

November 26, 2018

To: Graduate Program Review Committee

Re: UW Bothell School of Nursing and Health Studies 10-Year Program Review

Dear Colleagues:

The School of Nursing and Health Studies (SNHS) is grateful for the engagement and rigorous review provided by the committee. Members of the committee carried out a comprehensive and detailed review, contributed strong expertise in national CCNE accreditation standards and demonstrated highly collegial and constructive practices throughout this process. The recommendations provided will significantly advance the mission of SNHS over the next 5-10 years. Our responses to specific recommendations are as follows:

Program Compliance: Thank you to the committee for pointing out two important areas where CCNE requirements conflict with current School practices. We are remedying these concerns immediately. We have already changed the mentorship structure in our School to ensure that Nurses mentor student fieldwork. To ensure we are moving towards perfect compliance on the remaining issues, the School hired a consultant with expertise in CCNE accreditation standards shortly after the review committee finished their on-campus visit. With the help of this nationally respected colleague and in collaboration with the leadership of UW Seattle and UW Tacoma (since we pursue joint accreditation and are one School of Nursing, see “establishing autonomy” section), we are working jointly on the compliance requirements associated with the accreditation process. We plan to send our Director of Nursing to an AACN conference in the coming year to ensure up-to-date knowledge on national trends and compliance issues.

Diversity, Equity, and Inclusion (DEI): We agree with the committee regarding the importance of having a designated leader for DEI efforts and the importance of conducting a gap analysis in this area. SNHS began a Strategic Working Group for Diversity in winter, 2018 and we are integrating these efforts into our current School-level strategic planning process. Thanks to committee recommendations, we have appointed a School leader in the area of DEI - Dr. Dan Bustillos. Dr. Bustillos is an expert in social justice and in the DEI arena. He is now charged with leading data collection efforts to carry out a gap analysis and to address gaps that are identified. He will also lead the Strategic Working Group for Diversity for the year and make DEI recommendations for School-level goals in this area. We thank the committee for recommendations made on policies and practices (below), as this will also aid us significantly in the area of diversity, equity, and inclusion. These policies will increase transparency and School equity in practice. We will be able to evaluate the impact of these policies by tracking their application and make changes in their application as needed. SNHS is also synergizing with the Seattle School of Nursing (SON) campus' Associate Dean for Diversity, Equity and Inclusion since their resources and collegiality will help us to take advantage of tri-campus efforts in this area. For example, our faculty have recently been invited to participate by the Seattle SON to take part in equity workshops and a recent training to become diversity, equity, and inclusion mentors in our School.

Policies, Processes, Standards: This is another area where we are in full agreement with the committee and their recommendation of a policy gap analysis will guide our efforts. The Dean has now appointed a Policy Development working group for a 2-year term and charged them with (1) a gap analysis of current policies and procedures and (2) writing new policies/procedures that are

prioritized. We do have several updates in this area. Thanks to committee recommendations, we have now changed our course buy-out policy to be more generous and to stimulate more grant applications. In addition, we are currently writing a teaching load assignment policy and this will be distributed to faculty in January 2019. We are also in process of revising our student grievance policy. We appreciate the comments about needing to have tenure and promotion requirements more transparent across ranks. Here, we have selected three new mechanisms to increase clarity: first, in our mentoring processes, we will add information sessions for all of the mentors so as to standardize information to faculty about our tenure and promotion requirements; second, we will hold information sessions by rank with the Dean beginning in Fall 2020; and third, SNHS will add materials to our new faculty orientation materials. As we move through our strategic planning process, we will attend to the areas where policies and procedures can help to ensure that we achieve our goals over time. We also thank the committee for their recommendation that we should assist faculty to transparently understand the RCM model and its implications. Our Fall 2018 retreat focused in part on the financial model and its various components. Our leadership team is also continually updated with information on the model so that they too can become spokespeople for questions that arise. The All-School meetings in the year ahead will also make clear reference to the model multiple times during the strategic planning process to increase an understanding of RCM.

Research Support: The committee recommended strengthened protections for faculty research time and improved pre- and post- research award processes. At UW Bothell, pre- and post- award processes are central functions. Our new interim Vice Chancellor for Academic Affairs is very supportive of research on the campus and is also aware of the importance of strengthening the UW Bothell Office of Research. She is working to secure increased investments in faculty research dollars from her office. Parallel to these efforts, the Dean of SNHS has put aside funds to support faculty pilot research awards and enhance their competitiveness in the grant arena. We also hope that tri-campus efforts in the Nursing Programs will enhance equity in the research arena. The Executive Dean of the SON has expressed that she is committed to rectifying inequalities in access to research funds across campuses. We hope that top administration on the Seattle campus will help to enhance this commitment to equality in research resources across the campuses.

Future Opportunities: We agree with the committee that it is critical for our plans to carry out cost-benefit analyses for future programs and include several other critical dimensions within these plans. The financial aspect of this function is carried out centrally and central campus administration has been very helpful to us in terms of costing out and planning new programs. We continue to collaborate with our central administrative entities to ensure that all new programs follow established templates and planning protocols.

Establishing Autonomy for SNHS: The committee made nuanced arguments as to why the UW Bothell Nursing Program should seek independent CCNE accreditation and noted that the three campuses are at risk of losing accreditation given inequalities across the campuses. However, the Nursing Care Quality Assurance Commission for the State of Washington in the regulatory WACs has determined that no institution may have more than one nursing education program. Therefore, the nursing programs at the Seattle, Bothell, and Tacoma campuses are required to be organized as a single UW School of Nursing. Working together, the 3 campuses have now ensured that the expected student outcomes for each degree program – BSN and MN – are congruent. Through our tri-campus structure, all campuses are also reviewing student academic policies to identify areas that should be congruent and we are articulating areas that can and should be different based on the communities of interest for each campus. Because one School of Nursing is mandated by the

Commission, we now have commission approval of a new Systematic Evaluation Plan (SEP) that serves as a guide for all programs/all campuses. Finally, the Provost recently distributed a memo dated September 20, 2018 (attachment included) confirming UW's commitment to maintaining this one school structure. In terms of the question raised about the Health Studies program seeking accreditation, we appreciate this suggestion and we are exploring and evaluating the requirements associated with this process.

Marketing of Existing Programs: Thank you for the suggestion to significantly bolster our marketing efforts. We agree with this. SNHS is fortunate to now be the first School on the UWB campus to work with Assistant Vice Chancellor Marie Blakey to reformulate our marketing materials and plans for all of the School's degree programs. She began her work with the undergraduate degrees (both RN-BSN and Health Studies) and is also undertaking parallel work for the MN program that will feature our partnership with the School of Business. We do agree that central campus administration could allot more financial support to this area that would help the Schools enormously. The committee also suggested that we should more aggressively leverage tech platforms to enhance marketing. We agree and are working with the School's new Director of Academic Services on developing a strategic plan for marketing and communications as part of our strategic planning process.

Cross-School Collaborations at UWB: We agree with the committee fully that we can deepen and expand cross-school collaborations. We wish to collaborate more deeply with STEM on data analytics educational efforts and the School of Business in the area of Health Care Leadership. We recently received news from the Chancellor that we will receive a 3-year, 50 percent hire in data analytics to be shared between STEM and NHS. This can become the basis for future cross-disciplinary work in data and health care analytics. Given that our ties are deepening over time across Schools, we will be in a solid position to consider joint certificates and programs in the future. We also appreciate the new idea from the committee focused on stackable certificates and will explore this and other new ideas among the campus, School leadership team, and faculty in the future.

Curriculum Evaluation: While we do have a curriculum evaluation process for the Health Studies program, we agree that it can be strengthened. The Dean has charged the Director of Health Studies and the Chair of the Health Studies Curriculum Committee to work together to make progress on this front in the next 2 years.

Alumni Council and Advisory Board: The committee suggested the development of a robust alumni council. We are at work on this suggestion and will join forces with our New Director of Academic Services in SNHS and our Advancement Officer to ensure that this is a success. We are grateful for the suggestions about how to make the most of advisory board relationships and are kicking off the academic year with a new focus for the advisory board. They are now further assisting us with fundraising efforts and program planning that synergizes between SNHS strengths and local/regional partner needs. We appreciate the suggestion that alumni can play a key role in either assisting the School with clinical or non-clinical work and teaching, and we are working with Board members on these efforts.

Health, Wellness, Food/Health: We thank the committee for pointing out that one community partner—our own campus—is right under our nose to collaborate with more robustly. In particular, the committee notes this in terms of collegiate health, food security, nutrition, and links between

financial well-being and health. Senior faculty member Dr. Jody Early is leading this effort in our School and we will continue to work on this as we embark on prioritizing our strategic pillars in our Strategic Planning process.

IT Support: IT infrastructure support is provided at the campus-level, and we look forward to campus efforts to bolster this support. They are already piloting 24-hour IT support 7 days a week, and we look forward to benefitting from these enhancements in the future.

Health Studies Growth: We agree with the committee that we have tripled the size of the HS program in three short years and that we need a strategic plan at the campus and School level to make room for this program to grow. It may be necessary to do this once the campus enrollment pause ends, or it may be necessary to carry out growth off-site. We are also exploring the possibility of launching an MA in Health Studies due to the fact that over 35 percent of our undergraduate health studies students point out that they wish to pursue a Master's Degree in the health arena. SNHS will continue to pursue these ideas during our current strategic planning process and we are excited to synergize with the campus strategic planning process to determine how we can bolster Health Studies in the future.

Campus Funding for Nursing Program Compliance and Administrative Positions:

We thank the committee for advocating for greater resources from central campus to (1) advance the mission of the SNHS; (2) ensure that there are substantial funds for social media and marketing campaigns--and (3) respond to our short- and medium- term constraints presented by the CCNE accreditation requirements. We continue to negotiate with the Chancellor and the Vice Chancellor for Academic Affairs to ensure that we can offset increased costs in the Nursing Program that are resulting from Nursing Accreditation requirements and for our new Diversity leadership position. We will also discuss this possibility with the Executive Dean on the Seattle campus, particularly in light of Commission requirements in Washington State to operate as one School of Nursing and to experience increased equity in resource distribution across the campus nursing programs.

On behalf of the SNHS, we are grateful for these nuanced and thoughtful comments provided by the committee; we are certain that these recommendations will strengthen the School in the years ahead.

Sincere and best regards,

A handwritten signature in black ink, appearing to read 'Shari L. Dworkin', with a long horizontal flourish extending to the right.

Shari L. Dworkin, Ph.D., M.S.
Dean and Professor
University of Washington Bothell

CC: Anita Krug, Interim Vice Chancellor for Academic Affairs
CC: Azita Emami, Executive Dean, UW School of Nursing