

---

BUILDING

---

THE

FUTURE

---

FOR

COLUMBIA NURSING

---



COLUMBIA UNIVERSITY  
*School of Nursing*

**The future of health care is nursing.  
The future of nursing is Columbia.**



COLUMBIA UNIVERSITY  
School of Nursing

**For almost 125 years, Columbia University School of Nursing has been a leader in nursing education. Today, our graduates continue that tradition by:**

**MAKING A DIFFERENCE**

in the lives of individuals, families, and communities by preventing illness, restoring health, and improving quality of life.

**CREATING NEW KNOWLEDGE**

that improves outcomes at the bedside, across health systems, and in policy arenas.

**SERVING AS LEADERS**

who have a direct influence on the quality, safety, and effectiveness of health care.

**PROMOTING EXCELLENCE**

by adhering to the highest standards of education and research that make us one of the premier schools of nursing in the world.

**INCREASING INNOVATION**

in the effective, cost-efficient delivery of care to vulnerable populations and patients with chronic illnesses.

**SUPPORTING DIVERSITY**

by providing religious and culturally competent care.

**IMPROVING HEALTH AND HEALTH CARE**

globally by advancing the education of nurses and midwives throughout the world.

**ADVANCING THE IMPACT OF NURSE SCIENTISTS**

who generate new knowledge that improves health outcomes.

**ATTAINING LEADERSHIP POSITIONS**

that prepare them to provide expert care in a changing landscape.

# OUR VISION



**Bobbie Berkowitz, PhD, RN, FAAN**

Dean, Columbia University School of Nursing  
Mary O'Neil Munding Professor of Nursing  
Senior Vice President, Columbia University  
Medical Center

At Columbia Nursing, we take pride in our rich history of health care leadership, effectiveness, and innovation. Hundreds of students graduate from our programs each year, dedicating their careers to improving the lives of individuals, families, and communities. Our advanced practice programs prepare nurses for real-world clinical experiences, and our research promotes innovation and health care breakthroughs. Five years ago, together with members of the Columbia Nursing community, we introduced our vision that would help set the standard for nursing education in the 21st century. The bold strategic plan we developed and implemented is today a reality.

We have now laid out a set of ambitious new objectives for the next five years. To realize these transformational goals, we must make a significant investment in our future. The knowledge and skill required by an ever-changing, increasingly complex health care landscape makes it more crucial than ever to provide a state-of-the-art learning environment for our future nurse leaders. This is why we are embarking on a historic campaign to build a new home for Columbia Nursing.

Our new facility will anchor a campus that inspires instructional excellence, interactive learning through simulation, collaborative research, academic leadership, and clinical distinction.

I invite you to join me for the once-in-a-lifetime opportunity to build a new home for Columbia Nursing and invest in our talented students, outstanding faculty, and world-class programs.

Together, we can help shape the future of nursing.

# EDUCATION THAT ANTICIPATES HEALTH CARE'S EVOLVING LANDSCAPE

Nurses will play an increasingly critical role in caring for individuals, serving as primary care providers, coordinating care across health systems, and delivering personalized care at each stage of life. Columbia Nursing recognizes these needs and will continue to lead the way through our curriculum, research, and involvement in the community.

The challenges of an evolving health care landscape include:

- **LACK OF PRIMARY CARE PROVIDERS**—Beginning in 2010 and continuing to 2020, the total demand for primary care physicians is expected to outpace the total supply, while the number of primary care nurse practitioners is expected to grow rapidly.

- **AGING POPULATION**—1 in 5 Americans will be 65+ by 2030, with 10,000 Americans turning 65 each day for the next 15 years.

- **RISE IN CHRONIC DISEASES**—Nearly 50 percent of Americans live with chronic illnesses, which account for more than 75 percent of health care costs.

- **CHANGING HEALTH CARE POLICY**—Millions of Americans, many of whom qualify for Medicaid, are projected to continue to sign up for insurance under the Affordable Care Act, though recent studies show that nearly one-third of physicians report they would not accept new Medicaid patients.

**TO ADVANCE THE FUTURE OF HEALTH CARE, WE MUST INVEST IN NURSING TODAY.**



## The Columbia Nursing Difference

Columbia Nursing is one of a select group of nursing schools in the United States **affiliated with a major academic medical center**; sharing a campus with peer health sciences schools allows us to partner in critical research and clinical endeavors.



**A leader in women's health**, offering the oldest continuous midwifery program in the nation

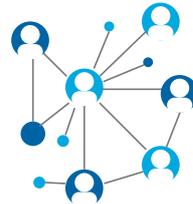


Consistently one of the **top recipients of National Institutes of Health-funded grants** per capita among nursing schools



**Clinical faculty members are required to maintain active practices, imbuing education with real-life experience and state-of-the-art knowledge.**

**WORLD HEALTH ORGANIZATION (WHO) COLLABORATING CENTER**



A thriving network of more than **10,000** alumni, educated to make a difference in the lives of individuals and **to improve health care**

“ When you're a clinician, it's important to give patients the power to make decisions and let them be in control of their health and well-being. Caring for patients is about taking a step back and realizing that they are just as smart as you and just as deserving of respect. ”

—Benjamin Raudabaugh '14,  
Adult-Gerontology Acute Care

## Empowering Patients

Columbia nurses understand the importance of putting patients first. Students participate in a variety of community rotations that allow them to fully understand how patients' backgrounds affect their health, access to care, and experience in the health care system.

For example, Project Renewal is an agency that provides primary care, addiction treatment, and mental health services for New York City's homeless and is one of the many organizations at which students can complete community rotations.



**“ When I think of my role as a nurse, I see myself having two missions. First, I need to use my clinical knowledge to help patients improve their health. Second, I need to pass that clinical knowledge on to patients so that they can take good care of themselves. ”**

**Kenrick Cato '08 '14, PhD,**  
Associate Research Scientist,  
Columbia University School  
of Nursing

Former computer programmer and  
United States Army veteran

Kenrick entered the military full time after being inspired to serve his country immediately after the 9-11 attacks. He was deployed to active duty in Iraq and other parts of the Middle East. After completing the ETP program at Columbia Nursing in 2008, he worked as a staff nurse at NewYork-Presbyterian Hospital, providing care for surgical oncology patients.

Recently, Kenrick was lead author of a study that investigated how mobile phone apps could be used to improve health outcomes by prompting nurses to screen patients for tobacco use. Furthermore, since screening for African Americans has lagged behind other populations, the higher screening rates for this population prompted by the app suggest how this new technology can help address health disparities.



# A TRADITION OF CARING

## **NURSING EXCELLENCE**

Columbia Nursing is a leader in taking a holistic approach to patient care.

The school offers students a rigorous education and unparalleled clinical opportunities. Students preparing to become advanced practitioners receive additional instruction within specialties ranging from primary care to psychiatric mental health. Through a combination of classroom education and clinical practice, students learn to care for individuals and their families in a variety of settings, from birth through end-of-life, focusing on physical, social, and psychological factors that contribute to their well-being.

Our doctoral students apply this holistic perspective when concentrating on critical health issues, including infectious diseases, palliative care, and chronic diseases in the aging population.

## **THE CARE CONTINUUM: BEDSIDE TO COMMUNITY**

Our newly enhanced curriculum exposes our students to diverse populations and care environments in New York City and its boroughs. A Columbia Nursing education emphasizes the ability to navigate these complex environments by emphasizing the importance of identifying determinants of health and potential health disparities. As a result, our alumni are expert at providing care for individuals of all backgrounds and stages of need.



# CARING GLOBALLY

Nursing is a global profession, and at Columbia, we understand and practice nursing in a global context.

Internationally, under the direction of our Office of Global Initiatives, Columbia Nursing students and faculty members contribute to improving the world's health by caring for and educating individuals

and families, training and mentoring local nursing students, and strengthening nursing curricula with partner hospitals, Columbia University's Global Centers, professional organizations, and nursing schools in Africa, Asia, South America, Europe, the Caribbean, and the Middle East.





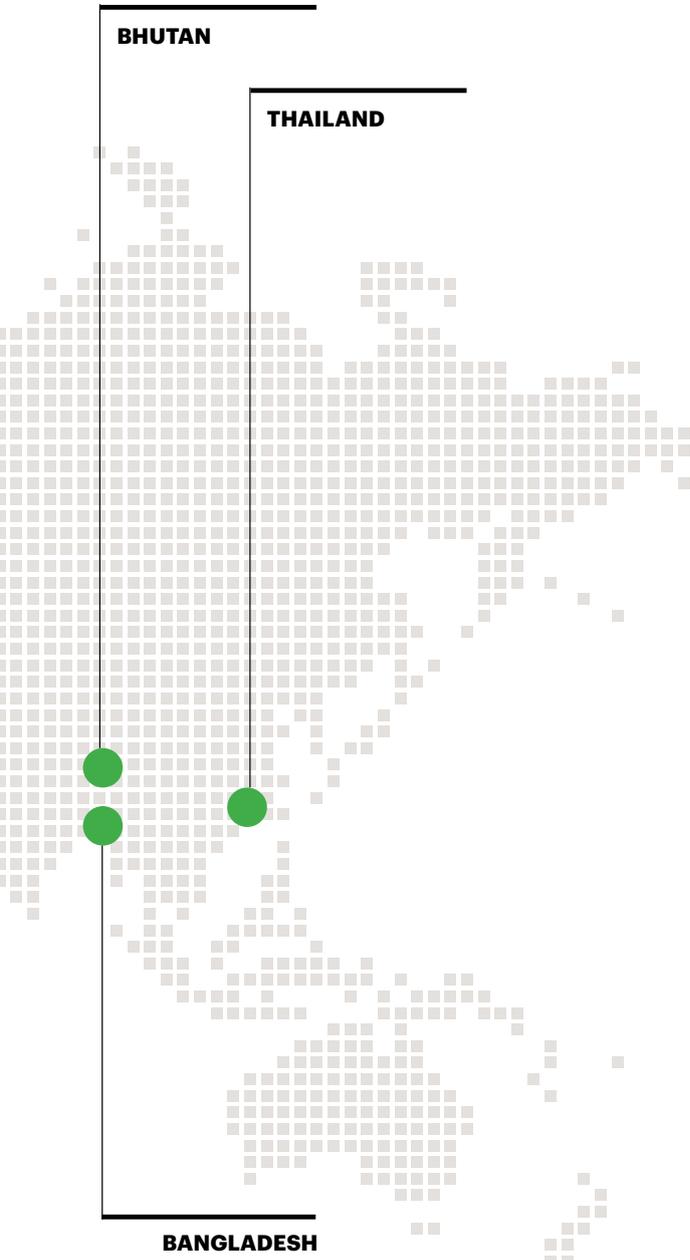
## Caring for the Global Communities

Through our Office of Global Initiatives, students help improve the lives of individuals and entire communities in the U.S. and around the world.

For example, one of our longest-standing international partnerships is with Clínica de Familia in La Romana, Dominican Republic, where students have an opportunity to care for women and children living with HIV.

**“ My experience at Clínica de Familia helped me in my career as a midwife by broadening my cultural and nursing perspective. I developed skills that I would not have obtained in a traditional clinical experience here in the United States. ”**

**—Jessica Momberg '13 '14, MS,  
Nurse Midwifery**



# CARING THROUGH RESEARCH

Columbia Nursing is one of a select group of nursing schools in the country located within a major academic medical center. This affords students valuable opportunities for interprofessional collaboration and research. Nurse scientists collaborate with clinicians to apply critical findings to patient care—at the bedside and beyond.

Providing excellent patient care requires a thriving research enterprise. Columbia Nursing leads the nation in **NURSING INFORMATICS** and is recognized for its breakthrough research on **INFECTION CONTROL** and innovative work addressing **HEALTH CARE DISPARITIES** in different patient populations. The new building will provide increased opportunities for nurse scientists to collaborate with clinicians and streamline the process of applying critical research findings to practice.

## RESEARCH CENTERS:

**THE CENTER FOR CHILDREN AND FAMILIES** improves the health of children and families by generating clinical and research knowledge, through education and advocacy, and by promoting innovative clinical practice.

**THE CENTER FOR EVIDENCE-BASED PRACTICE IN THE UNDERSERVED** promotes informatics and biobehavioral research aimed at helping underserved populations carry out better self-management of their health.

**THE CENTER FOR HEALTH POLICY** partners with key stakeholders in the local community as well as the state and national levels to evaluate the influence of legislation and policy on care processes and outcomes.

**THE CENTER FOR INTERDISCIPLINARY RESEARCH TO PREVENT INFECTIONS** conducts research focusing on the prevention and control of antimicrobial resistance.



## Clinical Leaders and Patient Advocates

### Laura Ardizzone '04 '10, DNP

Assistant Professor of Clinical Nursing,  
Columbia University School of Nursing

Director of Nurse Anesthesia Services,  
Memorial Sloan Kettering Cancer Center

Laura always knew she wanted to work in the health field. She chose nursing as her profession because she viewed it as the perfect combination of science and caring. Today, Laura applies her Columbia Nursing experience as the director of Nurse Anesthesia Services at Memorial Sloan Kettering Cancer Center, leading a team of 95 nurse anesthetists.

“Columbia University provided me with a top-notch clinical education. As I progressed through my DNP program, I gained valuable insight from master clinicians and was encouraged to expand my skill set—not just clinical skills but leadership, managerial, and advocacy skills. The impact of Columbia Nursing grads is everywhere.”



## Caring for the Community through Research

### Andrew Phillips '08 '12, PhD

Assistant Professor of Clinical Nursing,  
Columbia University School of Nursing

Assistant Professor, School of Nursing,  
MGH Institute of Health Professions  
Massachusetts General Hospital

Andy's focus of research is understanding how individuals make health care decisions.

“Columbia Nursing’s emphasis on collaboration and the integration of alternate methodologies has influenced my current research, which examines how patients interact and make decisions within the health care system. A greater understanding of these individual decision-making processes and value trade-offs will allow for the development of effective policies, technologies, and information sources to address the management of chronic disease, health care utilization, costs, and patient outcomes.”

## Curriculum Innovation: Chronic Diseases and the Aging Population

As the population ages, more and more Americans will live longer with one or more chronic illnesses. Columbia Nursing's new fifteen-month Master's Direct Entry (MDE) program, set to launch in the summer of 2016, addresses this emerging critical need by preparing students to enter the nursing profession as master's-credentialed registered nurses with a focus on care coordination and transitions in care. Care coordination and helping individuals transition across care environments are vital for individuals with chronic illnesses, as they receive care from multiple providers and must reconcile their medications, diagnostic testing, and individualized care plans.

“Older adults and patients with chronic diseases require qualified practitioners who can address their complex medical needs while, at the same time, consider the larger questions of quality-of-life and long-term outcomes. Columbia nurses are trained to incorporate both this particular and holistic approach to patient care.”

—Sigrid Gabler '11 '14, MS

Adult-Gerontology Primary Care

Instructor in Nursing,

Columbia University School of Nursing

E-linc Nurse Practitioner, Elder LGBT

Interprofessional Collaborative Care Program





# BUILDING THE FUTURE FOR COLUMBIA NURSING

The School of Nursing is at a critical moment in its history. We have wisely invested in our students, our curriculum, and our research, and we have met the demands of a dynamic health care landscape. As nursing continues to move to the center of health care delivery, we are leading the way forward.

## OUR MOMENT TO BUILD THE FUTURE OF COLUMBIA NURSING IS NOW.

To ensure that we remain a state-of-the-art school that elevates nursing education and patient care, we will invest in several strategic priorities: our academic programs, our students, and our learning environment.

### OUR ACADEMIC PROGRAMS

Our commitment to the individuals we serve is matched by our commitment to the students we educate. To prepare students for the evolving demands of the field, we have redesigned our curriculum to provide advanced nursing education that is efficient and relevant. Beginning in 2016, our students will enter accelerated degree programs designed to provide the highest-quality education. Streamlining the academic programs allows Columbia Nursing students to seamlessly pursue higher advanced degrees. Most importantly, they will be expertly equipped to serve the needs of

current patients. The rigorous curriculum will prepare students to provide expert, advanced evidence-based care across health systems in an increasingly complex environment.

### OUR STUDENTS

Students from a diversity of backgrounds seek out Columbia Nursing because they recognize the academic rigor of our programs and the skills they will gain. Whether they are already musicians, attorneys, or international aid workers, prospective students come to the School of Nursing because they want to improve patients' lives and have a meaningful impact on the world. The quality of the students we attract is a testament to the quality of the education we provide. Not only do applicants' test scores and GPAs rise each year, but the depth and distinction of their experiences increase, as well.

Educating the next generation of nurse leaders requires that we invest in our students. In 2014, the school welcomed the largest student cohort in its history. While this large class size is an outstanding accomplishment, it has made the task of obtaining financial aid that much more urgent. With our commitment to need-blind admissions, the school will require increased scholarship funding to **MAKE A COLUMBIA NURSING EDUCATION POSSIBLE FOR ALL ASPIRING NURSE LEADERS.**



## OUR LEARNING ENVIRONMENT: A NEW HOME FOR COLUMBIA NURSING

Our record of leadership deserves a comparable physical facility.

To provide a 21st-century learning environment for our students, we will construct a new home for the School of Nursing at 168th Street between St. Nicholas and Audubon Avenues. The building, set to be completed in the summer of 2017, will provide **65 percent more space than the school's current location**. Features include:

- **FLEXIBLE INTERDISCIPLINARY SPACE**, including open breakout spaces, group study rooms, and specialized workstations, to promote self-directed learning and collaboration between students and faculty within and across programs.
- **DEDICATED COMMUNITY SPACE**, including a seventh-floor event space and rooftop terrace and garden, to bring together the School of Nursing, Medical Center, and surrounding communities for events and conferences.

• **STATE-OF-THE-ART SIMULATION CENTER** at the heart of the new building. Spanning two floors, this impressive space will more than quadruple the school's current simulation space. The center will offer model clinical learning environments for:

- Patient exams
- Acute care
- Surgical care
- Intensive care
- Emergency care
- Obstetrics

The Center will be equipped with the latest simulation equipment and communications technology so faculty can play back sequences of events and offer students feedback in real time. It will provide students with essential clinical experience to complement their community and classroom learning, and it will provide opportunities for increased collaboration and interprofessional learning.



Lee Goldman, MD, Dean of the Faculties of Health Sciences and Medicine and Chief Executive of Columbia University Medical Center; Dean Bobbie Berkowitz, PhD, RN, FAAN; Lee Bollinger, President, Columbia University

“Columbia’s mission of **teaching and research, patient care and public service all come together so vitally in our School of Nursing.** This new state-of-the-art facility for the school is another in a series of important steps forward not only for Columbia University Medical Center’s home campus in Washington Heights, but for the University as a whole as well as for our neighbors in Northern Manhattan. ”

— **President Lee C. Bollinger**

“**This building is a game changer for Columbia Nursing:** more and better space, configured for nursing education and research of the future. ”

— **Lee Goldman, MD**

# INVESTING IN THE FUTURE OF COLUMBIA NURSING

As we lay the foundation for our future, we seek the unprecedented support and leadership of our dedicated alumni, volunteers, faculty, and friends. To secure our status as one of the premier institutions of nursing education, Columbia Nursing seeks to raise \$25 million to cap off our \$100 million investment in the future of nursing. An investment in Columbia Nursing is an investment in health care excellence.

A meaningful gift toward our \$25 million philanthropic goal will support our **NEW BUILDING, STUDENT SCHOLARSHIPS, AND ACADEMIC PROGRAMS.**

**THERE ARE MANY WAYS TO GIVE.** The most direct way to support the campaign is through onetime or multiyear pledges of support. Columbia Nursing also welcomes gifts of cash or securities, planned gifts, and bequests. Campaign support may be recognized through special naming opportunities. We look forward to discussing these recognition opportunities with you.

Join us in transforming the future of nursing and the lives of all those Columbia Nurses care for today and for generations to come. **TOGETHER, WE CAN BUILD THE FUTURE FOR COLUMBIA NURSING.**

## PROJECT TIMELINE

**October 22, 2014**  
Groundbreaking Ceremony

**February 2015**  
Construction Start

**Summer 2017**  
Completion





**COLUMBIA UNIVERSITY**  
*School of Nursing*