

Report on the University of Washington Bothell Nursing Program:

10-year Program Review

July, 2008

Review Team: Sean D. Sullivan (Chair, University of Washington School of Pharmacy); Charles Emlet (University of Washington Tacoma Social Work); Nancy Place (University of Washington Bothell Education); Ruth Bindler (Washington State University College of Nursing); Judeen Schulte (Alverno College School of Nursing)

Executive Summary:

The UW Bothell Nursing Program is broadly viewed by constituents and community partners as providing strong leadership in nursing education within the state and offering high quality RNB and MN educational programs that serve the unique needs of working adults. Faculty, staff and students are of the highest quality and constitute the greatest asset of the program. The current UWB administration supports the efforts of the Nursing program, but can make steps to improve the long term sustainability. In our assessment, the content, delivery and quality of the academic programs are consistent with accreditation standards and reflect input from the community, students and other constituents. The graduates of the program are quickly and readily accepted by the nursing profession and broader health care community. The UWB Nursing Advisory Committee expressed no immediate concerns about the current program and is very pleased with the recent geographic expansion into Mt Vernon. While the UWB Nursing program faces several challenges in the near-term particularly program sustainability, we understand that the current UWB Chancellor is committed to addressing the needs of the UWB Nursing to assure long-term success.

I. Review Process

A review team consisting of 3 internal and 2 external members was appointed by the UW Graduate School in April 2008 with the charge to assess the content and quality of the degree programs (BSN and MN) offered by the UW Bothell (UWB) Nursing Program and to provide the faculty and administration with constructive suggestions for strengthening those programs. A copy of the charge memorandum containing the review committee remit and specific questions is attached as Appendix A. Members of the review team and affiliations are listed at the front of this report.

The review committee was provided a self-assessment from the UW Bothell Nursing program along with additional relevant documents. The review team met once by teleconference and then conducted an on-site visit May 8-9, 2008 with full cooperation and transparency from the UW Bothell Nursing program faculty and staff. We met with the Program Director Mary Baroni, the program faculty, staff, students, visiting committee and alumni. The review team had separate telephone conversations with current UW School of Nursing Dean Nancy Woods and incoming UW Nursing Dean Marla Salmon. A copy of the site visit agenda is attached as Appendix B.

Throughout the entire process, the review team was ably assisted by David Canfield-Budde, Academic Program Specialist with the UW Graduate School. The report below details our findings and recommendations.

II. Overview and Strengths of the UW Bothell Nursing Program

The UW Bothell Nursing Program offers 2 degrees: the RN to Bachelor of Science in Nursing (RNB; est. 1992) and Master of Science in Nursing (MN; est. 1996). An overview of the history and significant milestones of the UW Bothell Nursing Program is clearly presented in the self-study document. The degree options offered by UW Bothell Nursing Program are designed to be consistent with the UW Bothell campus directive to meet the educational needs of place-bound citizens in the North Puget Sound region.

Both the RNB and MN degrees are accredited by the Commission on Collegiate Nursing Education (CCNE), most recently in April, 2000. The accreditation of these two degrees is granted to the UW Seattle Nursing School, and by extension, to the UW Tacoma and Bothell Nursing Programs. It is important to emphasize that to maintain accreditation requirements and program quality, the Bothell Nursing program must coordinate directly and consistently with the Seattle and Tacoma programs. Thus and for obvious reasons, the review team sought to assess the degree of cooperation between the Dean of UW Seattle and the Tacoma and Bothell Nursing Program Directors as part of its assessment. Separate conversations with UW Bothell Nursing Director Mary Baroni, UW Nursing Dean Woods and incoming

Dean Salmon indicated a very high level of commitment to full cooperation and coordination regarding all aspects of the degree programs. The review team have no immediate concerns about this aspect of the program. Although, we point out that a growing UWB program with existing and proposed geographic satellite offerings in Mt Vernon and other locations may present a challenge to joint accreditation and local coordination with UW Seattle as needs and funding issues become more unique.

The RN to BSN program (RNB) was developed at the UW Seattle campus and then transferred to the UW Bothell campus in 1992. The RNB program admits students who have graduated from 2-year ADN programs offered by many Washington state community colleges. In some instances, students are admitted directly from the ADN program, but in many cases students will have graduated previously with the ADN and are currently working in a clinical or other practice setting. Indeed, the RNB program is tailored to meet the needs of working ADN nursing professionals who wish to upgrade their credentials in order to take advanced positions (with improved compensation) within their existing work environments. To be successful, the UWB Nursing Program has had to tailor their course offerings to the busy schedules of working adults and to liaise closely with community partners who employ (and sometimes provide financial support to) the enrolled students. By all accounts, the program has developed a strong base of community partnerships and has been very successful in implementing programs that working adults can access.

The MN program provides graduate level education for nursing professionals who have interest in research or administrative practices. In addition, graduates of the MN program can become qualified and pursue teaching positions within the community college ADN programs and thus serve as an important source of educators for these programs. The review team heard from a number of current MN students that career advancement and the opportunity for teaching was a significant motivation for returning to school.

As one might expect, cooperation between the UW Bothell Nursing Program and the North Sound community college ADN programs is essential. The community college programs are a source of entering RNB students and the MN program graduates are a source of teachers for the community college ADN programs. To foster and sustain these important relationships, the Director and faculty must commit effort and resources. The review team judged the cooperation between the ADN programs and the UW Bothell Nursing program as quite high and we view this as a significant strength of the program resulting directly from the outreach activities of the Program Director, faculty and staff.

During the course of the site visit, the external members of the review team evaluated the course curricula of the RNB and MN programs and found them to be of high quality and consistent with educational norms and expectations for nursing education. Students had some suggestions for reordering of courses that would promote moving from simpler to more complex material, and for eliminating overlaps in

some areas such as cultural competence. Discourse with the students would help faculty to identify these areas to ensure that ongoing curricular revision enhances the quality of the program.

The review team met with all program faculty and staff. Program faculty are trained at the doctoral level with the exception of two adjunct faculty. We judged the commitment, passion and educational focus of the faculty as amongst the highest we have seen in our respective careers despite compensation levels below peer institutions. In short, we were inspired and awestruck by the program faculty. This view was shared by the students and alumni we interviewed who expressed deep admiration for the faculty and staff. Without exception, the faculty are the most important asset of the UWB Nursing Program and the UWB administration should bear this in mind when considering resource and growth decisions for the campus. There is a point in the growth and maturation of educational programs beyond which reasonable people (faculty) may no longer fully support the mission if they are resource constrained. We fear that the bandwidth of the faculty has been stretched to capacity and that investments should be made in the program in order to maintain quality and reward hard work. Whilst the review team could offer suggestions on places for investment (more faculty, staff, better compensation, etc.), we think the UWB Nursing Program Director, faculty and staff are best positioned to put these suggestions forward.

To complete the site visit, we met with students from the RNB and MN programs. These students identified the faculty and academic program as flexible yet appropriately demanding. They pointed to the staff as extremely helpful and mentioned by name (on several occasions) the librarian assigned to the Nursing program as “critical” to their academic success. Finally, they cite the proximity of the campus to their home/work and reputation of the faculty as the top reasons for selecting UW Bothell Nursing. The students were so grateful that they can keep their jobs, their families and can attend the UW. Many are first generation college students! There were no substantive suggestions put forth by the students for improving the academic aspects of the program apart from those items identified below in the Primary Risks section of the report.

III. Primary Challenges and Risks

- The program is enjoying tremendous success (doubled in size in 6 years) and perhaps, in large part because of this, the most pressing challenge to the program is sustainability. The Program Director, faculty and staff are operating at or beyond capacity at a campus where the Nursing program is expected to grow locally and at off-site and geographically distant locations.

During the site visit, the faculty discussed an RN to MN degree program, an initiative to locate a Public Health emphasis program on the UWB campus, and adding emphasis tracks to the MN program (e.g. MN/MBA). The UWB

Chancellor's office has suggested in recent documents that Nursing faculty play a sizeable role in the growth of Science and Technology offerings on campus (STEM initiative), including a possible public health program focus.

While the review team applaud these initiatives and support the UWB Nursing faculty interest in and enthusiasm for STEM and other programmatic enhancements, we do not see a sustainable way for this growth to happen without investment in additional faculty, staff and educational resources sufficient to match the proposed activities.

- All but 2 of the faculty (new assistant professors) are within 5-10 years of retirement age. This further represents a challenge to sustainability of the program. We suggest that when appropriate, UWB Nursing should consider hiring both Assistant and Associate Professor faculty who have the potential for long careers in the program.
- There is a moderate risk that given program demands, the Program Director and some of the key senior faculty will opt to depart the program in the near term. We did not hear this directly, but our collective experience suggests that the UWB administration should consider the possibility that this may happen if resource issues remain unresolved. Historically, no UWB Nursing Program Director has stayed longer than 5 years. Dr. Baroni is taking a well-deserved 1-quarter sabbatical winter 2009.
- Two of the most recent hires are junior faculty with an interest in maintaining a research program. There was some concern expressed by these faculty regarding the challenges of meeting demanding teaching schedules and maintaining a full research program on a campus where there is a premium placed on quality teaching. Additionally, the review committee feel that the infrastructure for actively supporting a full research program at UW Bothell is not optimal, thus faculty are keeping contact with UW Seattle School of Nursing and School of Social Work research faculty. In the short-term, this is a reasonable approach. However, the UW Bothell campus administration and Nursing program administration will need to carefully consider the necessary requirements for supporting teacher/research faculty locally. These may include local and campus grant administration staff, local IRB support, senior research faculty mentors, and graduate student research assistance beyond the MN program which does not provide enough continuity to support a long-term research study (3-5 years).
- The review committee learned that the UW Bothell campus is financed almost exclusively by student tuition. Campus-wide decisions that impact tuition flow to UWB Nursing can/does have a tremendous impact on Nursing Program operating funds. For example, when the campus-wide tuition-exemption policy was expanded to include UW Medical Center and

Harborview Medical Center staff, the short-term impact on Bothell Nursing exceeded \$350,000 in shortfall. Because the RNB and MN programs are operated year-round (in order to meet the needs of working adults), FTE expended during the summer quarter are handled through UW Extension with a different mechanism for compensating the Nursing program for summer operations. The review team agrees that this accounting anomaly needs to be modified and that tuition or FTE support for the summer quarter should be directed to the Nursing program in a manner that fully compensates for operations of a year round program.

- Finally, the Nursing Director at UWB has begun to undertake fundraising and other development activities in the local community and is challenged by the need to coordinate/share these efforts with the UW Seattle School of Nursing. The review committee understands that the UWB program would benefit directly from local and independent fundraising, particularly for educational stipends to support low-resourced RNB students.

IV. Recommendations

The review committee offers the following recommendations for consideration by the UWB Nursing Program, UWB administrations and UW Graduate School.

- UWB Nursing Program sustainability is the biggest challenge and efforts should be made to assure long-term financial and programmatic sustainability.
- Any new UWB Nursing or UWB Campus (STEM) initiatives that further tax faculty effort should be met with appropriate resources (faculty, staff and support).
- Summer quarter FTE and operations funding should be redirected in full to the UWB Nursing Program in order to match resources with teaching effort.
- UWB Nursing and UWB administration should begin a campus-wide planning effort that will result in committed support to on-site research careers for existing and new faculty.
- The Nursing programs at UW Seattle, Bothell and Tacoma serve diverse and unique needs. Continued coordination between the Program Directors and UW Seattle Nursing School Dean is essential.

Appendix A: Charge Letter to UW Bothell Nursing Review Committee



UNIVERSITY OF WASHINGTON

The Graduate School

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April 17, 2008

University of Washington-Bothell Nursing Program Review Committee

Sean D. Sullivan, Professor, UW Pharmacy and Health Services (Committee Chair)

Charles A. Emlet, Associate Professor, UW Tacoma Social Work

Nancy Place, Associate Professor, UW Bothell Education

Ruth Bindler, Professor, Intercollegiate College of Nursing, Washington State University

Judeen Schulte, Dean and Professor, School of Nursing, Alverno College

Dear Review Committee Members:

Thank you once again for agreeing to serve on the committee to review the University of Washington-Bothell (UWB) Nursing Program and its degree programs: Bachelor of Science in Nursing (B.S.N.) and Master of Nursing (M.N.). Following upon the meeting of the review committee with the administrators involved with this review, we are writing to present you with a detailed charge for the review process.

First, the specific action needed at the end of your review is a recommendation regarding the continuation of the degree programs offered by the unit. The possible recommendations from your committee range from suspension of student entry into the unit's degree programs, to a recommendation for continuing status with a subsequent review in 10 years. Shorter terms can be recommended if you deem it appropriate. Equally important to this status recommendation, your review can offer the unit and the administration an independent assessment of the "health" of the unit and advice on how it can be improved.

In our experience, the review is most likely to be successful if the necessary tasks are divided among the committee members. We suggest that the external reviewers be relied upon as content experts with regard to the degree programs, while providing a national perspective on the general quality of the program. They are also likely to be able to comment on recent developments in the field and their incorporation into the unit. The internal members may conduct assessments and interviews with stakeholders on campus

in advance of the site visit, if you view that to be desirable. We encourage you to communicate with Professor Mary Baroni, Director of the Nursing Program, so that she knows your interests and expectations, particularly for the site visit.

The site visit on **May 8-9, 2008**, will include meetings with administrators, faculty, students, and key staff. In particular, at the review committee's meeting with graduate students during the site visit a Graduate and Professional Student Senate (GPSS) representative will participate. The GPSS representative will lead off the discussion with questions for students and will voice any feedback received from a survey conducted of graduate students in the unit. After the site visit, the GPSS will submit a separate report on its findings. In general, the GPSS works closely with the UW Graduate School across a wide range of student matters and participates routinely in the program review process. The GPSS President also serves as an ex-officio member of the Graduate School Council.

The site visit will culminate with an exit interview, divided into two portions. The Dean and Associate Dean of the Graduate School, the Vice Chancellor for Academic Affairs from the UWB Chancellor's Office, the Associate Dean from the Office of Undergraduate Academic Affairs, and the Executive Vice Provost will participate in both portions. The first portion of the exit interview will include the program director and other faculty she may invite, while the second portion, an executive session, will include only the review committee and administrators. We will request your preliminary recommendation regarding the continuance of the degree programs early in the second portion of the exit interview. We will also ask you to describe your plan for completing the written report in a timely manner.

We request that your committee submit its written report within six weeks of the site visit at the latest. Specifically, the written report is due **June 20, 2008**. We will then request a response by the Nursing Program within a month. When the response is available, the internal members of the committee will be asked to attend a meeting of the Graduate School Council to present review committee findings and to comment on the program's subsequent response to the report.

Please note that upon completion of program reviews, the primary review documents become public and are placed on the UW accreditation web site. These documents include the self-study, the review committee report, the unit's response to the report, and a Graduate School letter to the Provost describing the Graduate School Council's recommendations on the review.

The most important objective of your review is an assessment of the academic and educational quality of the program. Important questions include:

- 1) Are they doing what they should be doing?
- 2) Are they doing it well?
- 3) How can they do things better?
- 4) How could the University assist them?

In deciding how to prioritize issues, we suggest considering how important each one is in relation to scholarship or education. Listed below are several issues you may wish to consider. This list is not intended to restrict your review. You should consider all issues that you deem important.

General and Faculty

1. What is the general quality of the unit's degree programs and the teaching faculty? How does the reputation of the program compare with its peers regionally and nationally?
2. Is the program's system of governance working effectively?
3. Are junior faculty mentored appropriately? Overall, is the program effectively nurturing its future leaders?
4. Has the "Boyer model" been a successful paradigm for faculty as they navigate tenure and promotion, especially with regard to expectations at the program, campus, and university level?
5. How well does the program respond to the pressures surrounding enrollment mandates, growth, faculty service loads, and research?
6. Are the program's community partnerships working well, and does the program make best use of its advisory committee?
7. Is the program well positioned to grow in the direction outlined in the "core priorities" of the self-study? Should it proceed with developing new programs (BA, RN to MN) and tracks?
8. Based on its experience with off-site delivery, should the program grow in this direction in the future? How does program delivery at multiple sites impact the Nursing Program?
9. How can the unit best continue its described success in fostering diversity in faculty, students, and staff, as well as in the curriculum and faculty research (page 22ff of the self-study)?
10. How does the program envision the future relationship to the UW Seattle and UW Tacoma Nursing programs? How might the developing tensions between commitments to the Tri-Campus Nursing initiatives and the UWB campus be addressed, especially in regard to potential increased scrutiny by CCNE of consortium-based accreditation models (page 9)?
11. Have the issues of summer enrollment (page 8) and tuition exception (page 7) been adequately resolved?
12. Does the unit have a development plan?
13. How are research or training grants used to support activities in the unit?
14. Are staff members appropriately valued by the unit?

Existing Degree Programs (B.S.N., M.N.)

- 1) Have the learning objectives for each degree program been articulated and are they optimal?
- 2) Has an assessment of student learning outcomes been used to improve program quality?

- 3) Have the degree programs met or exceeded students' expectations, specifically with regard to future career opportunities? How well does the program manage the large number of transfer students?
- 4) What is the quality of applicants to each of the degree programs?
- 5) Are the programs best structured to serve part-time students?
- 6) Are the retention and attrition rates in each of the unit's degree programs appropriate? Can they be improved?
- 7) How does UWB Nursing position itself with regard to ongoing changes in the master's curriculum nationally and locally, for example with the movement towards the DNP?


Resources

- 1) Obtaining new resources for programs is always a challenge for all universities. Assuming that we must work within the current budget, has the current funding been used optimally? Would the program benefit from more strategic prioritization of goals vis-à-vis use of financial resources?
- 2) How might the unit address concerns about the competitiveness of faculty salary? Will this factor play a role in program quality, growth, and development?
- 3) If limited new state resources were available, what would be the best strategic investment to meet the program's current goals and to position this unit to be at the cutting edge of its discipline in the future?
- 4) As a result of your review, have you identified any features of the program that could, and should, be leveraged in ways that might attract outside investment (e.g., from granting agencies, foundations, or individual donors)? If so, what would be your specific recommendations?

Thank you again for your time and effort. Please do not hesitate to contact David Canfield-Budde, Academic Program Specialist, at 206-685-6664 or dacan@u.washington.edu if you have questions during the review process.

Sincerely yours,

Suzanne T. Ortega
Vice Provost and Dean and Dean


James Soto Antony, Ph.D.
Associate Dean for Academic Programs

cc: Susan E. Jeffords, Interim Vice Chancellor for Academic Affairs, UW Bothell
Chancellor's Office
John D. Sahr, Associate Dean, Undergraduate Academic Affairs
Mary A. Baroni, Director, UW Bothell Nursing
David D. Canfield-Budde, Academic Program Specialist, The Graduate School
David Brown, President, GPSS

Appendix B: UWB Nursing Review Site Visit Agenda (May 8-9, 2008)

Thursday, May 8
UW Bothell Campus
UW1-211B

8:00 – 9:15 am	Review Committee Executive Session/ Breakfast in UW1-211B
9:15-9:30	BREAK
9:30 – 10:30	Mary Baroni , Director, UW Bothell Nursing
10:30-10:45	Nancy Woods, Dean, UW Seattle School of Nursing (by phone)
10:45-11:00	BREAK
11:00-11:30	Professor Carol Leppa
11:30-11:45	Assistant Professor Linda Westbrook
11:45-12:00	BREAK
12:00 – 1:00 pm	Pizza lunch with RN-BSN students (UW1-050)
1:00-1:30	BREAK
1:30-1:45	Assistant Professor Selina Mohammed
1:45-2:00	Assistant Professor Heidi Petry
2:00-2:15	Assistant Professor Cheryl Cooke
2:15-2:45	Staff: Academic Advisors: Linda Bale, Mary Anne Ogle; Recruitment, Bonnie Blachly, Administrative Coordinator, Judy Lynn and Office Assistant, Shirley Lee
2:45-3:00	BREAK
3:00-3:45	UW Bothell Nursing Advisory Committee Members: Carl Christensen, Northwest University, Karen Heys, Everett CC, Jan Iverson, Skagit Valley Hospital (conference call), Debbie Kelly, Virginia Mason Medical Center (conference call), Linda Latta, CHRC (conference call), Kathryn Ogden, Swedish Hospital; Paul Root, LWTC, Cynthia Scaringe, SVC (conference call);
3:45-4:30	Lecturers: Bonnie Blachly, Karen Bowman, Beth Madison, Elayne Puzan, Jerelyn Resnick and Rebekah Salt (Jamie Shirley unable to attend due to teaching commitment at UW Tacoma); Julie Planchon-Wolf (UWB Library liaison to nursing program and affiliate faculty).
4:30-5:15	Senior Faculty: Associate Professors Mary Abrums, Andrea Kovalesky, Suzanne Sikma and Professor Carol Leppa
6:00 pm	Review Committee working dinner: Third Floor Fish Café (205 Lake Street South, Kirkland, 98033) 425-822-3553

Friday, May 9
UW Bothell Campus
UW1-211B

- 9:00-9:30 am **UW Bothell Alumni:** Robert Chapman, RN-BSN (00) MN (04); Kathy Kirchner, RN-BSN (95) MN (06); Dana Nelson-Peterson, RN-BSN (04) MN (06); Pat Olsen, RN-BSN (97), MN (04); Jeanette Quaeck, MN (06); Lyndsi Slind MN (05); Cindy Weber, MN (06); Sandra Wyrick, RN-BSN (04); MN (06).
- 9:30-9:45 **BREAK**
- 9:45-10:15 **2nd year MN students** (UW1-202)
- 10:15-10:45 **1st year MN students** (UW1-220)
- 10:45-11:00 **Marla Salmon, Incoming Dean, UW Seattle School of Nursing** (by phone)
- 11:00-11:15 **BREAK**
- 11:15-11:45 **UW Bothell Nursing Strategic Planning** (Co-Chairs Sikma and Cooke)
UW Bothell Nursing Program Evaluation (Co-chairs Westbrook and Resnick)
- 11:45 – 2:00 pm **Review Committee executive session/lunch**
(Boxed lunches catered to 211B)
- 2:00 – 2:30 **BREAK**
- 2:30 – 3:30 **Exit Interview (UW1-211B)**
Suzanne T. Ortega, Vice Provost and Dean, The Graduate School
Thomas W. Gething, Interim Associate Dean for Academic Programs,
The Graduate School
Douglas J. Wadden, Executive Vice Provost, Office of the Provost
Kenyon S. Chan, Chancellor, UW Bothell
Susan E. Jeffords, Vice Chancellor for Academic Affairs, UW Bothell
John D. Sahr, Associate Dean, Undergraduate Academic Affairs
Mary Baroni, Director, UW Bothell Nursing
David Canfield-Budde, Academic Program Specialist, The Graduate School
- 3:30 – 4:30 **Exit Interview (UW1-211B)**
As above; no program representatives.
- 4:30 – 5:00 **Review Committee Debriefing Session (review committee only)**