



STRATEGIC PLAN

2025-2028

Preface

The American Academy of Nursing was founded in 1973 to advance new concepts in nursing and health. For more than 50 years, with our Fellows and partners, the organization has advocated boldly to address the most pressing policy issues in health care. With leadership, innovation, and science as our pillars, the Academy is recognized within the nursing profession, among health care colleagues, and around the globe as a source for evidence-informed policy solutions.

In 2023, the Academy began to chart the organization's future by developing the next three-year strategic plan with the aim to inspire action. Generative thinking sessions held by the Board of Directors centered on creating a learning organization where strategy and implementation would dynamically evolve over time. By pressure testing scenarios that considered the intrinsic limitations of an honorific society alongside a rapidly changing health care environment, the Board envisioned a nimble strategic plan that demonstrated continued foresight to create a culture of engagement within and outside the organization.

To invite further insight, the Academy surveyed Fellows and key strategic partners. Responses from our Fellows and recommendations from multiple focus groups informed Board perspectives on topics that included policy, partnerships, communication, and, vital to future success, equity, diversity, inclusion, accessibility, justice, and belonging. This feedback confirmed the Academy's core work—policy and its three pillars (leadership, innovation, and science)—remains central, directional, and aspirational to achieving our mission. Form and function, however, were identified as key opportunities for the Academy to evolve and accomplish our work moving forward.

The impetus behind the Academy's success is collaboration among our Fellows and private and public partners to generate, synthesize, and disseminate nursing knowledge that advances health. Essential in the process is the value placed on dissemination. Without dissemination there is no education and without education, progress is not made. The 2025-2028 Strategic Plan continues our core work with evolving objectives calibrated to a changing environment.

This plan sustains the Academy's reputation as a trusted source of information and demonstrates the multi-directional, non-linear continuum of opportunities that lie ahead to create, inspire, and envision change. The Academy will continue to reach for the idealized future state of healthy lives for all people through our intentional actions.

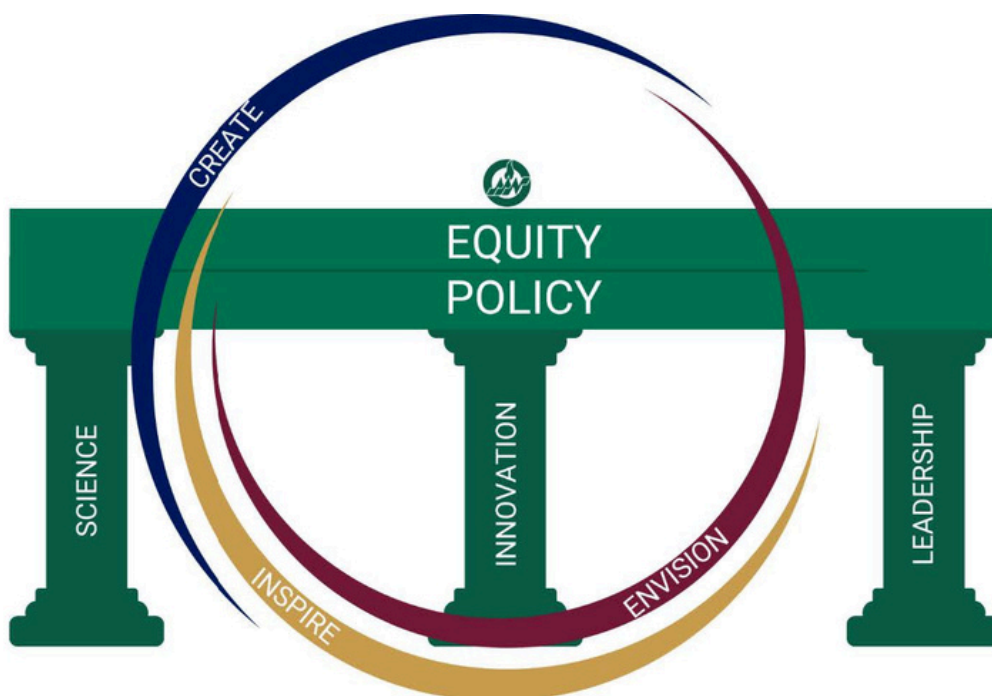


A handwritten signature in black ink that reads "Linda D. Scott".

Linda D. Scott, PhD, RN, NEA-BC, FADLN, FNAP, FAAN
President, American Academy of Nursing

About the American Academy of Nursing

The Academy serves the public by advancing health policy and practice through the generation, synthesis, and dissemination of nursing knowledge. Academy Fellows are inducted into the organization for their extraordinary contributions to improve health locally and globally. With more than 3,200 Fellows, the Academy—an honorific society and policy organization— represents nursing’s most accomplished leaders in policy, research, administration, practice, and academia. As a premier organization for thought leadership within the profession, the Academy aims to create policy solutions that inspire change and envision a healthier future.



VISION

Healthy Lives for All People.

MISSION

Improve health and achieve health equity by impacting policy through nursing leadership, innovation, and science.

VALUES

Equity, Diversity, Inclusivity, Inquiry, Integrity, Courage

CREATE Solutions that Matter

GOAL 1: POLICY

Develop and drive policy solutions that accelerate gains in health equity and improve the ways in which care is delivered, paid for, and received.

Objective 1a: Design policy solutions to health care's most pressing challenges by expert thought leadership bodies who evaluate and synthesize evidence and trends.

Objective 1b: Disseminate policy solutions through strategic communication channels that resonate with and will be acted upon by diverse audiences to further accelerate change.

Objective 1c: Expand and strengthen partnerships with policymakers, the press, health and academic organizations, and the public to amplify nursing knowledge in transforming health care.

INSPIRE Change that Propels Transformation

GOAL 2: EQUITY

Catalyze meaningful progress towards equity, diversity, inclusivity, accessibility, justice, and belonging.

Objective 2a: Advocate for and develop policy recommendations that center on health equity and science, while removing structural and societal barriers to health.

Objective 2b: Strengthen engagement with nurses historically underrepresented and marginalized to build a more inclusive Fellowship and aim to achieve greater inclusion and belonging.

Objective 2c: Provide education and leadership development opportunities for nurses to create a culture of equity, diversity, inclusivity, accessibility, justice, and belonging within the Academy and the communities where they lead and serve.

GOAL 3: SCIENCE

Advance nursing science and foster collaborative partnerships that ensure the integration of evidence-informed recommendations when designing policy.

Objective 3a: Convene a body of multi-sector experts to inform a research agenda that integrates nursing science into policy that improves health equity and well-being.

Objective 3b: Advance nursing science by leveraging Fellowship expertise in publications, education, and events that foster engagement, learning, and dissemination.

Objective 3c: Champion nursing representation and contributions in health policy, committee appointments, and larger health care discussions as foundational to quality health outcomes.

ENVISION a Healthier Future

GOAL 4: INNOVATION

Amplify nurse-led innovation that ensures equitable, efficient, effective, and affordable models of care that improve health outcomes.

Objective 4a: Review and recognize nurse-led, innovative care delivery models and disseminate their impact to policy makers and the public.

Objective 4b: Provide learning resources for nurses and key partners to replicate, measure, disseminate, and expand innovative models of care.

Objective 4c: Invite, assess, and recognize international innovative models of care that can be replicated and scaled to inspire global coordination and nurse innovation.

GOAL 5: LEADERSHIP

Position nurses as leaders in evolving environments to generate policy, advance science, and establish public trust.

Objective 5a: Invest in programs and resources that support leadership readiness and influence so that the nursing community can transform health care.

Objective 5b: Aspire to continually represent the Academy's values in organizational decisions, leadership actions, and their desired policy impacts.

Objective 5c: Grow as a learning organization by listening and consistently inviting insights from Fellows, communities, and partners to ensure the Academy is responsive to the changing needs of the profession and health care.

Objective 5d: Maintain a focus on being the premier organization that recognizes nurse leaders in every impact area, while operating as a mission aligned organization that is growth-minded and flourishes financially.



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