**UNIT REPORT** 

College of Nursing - 02.Reviewer's Report – IE

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## **College of Nursing**

## **CON Mission**

## **Mission Statement:**

The College of Nursing Vision Statement and Strategic Plan is consistent with the University's goal of becoming a top-5 public research university and the Health Science Center's goal of being among the nation's top-tier academic health centers in the country. The UF College of Nursing's faculty and staff are dedicated to the common pursuit of the University's threefold mission: teaching, research and scholarship, and service. Our vision is "to transform health through innovative practice, preeminent research and exceptional academic programs that demonstrate commitment to the principles of diversity, inclusion and health equity." Our mission, provide excellent personalized nursing care, generate research and scholarship that have an impact on practice and advance health equity and prepare graduates who care, lead and inspire, is grounded in our identity as a steward of the discipline of nursing.

**Start:** 07/01/2022 **End:** 06/30/2023 **Progress:** Ongoing

Unit/College: College of Nursing

**Responsible Roles:** 

### Goal 1 Clinical Practice/Professional Service

#### Goal:

Deliver high quality, value-based personalized nursing care to vulnerable populations through innovative practice models that influence health policy and social justice.

## **Action Items:**

- 1) Assess feasibility for additional nurse-managed primary care services to our patients and the community.
- 2) Develop and market new clinical service lines (e.g., Medicare Annual Wellness Visits, transitional care, palliative care, diabetes education, home visits) at Archer Family Health Care (AFHC).
- 3) Market Office of Professional Nursing Development offerings to provide continuing nursing education that serves nursing practice.
- 4) Expand faculty practice engagement (e.g., collaborative practice, capitated case management services, concierge care).

## **Measures of Action Items:**

- 1) Engage consultants to complete cost analysis for additional service lines.
- 2) Create business and marketing plan for high priority services.
- 3) Develop business plan to receive revenue from continuing education offerings.
- 4) Target of 7.0 FTE faculty practice contracts or in practice at Archer.

## **Time Period of Action Items:**

- 1) 2022-23
- 2) 2021-23
- 3) 2022 ongoing
- 4) 2022 ongoing

## **Resources of Action Items:**

- 1) Dean, Director of Professional Nursing Development and Executive Director of Finance and Administration
- 2) Dean, Director of Professional Nursing Development and Executive Director of Finance and Administration
- 3) Dean, Director of Professional Nursing Development
- 4) Dean, Associate Dean for Clinical Affairs, Department Chairs and Executive Director of Finance

### **Results and Evaluation:**

- 1. For the past year we have not completed feasibility studies on new nurse led practices. The year before we did have a consultant who supported new service lines but no studies on alternative locations. UF Health is interested in the College of Nursing starting a new nurse led location however resources are limited at this time.
- 2. Home visits were initiated for several months however were discontinued due to resource issues. Efforts continue to increase the number of Annual Wellness Visits for Medicare patients.
- 3. At this time, the Office of Professional Nursing Development- University of Florida does not receive revenue from continuing education offerings. The office has not developed a business plan to do so. The focus at this time is to launch a series of Provider Directed/ Learner Paced self-studies for DNP program preceptors to promote quality advanced nursing practice.
- 4. Three clinical faculty were assigned to external clinical practice sites:
  - Bumbach-Student Health Care Center 0.2 FTE
  - Maymi-PICU 0.25FTE
  - Chaplin-Haile Family Practice 0.2 FTE

Two clinical faculty assigned to Archer Family Health Care

- Shepard 0.2 FTE
- o Dyal 0.2 FTE

### **ATTACHMENTS:**

UNIT GOALS CONNECTED TO UNIVERSITY GOALS -----

**RELATED ITEM LEVEL 1** 

# Goal 5 A strengthened public engagement of the university's programs with local, national, and international communities. Goal:

A strengthened public engagement of the university's programs with local, national, and international communities.

#### Objective:

Three objectives are associated with this goal.

- Objective 1. Increased engagement and outreach of UF programs leading to positive impacts in such areas as health, the economy, environment and community.
- Objective 2. Improved communication leading to increased public awareness of and value placed on UF programs and their impact on society.
- Objective 3. Increased technology translation and entrepreneurial activities.

## Goal 2 Research

## Goal:

Enhance quality of life and health equity by advancing nursing science and knowledge development through nationally recognized programs of research and scholarship.

## **Action Items:**

- 1) Continue to refine our collaborative model of agile team science that connects researchers, faculty and students.
- 2) Ensure student engagement in research at all levels through required learning experience and extra-curricular opportunities.
- 3) Transform current research infrastructure and processes to enhance efficiency, productivity, collaboration and dissemination.
- 4) Increase visibility of faculty and student research and scholarship to academics, business and industry audiences through marketing, communications, public media and social media outlets.

## **Measures of Action Items:**

- 1) Twenty-five percent of assistant/associate professors will participate in mentorship and development programming each year.
- 2) Ten percent of prelicensure students will actively participate in research teams through extra-curricular learning outcomes.
- 3) Team comprised of senior researchers will disseminate best practices for grant development, administrative processes and implement results as standard operating procedures.
- 4) Partner with CON, UFHSC IT and UF media to develop mechanism for external dissemination of scholarly products consistent with UF intellectual property policies.

## **Time Period of Action Items:**

- 1) Ongoing
- 2) Ongoing

- 3) Ongoing
- 4) Ongoing

#### **Resources of Action Items:**

- 1) Associate Dean for Research and Scholarship, Assistant Dean for Research Development and Department Chairs
- 2) Associate Dean for Research and Scholarship, Associate Dean for Diversity, Inclusion and Engagement and Assistant Dean for Student Services
- 3) Associate Dean for Research and Scholarship and Department Chairs
- 4) Dean, Associate Dean for Research Scholarship and Communications Director

#### **Results and Evaluation:**

- 1. Twenty-five Assistant and Associate Professors participated in mentorship and development programming each year which includes the Office of Research Collaboratoriums, Think Tanks and Mock Reviews that are held every Friday. Assistant and Associate Professors participated in research lectureships by the Office of Research staff on guidelines for grant submissions, the new NIH Data Management Plan.
- 2. We had 4 undergraduate honor students participated in research teams through extra-curricular activities with a faculty member. For the honors program, the students participated in the Nursing Research Symposium. It was also the highest attendance on record, with over 400 faculty and students attendees.

The college of nursing continued with the **EMBRACE** (**E**ngaging **M**ultiple communities of **B**SN students in **R**esearch and **A**cademic **C**urricular **E**xperiences) program, which is to provide unique research and leadership opportunity for undergraduate nursing students from multiple background, towards creating an inclusive environment for different viewpoints in the scholarly nursing community. During Fall 2022- Spring 2023 we offered the seventh cohort of the program to twenty-five undergraduate students (juniors, seniors, ABSN and RN-BSN) who were involved leadership, quality improvement and research experiences. All the students worked with a faculty mentor, actively engaged in research teams and all of them presented their projects in different avenues such as the hospital, college of nursing research summit and University undergraduate research day. One of the EMBRACE students received the CON research award and another one received the 1<sup>st</sup> place (best) poster award during the CON research summit.

- 3. A team of senior investigators have initiated a document on best practices for research development and administrative process, however, this has not been implemented as standard operating procedures. We have developed an Office of Research Resources document to help guide all faculty in the resources available to faculty and students. In addition, we will work over the following year to implement the best practices as standard.
- 4. The UF College of Nursing has dramatically expanded the dissemination of its research enterprise. A recent initiative to spotlight the college's research on social media has resulted in the creation of research vignette videos highlighting research faculty and PhD scholarship, which have been shared by both main UF and UF Research (regularly totaling 5,000 impressions each). The UF College of Nursing also regularly showcases faculty research advancements on the college website and social media, resulting in media interest from diverse local and national sources, such as the <u>Gainesville Sun</u> and <u>Becker's Hospital Review</u>. Discover Magazine, the college's research and graduate newsletter, markets the college's research enterprise to prospective PhD students and maintains a 30% open rate out of an audience of around 700. Thanks to initiatives such as the above, as well as virtual open house offerings in the spring, fall and summer semesters, the incoming class of PhD students has grown by 50%.

The college has also increased its research visibility through sharing press releases and web stories to showcase its Demonstration Projects — joint research projects conducted over the course of a year stemming from collaborative efforts between UF College of Nursing faculty and UF Health nurses. These projects have been featured throughout the UF and UF Health system, as well as in local media such as TV20, contributing to leadership buy-in and subsequent support of these projects on a reoccurring, annual basis.

## **ATTACHMENTS:**

UNIT GOALS CONNECTED TO UNIVERSITY GOALS -----

RELATED ITEM LEVEL 1

Goal 4 Growth in research and scholarship that enhances fundamental knowledge and improves the lives of the world's citizens.

## Goal:

Growth in research and scholarship that enhances fundamental knowledge and improves the lives of the world's citizens.

## Objective:

Four objectives are associated with this goal.

- Objective 1. Documented advances in productivity and recognition of UF research programs.
- Objective 2. Exceptional graduate and postdoctoral scholars who will contribute to influential research and scholarship.
- Objective 3. Increased extramural and intramural funding that enhance both basic and translational research.

• Objective 4. Processes and systems that facilitate excellence in research and scholarship.

## **Goal 3 Teaching**

#### Goal:

Inspire graduates who promote health equity in the delivery of personalized nursing care, provide leadership to the profession and advance nursing science and practice.

#### **Action Items:**

- 1) Provide innovative, high quality academic nursing programs to meet the workforce needs for baccalaureate-prepared nurses, doctorally prepared, advanced practice nurses and nurse scientists.
- 2) Systematically assess curriculum and learning experiences to ensure adherence to principles of inclusion and health equity.
- 3) Recruit, nurture, prepare and graduate highly qualified students who demonstrate the experiences, diverse attributes and academic metrics that promote health equity and contribute to a rich learning environment within the college.
- 4) Develop and implement a strategy to foster professional growth and collaboration among faculty engaged in teaching.

#### **Measures of Action Items:**

- 1) Launch clinical honors program for Traditional BSN seniors at UF Health.
- 2) Convene task force to assess curriculum for consistency to principles of diversity, inclusion, equity and access to initiate changes in courses.
- 3) Increase recruitment, retention and timely graduation of PhD students to 15 PhD per cohort.
- 4) Initiate a system of peer review of teaching with 35% faculty participation.

#### **Time Period of Action Items:**

- 1) 2021-23
- 2) 2021-23
- 3) 2022-23
- 4) 2021-23

## **Resources of Action Items:**

- 1) Executive Associate Dean, Associate Deans for Academic Affairs Academic Affairs Committee and Assistant Dean for Student Services
- 2) Associate Deans for Academic Affairs, Associate Dean for Diversity, Inclusion and Engagement, Academic Affairs Committee and Faculty
- 3) Dean, Associate Dean for Research and Scholarship, Assistant Dean for Student Services and PhD Program Director .
- 4) Dean, Executive Associate Dean, Department Chairs and Faculty

## **Results and Evaluation:**

- 1. In Spring of 2023, we enrolled students in a Clinical Honors course. Students registered for 2 credits in NUR 3946L. During this course, students were assigned to a unit with a primary staff nurse as a preceptor. Students engaged in an immersive clinical experience under direct supervision of the preceptor to gain a broader understanding of nursing. In addition, students participated in assisting faculty with an extensive simulation dealing with "real-life" situations underserved families encounter in the community. "This clinical practicum provided in-depth focus on the personalized nursing care of individuals and families in inpatient care settings. Emphasis was on direct patient care, nursing leadership, and advocacy to provide a focused experience in inpatient care settings for outstanding students interested in pursuing these opportunities post-graduation" (course syllabus description). This course contained an additional 90 hours of clinical experience to students' program clinical hours. Students were also required to complete a reflection log weekly to develop self-awareness and insight into nursing. Students' performance was evaluated based on feedback from the clinical preceptors and information from reflection logs. Evaluation of the experience was completed by students at the end of the semester. Feedback was received both anecdotally from students and completion of a Qualtrics survey sent to students at the end of the semester. Also, there were scheduled debriefing Zoom meetings to gather students together to talk about their experiences. Results were reviewed by the Associate Dean for Academic Affairs and comments were favorable and students and unit staff reported this experience was an excellent educational opportunity.
- 2. A task force was not convened to assess the curriculum for consistency to principles in culture of care (DEI) before initiating changes in courses. Instead course mapping was utilized to align with the needs of the College of Nursing related to the implementation of new essentials in Nursing defined by the American Association of the Colleges of Nursing. The mapping for each course included a section for social determinants of health currently being taught in the course. At this time, the mapping of the courses has been completed and we are reviewing any items missed or completed in error before assessing the courses and the programs for similar content being taught multiple times or gaps in content. After the assessment of the curriculum, a plan will be developed to provide consistency to principles in culture of care within the courses.

3. The PhD program recruited 10 students and we were not able to meet our goal of 15 students. Recruitment increased from the previous years due to open houses conducted with UF CON Communications and the Associate Dean for Research and Scholarship, in which the program was described and attendees could ask questions. We plan to increase the number of open house sessions next year and include student representatives in the sessions so that attendees can get answers from the student perspective. We will have at least two open houses in the fall and two in the spring virtually, as well as hold open house sessions for local prospective students twice a year to reach our target number.

4. During the 2021-22 the Pathways to Promotion was initiated it is designed to help clinical faculty succeed by providing tools and strategies to assess and support productivity, scholarship, career advancement, and career satisfaction. It also offers social support and networking.

The Goals of the program include:

- Increased productivity, including more publications, presentations, more grant collaborations,
- Increased sense of support for their scholarship
- Heightened teaching effectiveness
- Higher career satisfaction
- Lower feelings of isolation
- o A greater sense of fit which has been shown to be critical to job satisfaction and retention
- Career Advancement and Promotion

#### Attached Files

## **ATTACHMENTS:**

**UNIT GOALS CONNECTED TO UNIVERSITY GOALS** 

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#### **RELATED ITEM LEVEL 1**

Goal 2 An outstanding and accessible education that prepares students for work, citizenship and life.

#### Goal:

An outstanding and accessible education that prepares students for work, citizenship and life.

#### **Objective:**

Four objectives are associated with this goal.

- Objective 1. A high quality, widely recognized, financially accessible undergraduate, graduate and professional education and experience.
- Objective 2. Services that are accessible and available in a timely fashion that support student health, development, and well-being, thereby improving their academic and personal growth and success.
- Objective 3. Academic programs that promote effective and accessible learning through innovation.
- Objective 4. High quality student-faculty interactions in mentored research.

## **CON IE Detail**

**Providing Department:** College of Nursing

## **Administrative Support Services:**

The administrative support structure in the College of Nursing (CON) provides high quality services. In addition to Dean Anna M. McDaniel, the CON administration is comprised of seven Associate Deans, two Assistant Deans, and two Department Chairs. Support staff is adequate in numbers to support the work of the CON. Although the Dean has final authority for managing the CON budget, input is sought from other administrators and from faculty and staff members. The Dean presents the budget formally at a General Faculty Meeting each summer, and input is sought and recorded in minutes. The CON has a well-developed shared governance model; students, staff, and faculty members participate in decision making through student organizations, faculty committees, staff meetings, and monthly General Faculty Meetings. The adequacy of administrative support is monitored through evaluations which are conducted for all administrative staff. Financial services are monitored by annual UF audits external to the College.

Input regarding the adequacy of administrative services is on an ad hoc basis. Faculty members provide feedback and requests to the relevant Department Chairs, Assistant Deans, Associate Deans, or the Faculty Executive Council of the General Faculty Organization.

## **Academic and Student Support Services:**

Academic and student support services are sufficient to achieve program goals and student learning outcomes. Academic support services are sufficient to ensure quality for all academic programs at the College and to support the mission, philosophy, and expected outcomes for students and faculty. Academic support services are evaluated as specified in the College of Nursing Master Evaluation Plan and improvements are made as needed. Input is provided by faculty, staff, and students.

Assessment surveys are used annually for the DNP and BSN programs to solicit feedback from graduates of each program about satisfaction with student advising and academic support. For PhD students, evaluative feedback is provided through the annual student evaluation process. Actions taken for continuous quality improvement are recorded in the minutes and reports of faculty and administrative committees. The assessment process is brought full circle from gathering the data to interpretation, through follow up actions as deemed appropriate and ongoing monitoring to assess improvement.

The CON has established procedures for handling formal complaints. Formal complaints from students are defined as those involving grievances or grade appeals. During this past year there have been no formal complaints filed by any students. All formal complaint files are maintained by the associate dean in a secure file in the College of Nursing Student Services office.

## Research:

The College of Nursing (CON) maintains an Office for Research and Scholarship (ORS) to provide services for faculty and students. Services include literature retrieval, pre- and post-award assistance with grant applications, manuscript review and editing, and statistical consultation (<a href="https://nursing.ufl.edu/research/office-for-research-and-scholarship/">https://nursing.ufl.edu/research/office-for-research-and-scholarship/</a>).

Faculty members have many opportunities to collaborate with other health care and interdisciplinary colleagues in the Health Science Center and the University. For example, several faculty members are active participants with leadership roles in the Cancer Center and the Clinical and Translational Science Institute, and the College of Nursing has hosted post-doctoral fellows from non-nursing centers such as the Pain Research and Intervention (PRICE) Center of Excellence.

The Associate Dean for Research and Scholarship (ADR) is the Director of the ORS. The Assistant Dean for Research Development collaborates with the ADR and other College of Nursing administration to facilitate meeting faculty research and scholarship goals and the research and scholarship mission of the College of Nursing. Staff members include three Grant Administrators and a graduate research assistant who is a PhD candidate in biostatistics who provides biostatistics support in conjunction with the ADR. The ORS maintains a research calendar and coordinates research Collaboratoria and Think Tanks to promote faculty activities in research and scholarship. Research productivity is measured against the goals of the College's current Strategic Plan. Mission Two identifies research goals and measurable outcomes. The Associate Dean for Research and Scholarship, the Assistant Dean for Research Development, and Department Chairs monitor progress toward research goals through review of faculty curriculum vitas and annual faculty performance evaluations. Faculty members who have research assignments typically are provided with initial mentorship and start-up funds. In addition, they are encouraged to apply for University-level pilot funds, and the College of Nursing offers competitive funding for pilot proposals geared toward obtaining external funding. The CON generally funds 30-40% assignment for research/scholarly work for faculty members in tenure-accruing positions. Percentage assignment for faculty members in clinical appointments with defined scholarship goals are negotiated as well. A generous support system is available to all faculty members for travel to professional meetings, conferences, and workshops.

The Associate Dean reports on research goals and outcomes at each faculty meeting. Input regarding faculty needs to facilitate their research and scholarship efforts are provided to the ADR by the faculty organization's Research and Scholarship Committee and an executive Research Development committee. Services are modified based on identified needs. One or more day-long retreats are held annually to apprise faculty members of developments related to the College research mission, identify future goals and priorities along with required resources, and promote research collaboration and team-building. Research Collaboratoria are held twice a month to update faculty on research and scholarship opportunities, services, and outcomes both within the college of nursing and within the university as a whole, and to hear what their colleagues in the college are doing, and discuss identified barriers and potential solutions to meeting research goals. Think Tanks, focused on college of nursing tenure-track faculty and research grant applications, provide an opportunity for faculty to obtain feedback from senior research faculty on their grant submissions.

#### **Community and Public Service:**

Service in the College of Nursing (CON) is defined as participation and leadership in professional organizations, community activities which promote health and/or prevent disease, and advocacy e orts for public policy that aims to improve local, national, and global health. Service activities are in keeping with the mission of a land grant university. The College's Strategic Plan, as developed and evaluated by the faculty, specifies measurable goals in the service/practice area.

Since nursing is a practice discipline, public service includes health care for underserved patients. Faculty members and students in the BSN and DNP programs provide community service such as assessments and health teaching in schools and homeless shelters in conjunction with coursework. The CON has an Associate Dean for Clinical Affairs who oversees/evaluates practice activities and provides reports to the faculty at least annually.

Through the College's shared governance structure almost all faculty members serve periodically in elected leadership roles, are appointed to serve on committees by the President of the Faculty Organization, serve on UFShands or Veterans Administration hospital committees, or represent the CON at national, regional, state, or local meetings. Elected Faculty Senators represent the CON in University governance. Faculty curriculum vitas reflect a myriad of community and professional service and leadership for which faculty are assigned time to participate. This work is recognized in annual evaluations, publications, and award processes.

## **Effectiveness Oversight:**

The College Strategic Plan establishes overall College goals and provides a framework for evaluating progress toward those goals.

The Master Evaluation Plan (MEP) is the document developed and used by the shared governance organization in the College of Nursing (CON) to guide the assessment processes for all CON education programs. The faculty believes that evaluation is a systematic, valid, and reliable means by which the CON can examine and hold itself accountable for the processes and outcomes of its work. The pathways for assessment reports are within the shared-governance structure of the CON and include the Faculty Executive Committee, Academic Leadership, and the Dean. Assessment processes are reported to these entities through appropriate faculty organization committees. The Office of Academic Affairs provides administrative support for the student outcomes assessment processes described in the MEP.

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Goal 1			
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Institutional Effectiveness Report Complete: true

XResponsible Roles:

## **College of Nursing Actions for Improvement**

## **Unit/College Actions for Improvement:**

Our goals for Clinical Practice/Professional Service, Research, and Teaching were formally reviewed by faculty and staff and throughout the academic year by the dean and administrative leadership for decision making. Specific decisions are listed below relative to each goal-action item.

<u>2022-23 Goal 1</u>: Deliver high quality, value-based personalized nursing care to vulnerable populations through innovative practice models that influence health policy and social justice.

- 1. Assess feasibility for additional nurse-managed primary care services to our patients and the community.
  - The Dean, Executive Director and Associate Dean for Clinical Affairs reviewed the results. Based on the review the Dean and Associate Dean for Clinical Affairs determined to explore different options for practice lines with UFHealth.
- 2. Develop and market new clinical service lines (e.g., Medicare Annual Wellness Visits, transitional care, palliative care, diabetes education, home visits) at Archer Family Health Care (AFHC).
  - The Dean, Executive Director, Associate Dean for Clinical Affairs and Executive Director of Finance and Administration reviewed the results. The Associate Dean for Clinical Affairs and Executive Director of Finance and Administration chose to explore different options to increase revenue.
- 3. Market Office of Professional Nursing Development offerings to provide continuing nursing education that serves nursing practice.
  - The Dean and the Director of Professional Nursing Development reviewed the results. The college agreed to hire a consultant to explore viability of developing revenue streams for continuing education
- 4. Expand faculty practice engagement (e.g., collaborative practice, capitated case management services, concierge care).
  - The Dean, Executive Director, Associate Dean for Clinical Affairs and Executive Director of Finance and Administration reviewed the results. Administrators examined modes for entry into practice for clinical faculty, with clearer guidance about hours/week and expectations.

<u>2022-23 Goal 2</u>: Enhance quality of life and health equity by advancing nursing science and knowledge development through nationally recognized programs of research and scholarship.

1. Continue to refine our collaborative model of agile team science that connects researchers, faculty and students.

- The Associate Dean and Assistant Dean for Research and Scholarship reviewed the results. The office for Research and Scholarship has agreed to continue linking faculty members with internal and external consultation and resources.
- 2. Ensure student engagement in research at all levels through required learning experience and extra-curricular opportunities.
  - The college's Associate Dean for Research and Scholarship, Associate Dean for Community Engagement and Global Affairs and the Associate Dean for Student Services reviewed the results. The three Associate Dean decided that in the upcoming academic year they will begin to recruit honor students earlier in the junior year in order to increase the applicant pool.
- 3. Transform current research infrastructure and processes to enhance efficiency, productivity, collaboration and dissemination.
  - The Associate Dean for Research and Scholarship reviewed the results. The office for Research and Scholarship have opted to continue the development of guidance documents to assist researchers.
- 4. Increase visibility of faculty and student research and scholarship to academics, business and industry audiences through marketing, communications, public media and social media outlets.
  - The Associate Dean for Research and Scholarship and Communication Director reviewed the results. Both offices have determined that the recruitment will begin earlier in the academic year to increase the number of PhD applicants and expand applicant pool.

2022-23 Goal 3: Inspire graduates who promote health equity in the delivery of personalized nursing care, provide leadership to the profession and advance nursing science and practice.

- 1. Provide innovative, high quality academic nursing programs to meet the workforce needs for baccalaureate-prepared nurses, doctorally prepared, advanced practice nurses and nurse scientists.
  - The Associate Dean for Undergraduate Education and Associate Dean for Student Services reviewed the results. The Associate Deans have determined that the evaluation of the clinical honors course from the perspective of students and nursing staff will be needed.
- 2. Systematically assess curriculum and learning experiences to ensure adherence to principles of inclusion and health equity.
  - The Associate Dean for Graduate Clinical Education reviewed the results. Based on the results it was determined that examining course mapping for enhancing integration of concepts will be required.
- 3. Recruit, nurture, prepare and graduate highly qualified students who demonstrate the experiences, diverse attributes and academic metrics that promote health equity and contribute to a rich learning environment within the college.
  - The Assistant Dean for Research and Scholarship and Associate Dean for Student Services reviewed the results. It was agreed upon that they will continue current strategies and develop more strategies for student recruitment.
- 4. Develop and implement a strategy to foster professional growth and collaboration among faculty engaged in teaching.
  - The results of the program were reviewed by the Executive Associate Dean and the Associate Dean for Graduate Clinical Education. It was determined that there is a need to distribute a survey, a year after completion to obtain quantitative data to evaluate the goals of the program.

## **XResponsible Roles:**

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