used to recruit, recognize, and retain star faculty. The Dean appoints them to a distinguished faculty member(s) to partially support their research and other activities.
- 5) **Aspire:** Aspire is a new suite of specialized academic products and services designed by Penn Nursing for individuals and institutions who are dedicated to advancing innovation in health care. Sample giving opportunities include scholarships and funding for program development and growth.

Transforming Policy + Practice

The landscape of health care is changing rapidly, and the practice model for nursing must always be ready to respond—whether through systems change or practice-based technologies. Empowering nurses to succeed through inventive new policy and practice components and strategies is at the intersection of more satisfying nursing careers and improved patient outcomes.

But it's more than simply reacting to changing needs. True leaders must take a proactive position to anticipate what nursing professionals need to stay ahead of the curve—and fearlessly transform policy and practice not just for nurses, but for patients, families, and communities before the next big public health crisis comes. Nurses have always been part of the solution to better health. They've been on the battlefields, in boardrooms, and behind breakthroughs. It is critical that they remain in positions of influence while broadening their authority.

At Penn Nursing, we know that clinical practice is central to nursing. Our longstanding partnerships with some of the nation's top health systems, community organizations, and research facilities allow us to place our students in clinical settings that fit their educational and professional goals. The future involves the co-creation, together with our partners, of a working model for a new era of interprofessional education and practice in health care.

“Nurses are with patients all the time and trend patient data around a number of factors. That’s what makes nurses so suited to offering leadership in bending the arc of policy toward improved patient outcomes, and also why nursing practice models must reflect current health care needs: we know how to anticipate a range of outcomes and how to avoid them to improve patient health.”





Strategic Priorities

1. Modify the Penn Nursing practice model to create financially viable models that support collaborative clinical education, practice, and translational research.
2. Advance the generation and translation of practice-based research, quality improvement, evidence-based and best practices, and scholarship within Penn Nursing and across all academic partners.
3. Increase the engagement of faculty and students with academic partners in the design of innovations involving system change and practice-based technologies to improve patient care, workflow processes, and environments.
4. Build a strategic collaboration between Penn Nursing and Academic Practice Partners to promote a more diverse nursing workforce reflective of inclusivity, equality, and social justice.

“ I was drawn to nursing because of how hands-on it is and because I love being at the bedside with patients, so it’s not surprising that clinical days are my favorite. At Penn, we really benefit from proximity to so many world-class clinical sites. And having an incredible Sim Lab has also been beneficial. Because the simulation set-up is so similar to a real hospital, and because we use EPIC, I felt prepared in clinicals on day one and I knew exactly how to chart my own findings really easily. ”



Practice Excellence

Clinical practice is central to nursing. Thanks to longstanding partnerships, we place students in clinical settings to gain confidence and practical, hands-on experience that leads to better outcomes for patients and providers. And, through practice, our faculty advance research and strengthen our ability to develop current, cutting-edge curricula that will transform the profession.

For our students, this means they receive practical, hands-on experience and gain confidence in working within health care, academic, or research settings. For our faculty and researchers, the exchange of scholarly information and materials with our practice partners advances our research and enables us to develop effective academic programs. Nursing is committed to advancing inter-professionalism and exploring team care as the pathway to better outcomes for both patients and providers.





The Consortium for Practice Excellence

The Consortium for Practice Excellence will serve as an umbrella initiative to capture activities and offer opportunities that will strengthen students' understanding and application of clinical practice in nursing. As nursing education and the profession have evolved, practice has remained the bedrock of knowledge and skills that inform virtually every aspect of nursing. The Consortium will introduce students to evidence-based practice via a variety of methodologies from technology events to product evaluations to independent study projects with Nursing's academic practice partners (such as Penn Medicine).

Examples of giving linked to the Practice Excellence priority are:

- 1) **Partnerships with other schools of nursing and Veteran Administrations:** This might include launching a Veterans' Care Excellence program, collaboration on research to enhance care of veterans, or establishing a fellowship for student nurses who will do clinical rotations in VA hospitals, with the intention of pursuing a career there.
- 2) **Scholarships for Preceptors:** Preceptors are vital to community health and are an integral part of the learning experience for Penn Nursing students. Creating scholarships would incentivize greater participation among community organizations while strengthening and supporting their professional development and care in the community.
- 3) **Community Practice Scholars:** Nursing students would be afforded the opportunity to work within underserved communities for their clinical rotations, thereby strengthening the communities while gaining valuable experience on ways to effectively serve diverse people from all backgrounds, cultures, and ethnicities.

Strong and Inclusive Infrastructure

While many faculty and staff advance research, education, practice, and community priorities, others enable the systems by which initiatives progress and reach or exceed their stated goals. Galvanizing forces such as Operational Efficiencies, IT, Institutional Advancement, and Financial and Intellectual Resources all play a part in the synergy and acceleration of progress in meeting our plan's strategic priorities. They are committed to service, innovation, collaboration, and high impact to facilitate the success of Penn Nursing.



As our organization continues to evolve, the transformational changes we make here at the School will have an impact far beyond the walls of Fagin Hall—they have the potential to change the nursing profession itself. Keeping our integrity front and center will ensure the strong foundation we're building today will only grow stronger in the years to come.



Brandon Lodriguss
CIO & Executive Director, Facilities Planning

Holly Marrone
Executive Director and Chief People Officer,
Office of Faculty Affairs, HR & OD



Strategic Priorities

1. Upgrade current spaces to be state-of-the-art and maximize student experiences through redesigning classrooms to accommodate cutting-edge pedagogy and renovating student spaces to help facilitate better teaching and learning.
2. Elevate the IT user experience to provide innovative and efficient technology services, resulting in improved digital intelligence and rapid data growth.
3. Invest in people through enterprise-level development so that employees will feel competent, knowledgeable, and acclimated to their work environment and be enabled for success.

“ As future frontline health care workers, Penn Nursing students are empathetic, passionate, and hardworking individuals. We are frequently occupied on campus, and as we are learning to manage our emotions regarding patients and their well-being, our own well-being should also be prioritized. ”



Samantha Cueto
BSN Student
Penn Nursing Wellness Board
Expected Graduation 2024

Capital Improvements

Upgrading current spaces to maximize student experiences is an important priority for the School. Redesigning classrooms to accommodate cutting-edge pedagogy and renovating student spaces will help facilitate better teaching and learning. Our goal is to remain competitive by offering some of the best nursing students and faculty in the country a state-of-the-art and attractive learning and teaching environment. Each space upgrade offers the opportunity for a donor(s) to have named recognition for their support in helping us to make this a reality.





The Fund for Enhanced Learning Spaces

Nursing's building was completely renovated a number of years ago. However, in order to remain competitive with our peer nursing schools across the country, we must continually upgrade our building (especially student learning and wellness spaces) to offer the most functional and attractive environment as possible. Ideally, we seek to create a fund that will give us the flexibility to address priority spatial needs as they arise in real-time to better serve our students.

This collective fund will help us to create and/or transform such spaces as:

- 1) A student wellness space/lounge: Mental health and wellness is important for all Penn students—especially those at Nursing. Due to their rigorous studies, as well as mandatory clinical rotations, nursing students often experience an added layer of stress. That's why we are keenly interested and very intentional about promoting health and wellness for the entire student body. Our goal is to help them attain and maintain a healthy state of being by providing a rich reservoir of resources that educate and empower, as well as a comfortable space in which to do so.
- 2) Updated classrooms designed to accommodate new modalities of learning.
- 3) New furniture to create a welcoming learning environment by enhancing functionality and improving aesthetics.

Institutional Advancement

The Office of Institutional Advancement elevates the reputation and global brand of Penn Nursing by informing and engaging key stakeholders, developing and maintaining meaningful, long-lasting relationships, and securing resources to expand the impact of Penn Nursing in improving health in communities around the world.

To support the path forward for Penn Nursing's giving priorities and to learn more about how you can help advance the School's strategic plan, please contact Nadina Deigh, Vice Dean of Institutional Advancement.

Nadina R. Deigh

Vice Dean, Institutional Advancement

(215) 746-6184

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Thank You!

Behind every bold vision for the future, there lies a foundation built on hard work and dedication. We wish to dedicate Penn Nursing's strategic plan to our alumni and supporters who have accomplished incredible things and invested in our students, research, and programs. *Leading to a Healthier, More Equitable Future* is possible because of your past achievements and commitments. We can do more through the example that you have set.

