



Yale Nursing: Strategic Vision for a Resilient Future

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**The ultimate mission of the  
Yale School of Nursing (YSN)  
is better health for all people.**

We accomplish this by educating each generation of nurse leaders, scholars, and practitioners; transforming healthcare practice; and advancing science. Building on the tradition of founding Dean Annie Goodrich, the Yale Nursing community relates the “adventure of thought to the adventure of action, in touch with the fundamentals of human experience” across local, national, and international care systems.

**Yale Nursing Blueprint  
2017-2022**



# Foundational Values

## Positive Culture

Supporting wellness and positive workplace culture at YSN

Growing a more diverse and inclusive YSN community of world-class students, faculty, and staff

### YSN Workplace Values

YSN is a collaborative and innovative community that achieves its mission of “better health for all people” by:

• Embracing diversity and inclusion as fundamental to our community

- Treating each other with dignity and respect
- Listening thoughtfully and responding respectfully
- Owning our work, following through on commitments, and holding each other accountable



## Education

### Expand key curricular offerings.

Create continuing education, certificate, and joint degree options (e.g., MSN-MBA, executive leadership)

Explore development of BSN-DNP program or post-master’s clinical DNP

Utilize comprehensive modalities (including clinical simulation)

Expand use of hybrid and/or online-only models

### Continue to grow and retain clinical preceptors and sites in alignment with specialty tracks.

Enhance use of alumni as preceptors

Pursue national system(s) for clinical sites, e.g., Veteran’s Affairs, retail care, etc.

### Support faculty pedagogy and student academic trajectory.

Support faculty development in areas of simulation, teaching, technology

Support student success at YSN through wellness, financial, and career services

### Action Items for Education goals:

- Enhance Academic Support Unit offerings for faculty and preceptors, including Continuing Education and simulation
- Achieve designation as National League of Nursing Center of Excellence
- Expand ambulatory, tele-counseling, and other simulation at YSN
- Support YSN Committees with market analysis to suggest at least one innovative academic offering (enhanced existing track, concentration, or new offering such as joint degree or executive hybrid certificate)



## Health Systems

### Expand faculty practice opportunities.

Embed YSN faculty as providers in clinical organizations including hospitals, illustrating Advanced Practice Registered Nurse value in terms of billing, reimbursement, and health outcomes

Identify and launch a financially viable interdisciplinary, Yale Nursing faculty-led clinic opportunity (e.g., psychiatric/mental health, transgender health)

### Action Items for Health System goals:

- Create preceptor support program, including policy on payment
- Align further with Yale New Haven Health, Yale Medicine, and the VA
- Build business model for a new faculty-led practice



## Operational Resilience

Align faculty assignments and staffing in key areas related to teaching, clinical practice, and scholarly activities, including fiscal sustainability of the School.

Optimizing and resourcing YSN organizational structure and processes for teaching, practice, and research (e.g., data systems, enrollment management, faculty assignments, strategic financial planning/business modeling, fundraising, faculty support).

### Increase partnerships for pedagogy, practice, and research.

At Yale: for pedagogy, practice, and research (e.g., Forestry & Environmental Studies for environment and health/planetary health issues; Yale Law School, Yale School of Public Health, engineering, art and music schools, Jackson Institute for health policy)

In New Haven, Orange, and Connecticut: (e.g., Yale New Haven Hospital, Yale Medicine, Planned Parenthood, VA, Federally Qualified Health Center consortium, etc.)

With strategic national and global partners within YSN and through Yale Institute of Global Health Director (YIGH)

### Action Items for Partnerships goals:

- Jointly appoint Yale Institute of Global Health Director
- Create at least one new partnership model, with FQHC, Yale or national/international entity
- Engage in university-wide initiatives including urban at Yale and precision health CT



Partnerships

### Expand YSN scholarly productivity and impact.

Define signature areas of research strength (e.g., self-management/symptom science, palliative care) and develop emerging scientific areas (e.g., genomics, global/planetary health, informatics/data analytics)

Recruit and hire faculty (in clusters where possible) at all ladder levels to support research priorities

Convene teams of clinical and research faculty from within and outside YSN,

organized around common areas of interest and expertise

Expand research proposal submissions and awards

### Develop a culture of engagement and collaboration among faculty and students, valuing all contributions to the evidence base.

Institute effective mentoring models for traditional and clinical track faculty

Support research concentration, enhance PhD student recruitment, including MSN-PhD

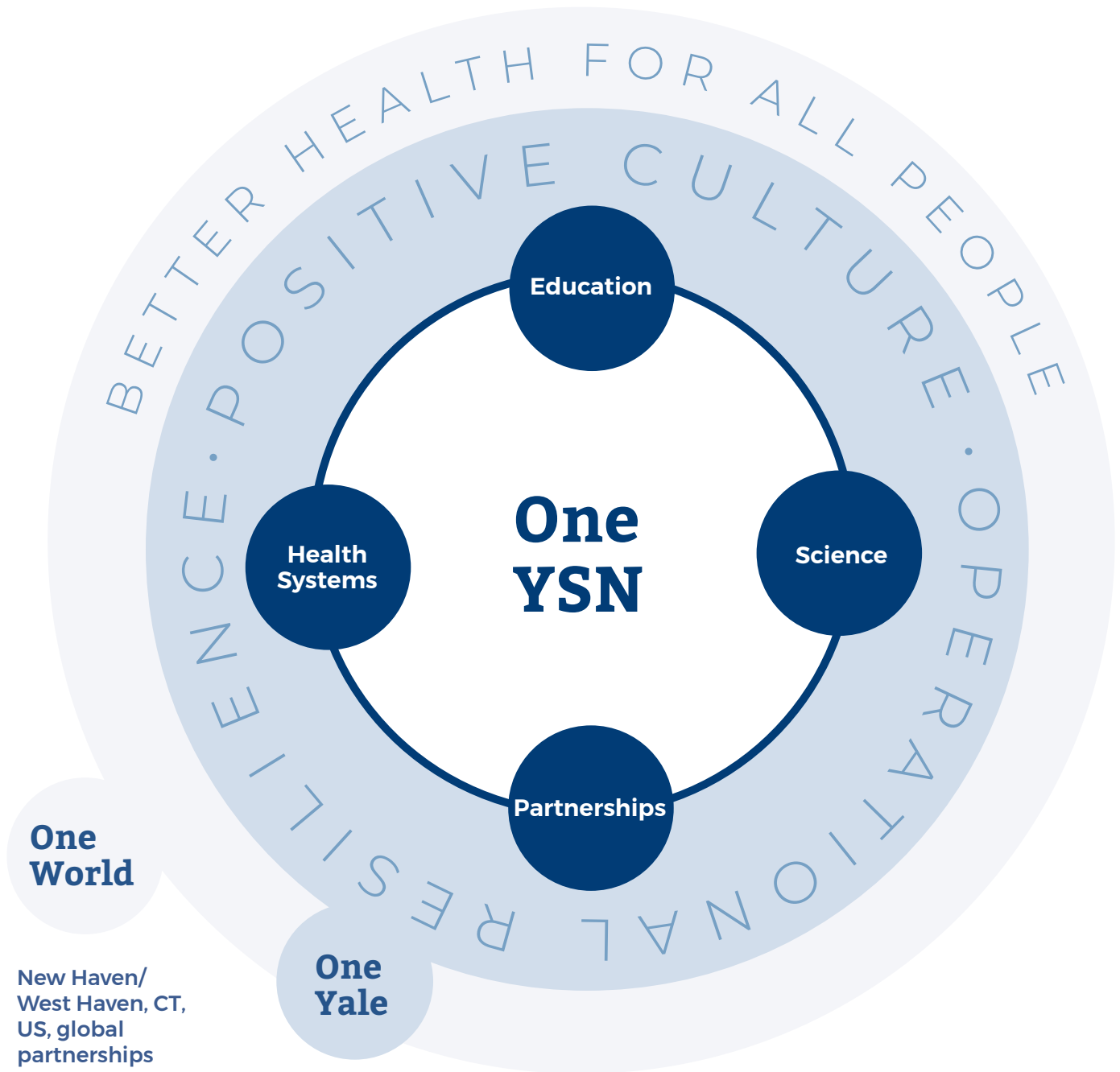
### Action Items for Science goals:

- Institute faculty mentoring model(s)
- Define signature research foci and hire faculty in clusters where possible, incorporating succession planning and new growth
- Double number and success of grant applications submitted/awarded over time
- Undertake student recruitment as next generation of nurse scientists, faculty, and leaders



Science

# Yale Nursing: Strategic Vision Schema



Top Schools of  
Nursing peers

*Other Yale Schools:*  
Public Health  
Medicine  
Divinity  
Management  
Forestry & Environmental Studies  
Law School

Yale Institute for Global Health



Yale SCHOOL OF NURSING

[nursing.yale.edu](http://nursing.yale.edu)