

JOHNS HOPKINS UNIVERSITY SCHOOL OF NURSING

STRATEGIC PLAN

2025-2029



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INTRODUCTION

Nursing's future is entwined with the future of health – both are profoundly changing. Increasing payor focus on whole-person, community-based, and population health means nurses will work in a broader array of roles across a wider variety of settings. Advances in artificial intelligence and technology will dramatically change acute, chronic, and preventive work in the years ahead. The health and well-being of people and communities around the world are persistently unequal. Traditional models of nursing education will no longer suffice in preparing the visionary leaders required to drive transformative change in health, nor can research alone improve well-being without influencing policy and practice. Grounded in a legacy of excellence, bold leadership, and an unwavering commitment to healthy lives for all, the Johns Hopkins School of Nursing (JHSON) is poised to meet this moment.

We will re-envision nursing education to prepare nurse leaders who will drive equitable transformation of health across practice, research, and policy. We will continue to push the bounds of knowledge and care through research to improve health and well-being, and as the University's mission states, "bring the benefits of discovery to the world" by translating this knowledge into policy and practice. This ambitious work requires that we dramatically leverage and invest in the individuals who make up our diverse community and continue to strengthen our collaborative, inclusive culture, reified in our commitments to equity and belonging, to scale our collective impact.

Our 2025-2029 strategic plan, aligned with the Johns Hopkins University's Ten for One strategic framework, articulates these shared priorities and is grounded in our core values and fueled by our unique strengths and position to improve health and well-being for individuals and communities, locally and globally. This framework will guide our work across research, practice, and service in the years ahead.

These lofty imperatives represent our shared aspirations for the next leg of our school's journey. These efforts will require innovation, expertise, and leadership – none of which are in short supply. Our institution is comprised of leaders – nurses, faculty, graduates, staff, and students practicing leadership every day. But none of us do it alone. Our legacy is one of collective excellence. And our future is one of collective accomplishment.

OUR MISSION

The mission of the Johns Hopkins University School of Nursing is to improve the health of individuals and diverse communities locally and globally through leadership and excellence in nursing education, research, practice, and service.

OUR VALUES

Integrity:

We behave ethically, honestly, and fairly.

Respect:

We treat all people with dignity, empathy and open-mindedness.

Excellence:

We strive to meet the highest standards in education, research, practice and service.

Accountability:

We take responsibility for our actions.

Diversity, Equity & Inclusion:

We celebrate diversity, foster equity, and practice inclusivity.

OUR FIVE PRIORITIES



Prepare visionary nurse leaders to inspire and drive transformative change in health



Push the bounds of knowledge and care through research to improve health for people and communities



Elevate the health of the nation and the globe and eliminate health inequities through nurse-driven solutions designed to impact policy



Recruit, develop, support, and retain outstanding faculty and staff to accelerate innovation, collaboration, and excellence



Foster a purposeful culture of inclusive excellence and belonging across our school to ensure everyone in our community has the opportunity to thrive



PREPARE VISIONARY NURSE LEADERS TO INSPIRE AND DRIVE TRANSFORMATIVE CHANGE IN HEALTH

There is an urgent need to prepare nurses for a broader array of roles and develop leaders who will drive change in health. We must rethink traditional models of nursing education. We will leverage JHSON's reputation as a nationally and globally recognized leader to forge new approaches and set new standards for preparing our trainees within robust academic programs. It is our responsibility to prepare them with the skills, knowledge, and adaptability they need to navigate a dynamic healthcare landscape. To these ends, we will:

- Reframe our educational experiences around core competencies and tailored learning opportunities to prepare students to excel in diverse, real-world healthcare settings.
- Innovate within our programs to prepare learners to lead in a broad array of roles.
- Enhance our exceptional student experience within inspiring, dynamic, and engaging learning environments.

Reframe our educational experiences around core competencies and tailored learning opportunities to prepare students to excel in diverse, real-world healthcare settings

We will build the core competencies students need to succeed in the nursing profession, shifting away from the traditional focus on tests. This approach emphasizes the development of critical skills and knowledge students need to succeed in real-world healthcare settings while granting them greater choice and control over their education and facilitating more opportunities for individualized learning once students achieve competencies. By tailoring their educational experience to their unique strengths and areas of growth, we empower students to excel in their passions and realize their full potential.

Rich clinical experiences for students to apply their knowledge to practice are a cornerstone of our educational philosophy. In-the-field experiences will always be crucial for student learning. Leveraging cutting-edge technology, including simulation that features augmented and virtual reality, can provide students with additional immersive and structured clinical experiences. These experiences will bridge the gap between classroom learning and clinical practice, ensuring our graduates are well-prepared to address complex healthcare challenges in the real world. We will use this approach to streamline content and curriculum and structure clinical experiences productively, allowing JHSON to build knowledge and competency with our students in less time – reducing overall programmatic costs and debt burden – which will allow greater access to our programs.



In the field: Students on a service-learning trip to Guatemala.

PREPARE VISIONARY NURSE LEADERS TO INSPIRE AND DRIVE TRANSFORMATIVE CHANGE IN HEALTH

SPOTLIGHT!

Practice a skill until you get it. That idea is the foundation of competency-based education (CBE), which is a core tenant of our curriculum redesign. We present core competencies students need to master to be a successful nurse and allow them to practice the skills until proficiency. Paired with the design of new, high-fidelity simulations using virtual and augmented reality, we are creating educational experiences that deeply engage students and build competency and confidence in their critical skills. This innovative approach will allow more customized learning pathways for students. We're not just getting students ready for real-world nursing *today*, we're preparing Hopkins nurses to change the world *tomorrow*.

Innovate within our programs to prepare learners to lead in a broad array of roles

Our students come to the School of Nursing with exceptional educational and professional backgrounds and a desire to make local, national, and global change through nursing. In alignment with the University's Ten for One goals, we seek to equip our graduates with knowledge, skills, and experiences tailored to their career aspirations that are necessary to lead in diverse nursing roles of the future and accelerate their long-term impact. We are committed to nurturing nurse leaders who can drive transformative change. To do this, we will foster knowledge and leadership development in key areas of School and University focus, such as policy, research, global health, community health, social determinants of health, economics of healthcare, clinical practice, transformative patient care, health systems leadership, artificial intelligence, and data science.

Our approach involves providing value-added learning opportunities within existing programs, while also exploring avenues for growth and innovation. This includes expanding existing programs, introducing new dual-degree offerings, establishing specialty learning cohorts and honors programs, and offering certificate and executive education programs tailored to emerging healthcare needs. Through mentorship, experiential learning, and strategic partnerships, we aim to bridge academic knowledge with real-world application, ensuring our students are well-prepared to navigate and lead within the dynamic healthcare landscape.

Enhance our exceptional student experience within inspiring, dynamic, and engaging learning environments

We acknowledge and embrace that our students arrive at our school with exceptional skills, experience, and leadership. This is the foundation of our commitment to fostering an exceptional, holistic, and inspiring student experience that is worthy of them. Our goal is not only to provide excellent education but to create an environment where these colleagues in training are fully engaged and feel a profound sense of belonging.

We aim to actively engage with our students' strengths and perspectives to create a collaborative learning experience. In this learning model, everyone is included and encouraged to contribute, setting a standard for excellent patient care. At JHSON, we are all continuously learning, and we will consistently incorporate these insights to enhance our programs and experiences.

An unparalleled student experience extends beyond the classroom and includes a wide range of academic and non-academic resources designed to ensure that students thrive in our programs, regardless of identity and background.

PUSH THE BOUNDS OF KNOWLEDGE AND CARE THROUGH RESEARCH TO IMPROVE HEALTH FOR PEOPLE AND COMMUNITIES

These include standards like academic advising and financial assistance as well as tailored support systems and holistic mentorship.

JHSON will convene a Student Experience Taskforce to develop and prioritize recommendations to enhance our student experience by deeply and expansively exploring our current state through available data and collecting new data, assessing and identifying areas for improvement and opportunities for scaling success, developing recommendations for areas of focus and potential strategies, and prioritizing these recommendations based on their potential impact.

JHSON advances the frontiers of knowledge and care through innovative inquiry. Research is a dynamic force shaping policy, influencing practice, and empowering healthcare professionals to drive tangible change. Our faculty, trainees, and staff have made JHSON a leading research institution focused on whole-person well-being, community-informed research, and social and structural determinants of health. We are leading the way in novel inquiry to generate new knowledge and, ultimately, change policy and practice to equitably improve health for individuals, families, and communities.

Equity is a cornerstone of our research mission, ensuring our endeavors are both inclusive and transformative. By prioritizing equity, we uncover and mitigate the social and structural determinants that contribute to health inequities across research areas. New treatments or innovations often exacerbate health inequity if equity is not attended to in the research design and implementation. We strive to cultivate a more inclusive and comprehensive understanding of health and well-being, driving innovations that lead to equitable improvements for all.

Since 2019, JHSON's sponsored awards increased by 70%. To support our growing research enterprise, we will:

- Promote complex, collaborative endeavors and large-scale grants.
- Invest in our research Centers and launch new ones aligned with our areas of expertise to accelerate research and collaboration.
- Build capacity for global health equity research.
- Grow our world-class research infrastructure to support a dramatically growing research portfolio.



Innovative inquiry: DNP/MBA and DNP/MPH students at an immersion.



Reality-based: Learning physical and technological aspects of saving lives.

PUSH THE BOUNDS OF KNOWLEDGE AND CARE THROUGH RESEARCH TO IMPROVE HEALTH FOR PEOPLE AND COMMUNITIES

Promote complex, collaborative endeavors and large-scale grants

The cornerstone of JHSON's success as a research institution is, and always has been, collaboration. The collective work of our faculty, staff, and trainees has dramatically grown our research portfolio over the past several years. Building on these successes, we aim to continue this growth and advance science by pursuing and securing large-scale, collaborative grants and increasingly serving as the home for cross schools and cross-institutional endeavors to tackle complex health challenges.

We aim to leverage existing cross-University initiatives, investments in JHSON infrastructure and research centers, and the expertise of our faculty and staff to help reduce the barriers to pursuing large-scale grants and cross-school complex research endeavors.

We will encourage new endeavors that align with the University's strategic investment areas such as artificial intelligence and data science, facilitating nursing leadership and expertise in these emerging fields.

Invest in our research Centers and launch new ones aligned with our areas of expertise to accelerate research and collaboration

Our research centers serve as hubs of inquiry, expertise, collaboration, and innovation. They play a crucial role in advancing our collective research endeavors. We will build on the successes of our research centers and delve into their specific needs. From what we learn, we will develop new ways and incentives to invest resources, build infrastructure, develop partnerships, and increase

mentorship to amplify their impact and continue sustainable innovation. Additionally, we commit to developing strategies to promote the work of our centers and ensure their groundbreaking work achieves national and global awareness and impact. We aim to establish new research centers in other areas of excellence, expertise, and social need. We will cultivate an environment where all our research centers are able to sustainably lead ground-breaking research.

Build capacity for global health equity research

We are committed to advancing global healthy equity by fostering innovation, collaboration, and evidence-based solutions that uplift the health and well-being of populations worldwide with a particular focus on underserved communities. Our faculty, staff, and students are guided by cultural humility to confront the social and structural determinants of health, empower nurses and healthcare professionals, and catalyze change in global health.

We seek to broaden the scale of our global research endeavors and their positive impact on health equity. In partnership with faculty and staff engaged in international research, we will determine how to most effectively expand our global research partnerships and portfolio. Our aim is to cultivate a research environment in both high-resource and low-resource settings that yields effective interventions, informs policies, and shapes healthcare delivery models that rectify health inequities. Through global collaboration, we seek to integrate research, education, practice, and policy at local, national, and international levels.

PUSH THE BOUNDS OF KNOWLEDGE AND CARE THROUGH RESEARCH TO IMPROVE HEALTH FOR PEOPLE AND COMMUNITIES

Grow our world-class research infrastructure to support a dramatically growing research portfolio

We are dedicated to expanding our research infrastructure in order to support our growing portfolio and maximize the impact of our work on health and well-being. To effectively support and partner with our researchers, we must provide capacity, resources, and training at all stages of the research life cycle. We commit to making meaningful investments in our research administration infrastructure to meet these needs.

We will also enhance our support for traditional and emerging research methodologies, such as community-engaged research, human-centered design, and advanced analytical techniques. Key innovations like SMART trials, adaptive trials, and implementation science are integral to our ongoing success. By enhancing shared services, training, and support in these areas, we will empower our researchers to push the boundaries of knowledge and care.



Emerging research methodologies: A human-centered design workshop.

SPOTLIGHT!

Leveraging its extensive global network, the Center for Global Initiatives (CGI) promotes global health equity through a comprehensive approach encompassing global health research, policy, education, and practice. Our agenda includes collaborations in over 26 nations, a WHO Collaborating Centre, leadership within key global organizations, an expanding International Visiting Scholars program and targeted international service-learning opportunities, which empower our students to confront and manage real-world health challenges directly. By actively advancing these initiatives, the CGI provides strategic leadership toward a more equitable, sustainable, and healthy future for all.



World of experience: Associate Dean Nancy Reynolds (second from left) with the Center for Global Initiatives (CGI) team.



Shared knowledge: Research Honors poster presentations.

ELEVATE THE HEALTH OF THE NATION AND THE GLOBE AND ELIMINATE HEALTH INEQUITIES THROUGH NURSE-DRIVEN SOLUTIONS DESIGNED TO IMPACT POLICY

In our commitment to drive transformative change through nurse-driven health policy and advocacy, the Johns Hopkins School of Nursing aspires to lead as a national and global thought leader in the redesign of health and in the elimination of health inequities. To achieve this ambitious vision, we have established the pioneering Institute for Policy Solutions at the Johns Hopkins School of Nursing, housed at the Johns Hopkins Bloomberg Center in Washington, D.C. The Institute will serve as the epicenter of our policy and advocacy endeavors, encompassing a multifaceted approach that aims to drive significant and equitable change in the healthcare landscape.

Our policy efforts will be instrumental in reducing health inequity, reshaping the health status of our nation, and highlighting the critical role of the nursing profession as instrumental to transformative change. Specifically, the Institute will serve as a trusted partner in addressing the increasing burden of chronic disease, reduced life expectancy, and escalating wasteful and preventable costs impacting the overall U.S. population. In addition, we will change the perception of nurses and position them as expert problem solvers and influential policy shapers, ultimately working toward a healthcare landscape where nursing leadership plays a pivotal role in policy development and equitable health outcomes.

Through strategic initiatives engaging partners across a diversity of viewpoints, we aim to make a lasting impact on the development of health policies at local, national, and global levels, securing the Johns Hopkins School of Nursing's standing as a leading force in health policy and advocacy on a global scale. In our commitment to prioritizing all students and faculty's policy impact, we will:

- Nurture future nurse leaders in our academic programs to influence policy and advocacy.
- Amplify and translate research and knowledge into policy impact.
- Develop, evaluate, and scale promising nurse-driven interventions into sustainable solutions.
- Build capacity and expertise in strategic communications to strengthen the role of the nursing profession to eliminate health inequities through policy leadership and media.

Nurture future nurse leaders in our academic programs to influence policy and advocacy

To nurture future nurse leaders in health policy and advocacy, we are committed to integrating policy and advocacy content into our academic curriculum. Our innovative courses and learning experiences will provide students with a solid foundation in policy and advocacy, empowering them to drive positive change in healthcare systems and eliminate health inequities. By offering educational and networking opportunities in the classroom and at the Hopkins Bloomberg Center, we aim to create a generation of healthcare professionals who are not only well-versed in clinical practice but also skilled advocates capable of shaping policy and influencing decision-makers wherever they work, in a clinic, a hospital, a business, or the legislature.



These walls can talk: Students absorb knowledge from Johns Hopkins Nurses past and present in state-of-the-art learning spaces.



Impact: Birth Companions (with Mayor Brandon Scott) carry their mission of maternal/child health to the Baltimore community.



Outreach: Professor Jason Farley (middle) and his REACH Initiative bring evidence-based care and support to those living with or at risk for HIV.



Policy Influencer: Vincent Guilamo-Ramos (center), executive director of the Institute for Policy Solutions, at the Institute launch in Washington, DC.

SPOTLIGHT!

The Policy Honors Program offers students a foundation from which to address critical health challenges as change agents and leaders. This two-semester program broadens students' understanding of nursing's role in policy, expanding student skills and confidence to connect with policymakers, and advocate for better health for communities. It is a model for integrating policy leadership training into nursing education and fosters a culture of advocacy within our school and profession. Scholars build analytical and communication expertise and learn to manage conflicting perspectives on healthcare from a broad range of seasoned policymakers and advocates.



Trailblazing curriculum: Policy Honors students with their JHSON mentors.

ELEVATE THE HEALTH OF THE NATION AND THE GLOBE AND ELIMINATE HEALTH INEQUITIES THROUGH NURSE-DRIVEN SOLUTIONS DESIGNED TO IMPACT POLICY

Amplify and translate research and knowledge into policy impact

To amplify the impact of our faculty and doctoral students' research, we will provide continuous learning opportunities focused on policy and strategic communications. By equipping our faculty with the tools to effectively communicate their research findings to policymakers and opportunities to do so through our Bloomberg Center presence, we bridge the gap between research and real-world impact. The Institute will be instrumental in this process, offering comprehensive support for translating faculty research interventions into actionable policies and practices. Our faculty's innovative research is essential. Our goal, in alignment with the University's Ten for One framework, is to ensure that evidence-based research does not remain confined to academic publications but actively contributes to meaningful local, national, and global policy changes that eliminate health inequities.

Develop, evaluate, and scale promising nurse-driven interventions into sustainable solutions

Building on our commitment to impactful research and our history of affecting state and national policy through our research, we will focus on developing and scaling promising nurse-driven solutions to advance national and global health outcomes and eliminate health inequities. This endeavor requires working with policymakers, healthcare organizations, and community stakeholders. By bringing these diverse groups together through Institute convenings at the Hopkins Bloomberg Center and other collaborative spaces, we aim to ensure that evidence-based interventions are effectively implemented, making a tangible difference in health.

SPOTLIGHT!

Everyone deserves the opportunity to for a healthy life. Access to high-quality primary and preventive care is critical to making that happen. The Neighborhood Nursing pilot is a groundbreaking program that could serve as a model for accessible, community-based preventative care. The program links every resident in a community with a nurse and community health worker team to support people block-by-block and family-by-family. This strengths-based, person-centered approach connects every resident with the care team at any stage of life, with any health condition, and with any insurance. The pilot launched in Baltimore's Johnston Square neighborhood in January 2024 and will grow to other communities across Maryland in the years ahead. The program is the result of an historic partnership between the Johns Hopkins School of Nursing, Coppin State University, Morgan State University, and the University of Maryland's Schools of Nursing.



ELEVATE THE HEALTH OF THE NATION AND THE GLOBE AND ELIMINATE HEALTH INEQUITIES THROUGH NURSE-DRIVEN SOLUTIONS DESIGNED TO IMPACT POLICY

Build capacity and expertise in strategic communications to strengthen the role of the nursing profession to eliminate health inequities through policy leadership and media

To strengthen the impact of our faculty, staff, and students' research, we are committed to offering learning opportunities in policy and strategic communications. By building their capacity to convey the significance of their work and advocate for evidence-based policies, we ensure that their expertise is translated into real-world solutions. This initiative is central to our mission of bridging the gap between evidence and practical impact.

Armed with these skills, our faculty and students' voices will change the perception of nursing in media and amplify the voices in policy. By showcasing their contributions, innovative solutions, and leadership in health and healthcare, we aim to challenge stereotypes and ensure that the media accurately represents the multifaceted role nurses play in advancing health and well-being. Through these efforts, we will position nurses as expert problem solvers and policy influencers, creating a narrative that not only reflects the reality of nursing but also inspires future generations of nurses to assume leadership roles toward policy development and the elimination of health inequities.



Call to action: Associate Professor Kamila Alexander (right) represents the Institute for Policy Solutions at a discussion on ending an epidemic of missing and murdered Black women and girls in the U.S.



Overseas service: Students bring information and healing to Guatemala and Nepal with the Center for Global Initiatives (CGI).

RECRUIT, DEVELOP, SUPPORT, AND RETAIN OUTSTANDING FACULTY AND STAFF IN ORDER TO ACCELERATE INNOVATION, COLLABORATION, AND EXCELLENCE

Faculty and staff are the driving force behind all of JHSON's impact. Acknowledging this, and in line with the University's strategic goals of recruiting and retaining world-class faculty and becoming a national employer of choice for staff, we aim to make our school an increasingly exceptional place to work and grow. We will:

- Strengthen the faculty and staff experience so our community can reach its full potential.
- Promote faculty and staff development tailored to their career aspirations and professional goals and meaningfully celebrate their accomplishments.

Strengthen the faculty and staff experience so our community can reach its full potential

The health and well-being of our faculty and staff are vital for the overall health of our school. Individuals bring their best selves to work and are able to contribute in innovative, impactful ways when they are supported in their well-being. In addition to promoting awareness and access to the University's wellness resources, we will tailor our existing, JHSON-specific programs and ensure our hybrid work modalities provide the flexibility our community needs. We will focus on preventing burnout and promoting work-life balance to ensure our community can thrive professionally and personally.

We are committed to cultivating intentional and positive experiences for all faculty and staff members throughout their professional journeys. JHSON will convene a Faculty and Staff Experience Taskforce, which will rigorously assess our current state, leveraging data to identify areas for enhancement and develop prioritized, data-driven recommendations for action. This initiative prioritizes the strengthening of the faculty and staff experience to foster balance, enable every employee to realize their full

potential, and enhance retention efforts.

The taskforce will explore key themes of employee experience.

Creating a work environment with the necessary space and tools is central to achieving our goal and echoes the University's emphasis on cultivating a shared on-campus experience. We recognize that an inviting workspace with room for independent and collaborative work helps strengthen our sense of community. We are committed to providing access to spaces and tools that empower our faculty and staff to excel in their various roles, whether in research, teaching, administration, or interdisciplinary collaboration. We will work to create adequate space, organize cross-disciplinary events, and enhance internal communications and information access.



Standing up: Representing JHU at a walk to raise awareness on gun violence.



Research awards: Nurse scientists and key support staff get their due.

RECRUIT, DEVELOP, SUPPORT, AND RETAIN OUTSTANDING FACULTY AND STAFF IN ORDER TO ACCELERATE INNOVATION, COLLABORATION, AND EXCELLENCE

Promote faculty and staff development tailored to their career aspirations and professional goals while meaningfully celebrate their accomplishments

In acknowledgment of the diverse aspirations and goals of our faculty and staff, we are dedicated to continuously innovating our approach to professional development and mentorship. We will actively engage in the University's broader development initiatives, such as the faculty Leadership, Advancement, and Development Academy, and the staff Career Architecture project while designing new, JHSON-specific approaches to development, fostering tailored pathways for growth and progression. Central to our commitment is the reinvigoration of professional development and mentorship pathways, ensuring every member of our community has access to resources and support aligned with their career aspirations. Through structured mentorship programs, targeted skill-building workshops, and personalized development plans, we will empower faculty and staff to thrive and achieve their professional goals.

Equally vital to these efforts is the recognition and celebration of accomplishments. We will implement new, inclusive recognition practices that foster a culture of appreciation and mutual support. By acknowledging contributions at all levels, we will cultivate a culture of recognition that honors the individual and collective achievements of our community.



All for one: The Staff Committee crosses all departments to make sure JHSON employees feel seen, heard, and appreciated.



Team building: Staff rally for heart disease prevention on Wear Red Day.

SPOTLIGHT!

Our staff possess immense talent. In 2024, we launched Professional Learning Communities (PLCs) to catalyze collective learning and growth by leveraging our existing expertise. PLCs are peer-led groups that bring together staff in various roles and across teams to share and learn from each other's strengths, knowledge, and experiences. Four inaugural communities convened around project management, administration, research, and event planning. Whether it's honing existing skills or acquiring new ones, PLCs offer a platform for continuous learning and development and foster a culture of collaboration and innovation.

FOSTER A PURPOSEFUL CULTURE OF INCLUSIVE EXCELLENCE AND BELONGING ACROSS OUR SCHOOL TO ENSURE EVERYONE IN OUR COMMUNITY HAS THE OPPORTUNITY TO THRIVE

As JHSON's diversity statement articulates, we all play a role in attaining and maintaining a culture of inclusive excellence. Inclusive excellence is a framework designed to integrate diversity, equity, and inclusion efforts. JHSON has long-centered principles of diversity, equity, inclusion, and belonging in our work. We believe these values are critical to promoting health and well-being, given their centrality to whole-person care and social and structural determinants of health, as well as attaining the best in scholarship, practice, service, and teaching and learning. Just as diversity of people, background, experience, and thought is essential to the University, it is critical to our excellence and to the success of the profession. We remain resolute in our efforts to enhance the diversity of our community and foster a culture that nurtures and supports everyone regardless of race, religion, sexual orientation, gender identity, disability status, age, socioeconomic background, and any other line of difference.

Our commitment and leadership in this area will only deepen in the years ahead and support the University's efforts in the diversity, equity, and inclusion strategic plan, the Roadmap 2.0. We strive to achieve an environment of inclusive excellence and be a place where everyone in our community feels welcomed, valued, and able to do their best work. In pursuit of these ideals, we will:

- Continue to diversify our students, faculty, and staff.
- Cultivate an inclusive, equitable, and engaged community.
- Equip our students with the critical knowledge, mindsets, and cultural humility needed to improve health and well-being across diverse communities.

Continue to diversify our students, faculty, and staff

A representative nursing workforce is essential for addressing health inequities and improving communities' health and well-being. This imperative drives our continued resolve to diversify our student body. Through innovative student recruitment strategies, outreach and partnerships programs, and scholarship and affordability initiatives, JHSON will work to attract a more diverse cohort of applicants, both nationally and internationally. In tandem, we will continuously work to enhance how we support all our students to thrive in our programs and carry their impact into their careers.

Diversity also drives innovation, excellence, and creativity within our school community. A faculty and staff body that better reflects the rich diversity of local, national, and global communities advances our education, research, practice, and service missions. It strengthens our ability to attract and educate students. It enhances and expands our lines of inquiry in research. And diverse teams develop novel ideas to solve complex problems. We remain dedicated to enhancing faculty and staff diversity. JHSON will compile and publish faculty and staff composition reports for our community and will interrogate and revise our recruitment and hiring practices to build diverse applicant pools and obtain the best possible talent to drive our mission forward.

Cultivate an inclusive, equitable, and engaged community

JHSON's strength lies not only in the exceptional talents of our individuals but also in the power of our collaborative work. We strive to create an equitable community where all can thrive and feel a sense of belonging characterized by open

FOSTER A PURPOSEFUL CULTURE OF INCLUSIVE EXCELLENCE AND BELONGING ACROSS OUR SCHOOL TO ENSURE EVERYONE IN OUR COMMUNITY HAS THE OPPORTUNITY TO THRIVE

dialogue and exchange, active participation, and mutual respect. A vigorous commitment to transparency is foundational to this vision. We will actively seek input from our community through regular dialogue, including town halls, forums, and surveys, to inform decision-making processes and drive positive change.

Our efforts will be guided by evidence – utilizing the University’s climate survey results and regularly collecting data within our school to gauge progress. We will articulate and act on an inclusive excellence strategy informed by these findings and in partnership with JHSON’s Diversity Advisory Council. This will include the development of toolkits, training, and other ongoing learning opportunities for faculty, staff, and students.

To create an environment where everyone has an opportunity to flourish, we must address systemic barriers. We will conduct thorough assessments of our policies, practices, and systems to identify and dismantle barriers to equity and inclusion. By actively addressing and dismantling these systemic barriers, we will ensure that our commitment to inclusive excellence becomes a lived reality for everyone in our school community.

In the years ahead, we will also continue to focus on intentional engagement and community-building initiatives to create spaces for relationship-building and collaboration while emphasizing active participation and mutual respect.

Equip our students with the critical knowledge, mindsets, and cultural humility needed to improve health and well-being across diverse communities

Our graduates’ impact is expansive – from research that influences population-level health, to directly setting policy and changing practice, to meeting the varied needs of individual patients and families. We will prepare them with the knowledge, mindsets, and cultural humility to holistically improve health across diverse settings and communities. We will continue to integrate these competencies in our MSN, DNP, and PhD curricula to address a broad spectrum of critical areas such as community health, cultural diversity, global health, interprofessional studies, disability health, minority health issues, women’s health issues, LGBTQ health issues, religious beliefs that affect healthcare, and linguistic diversity. Our goal is to ensure that our graduates can aptly navigate the complexities of health with cultural humility and sensitivity.

SPOTLIGHT!

JHSON’s FLI Initiative, led by the Office of Student Affairs, supports students from limited-income backgrounds or who are the first in their generation to attain higher education degrees. The FLI Initiative provides support services, builds community, and works across the school to enhance student experience and strengthen academic and career outcomes. The Initiative is facilitating community building events, pairing incoming students in our Peer Navigator Program, and providing faculty and staff training, among many other strategies.

CONCLUSION

Our history propels us forward to shape the future of nursing and make a lasting impact on health and well-being worldwide.

This 2025-2029 strategic plan encompasses priorities that reflect the ambitions of our faculty, staff, and students. We will creatively and aggressively pursue the equally ambitious resources required to achieve them. We will move forward to meet these opportunities transparently, regularly sharing our progress, obstacles, and acquired knowledge with our community.

As we set ever loftier ambitions, our successes will remind us what we can do together—students, faculty, staff, alumni, donors, colleagues, and community members. As we embark on the next stage of our journey, the Johns Hopkins School of Nursing embraces the challenges and leadership opportunities ahead.

Our legacy is one of collective excellence. And our future is one of collective accomplishment.



[NURSING.JHU.EDU](https://nursing.jhu.edu)

