STANDING COMMITTEES

Academic and Student Affairs Committee

Approve Change of Designation: Designation of Nursing and Healthcare Leadership from a Program to the School of Nursing and Healthcare Leadership at the University of Washington Tacoma

RECOMMENDED ACTION

It is the recommendation of the administration and the Academic and Student Affairs Committee that the designation of the Nursing and Healthcare Leadership Program at the University of Washington Tacoma be changed to the School of Nursing and Healthcare Leadership, effective July 1, 2019.

BACKGROUND

Rationale for a School: With two undergraduate degrees and two options within a graduate degree, the “program” has outgrown its current structure. Although Nursing and the field of healthcare leadership are similar, there are also distinctions between them and a new organizational structure will facilitate the governance of these similarities and differences and provide a framework for planning additional academic offerings. Through this change, the new school will be able to accomplish the following:

- Create unique disciplinary identities that will aid in student and faculty recruitment as well as bring regional and national attention to each degree area;
- Enhance the visibility of the degree areas on campus, which will aid in student recruitment and serve to recognize degree-specific expertise and contributions to teaching, scholarship, and service across campus;
- Develop governance structures that simultaneously maximize the benefits of the similarities between the degree areas and capitalize on faculty disciplinary expertise;
- Generate more awareness and fund raising possibilities for our unit through the school designation.
- Clarify for our educational and community partners as well as funding organizations and prospective students in more conventional, accurate terms the nature of our organization.

Organization of the School: Nursing education is accredited through a process overseen by the Commission on Collegiate Nursing Education (CCNE) and by the state’s Nursing Care Quality Assurance Commission. The Bachelor of Science in Nursing (BSN) and Master of Nursing (MN) degree programs at UW Tacoma are accredited through our relationship with the nationally ranked UW Seattle School
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of Nursing (UWS SON). As in the past, in matters related to Nursing Program accreditation, the UW Tacoma School of Nursing and Healthcare Leadership Dean will report to the Executive Dean of the UW SON; this is consistent, too, with the current regulations of the Nursing Care Quality Assurance Commission, the organization responsible for overseeing Nursing in Washington State.

Healthcare Leadership academic and curricular affairs continue to rest solely with UW Tacoma. This program is not subject to the national accreditation and state-level Nursing Care Quality Assurance Commission standards. The program is also not accredited by CCNE through our relationship as one of three campuses of the UW SON.

Divisions: It is proposed that the School be organized based on academic fields of study into two divisions: Nursing and Healthcare Leadership. The Nursing division would include the BSN and MN degrees. The Healthcare Leadership division would include the Bachelors of Arts (BA) with a major in Healthcare Leadership degree, the Health and Society minor, and any future healthcare leadership-related degrees. Both divisions include a fieldwork placement component and would share faculty in teaching and service roles, as is now the case. Program administrative staff provide support across all degree programs. Currently, there is a committee for each of the major areas of study (BSN, MN, HCL) and that would continue for the foreseeable future.

Governance: The faculty of the Nursing and Healthcare Leadership Program approved formal bylaws, most recently revised December 2015. The bylaws establish:

- Voting Membership, in accordance with the Faculty Code, Section 21-32
- Standing Committees with policies for membership, procedures for leadership, and responsibilities
- Faculty/Program Meeting Guidelines Voting Procedures and Quorum Process for Amending Bylaws
- Initially, the faculty will operate as a committee or council “of the whole”.

Administration and Operations of the School: The administration of the School will be the responsibility of the Dean of the School. Day-to-day administrative tasks are accomplished through administrative, academic, and support staff, working in conjunction with the Dean. At some point in the future it may be appropriate to consider whether departmentalization might better serve our
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mission and goals. In the meantime, the structure of disciplinary divisions (with degree program committees as noted above) with elected faculty committee chairs who lead the curricular related work within each discipline will continue. A Faculty Council will need to be put into place as a forum to bring forward matters of importance to the faculty. The Faculty Council will also advise the Dean on matters related to School policy, planning, priorities, and budget. A Graduate Program Coordinator is selected from among the Nursing faculty, serving as liaison between the Graduate School and the MN program. A faculty member is responsible for the significant field placements involved in all the academic programs, coordinating with major health care organizations and all regional nursing education programs.

Current additional program-wide committees and work groups include the scholarship committee and group that reviews applications and awards funds to faculty and staff to support professional development and research. Each of the academic degree-based committees has an admission subcommittee (which may include additional faculty, if the workload warrants). Search and promotion/tenure review committees are appointed as the need arises.

Breadth and Scale: The Program has evolved significantly in breadth and scale from its beginning in 1992. Starting with a part-time RN-BSN program, the MN degree option was established in 1996 under the direction of and with the support of the School of Nursing. In 2009, the BA with a major in healthcare leadership was added. In 2016 the Provost approved an official name change from the Nursing Program to the Nursing and Healthcare Leadership Program, a name that better reflects the full complement of the curricular offerings and degrees. The title of "School" will provide even better visibility and recognition among prospective students, faculty, and national peers and will address the confusion of professional partners and larger community with respect to the use of “Program” as part of the official title.

The table that follows provides a listing of degrees and student enrollments. Total enrollment remains strong.

<table>
<thead>
<tr>
<th>Degree</th>
<th>Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>BSN</td>
<td>69</td>
</tr>
<tr>
<td>MN</td>
<td>32</td>
</tr>
</tbody>
</table>
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| BA in HCL | 23 | 67 | 82 | 90 |
| Health & Society Minor | 11 | 5 | 7 | 12 |

**Faculty and Staff:** For the 2018-2019 academic year, there are 12 full-time and 10 part-time faculty. Those faculty who hold graduate degrees in nursing and are registered nurses teach across all degree programs. The following table provides the number of faculty by rank.

<table>
<thead>
<tr>
<th>Rank and Number of Current Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Full time</strong></td>
</tr>
<tr>
<td>Professor</td>
</tr>
<tr>
<td>Associate Professor</td>
</tr>
<tr>
<td>Assistant Professor</td>
</tr>
<tr>
<td>Principal Lecturer</td>
</tr>
<tr>
<td>Senior Lecturer</td>
</tr>
<tr>
<td>Lecturer</td>
</tr>
</tbody>
</table>

There are professional and classified staff members who are critical to the success of the Program. These include the Program Administrator, one Graduate Adviser and Recruiter, one Academic Adviser to support the on-campus undergraduate majors, two Program Coordinators, and a Program Assistant. In addition to usual activities expected within an academic unit, staff also oversee a significant number of elements required for student placements in fieldwork settings, ranging from criminal background checks to immunization clearances, health history, and professional license status, for example.

**Faculty Scholarship and Achievements:** Nursing and Healthcare Leadership faculty engage in scholarly inquiry across a broad range of topics. Their work draws from and contributes to theory, practice, and policy in the fields of nursing, healthcare leadership, population health, informatics and related social and behavioral sciences. Many research projects are done with or on behalf of community partners for the purpose of improving services to vulnerable groups. Faculty research has national and international impact and in many cases is at the forefront within specific areas of expertise. Vibrant research partnerships include externally funded projects in conjunction with faculty at the UW-SON.

In the past three years (2015-2018), faculty have published 16 abstracts, 55 peer-reviewed articles, and 12 books or book chapters. Faculty are highly engaged in
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disseminating their current research at national and international professional conferences, giving over 50 presentations in this same time period. Faculty have been awarded four external research grants as principal or co-principal investigator, including federally funded grants, and contribute to additional grants as investigator. Faculty have also been awarded numerous competitive UW grants. The focus of funded grants ranges from informatics to simulation in nursing education. Faculty members also influence our professions through service over 1500 hours per year, in multiple ways including involvement on four journal editorial boards and at least seven boards of professional, research, and academic associations, including the Washington State Institutional Review Board, Seattle Children’s Hospital nursing research committee, and the Washington Thoracic Society. Additionally, multiple faculty members have served as editors of special issues of academic journals and book series.

These figures provide a snapshot of the achievement of the faculty; however, the community and professional impacts are better demonstrated with more context. Faculty’s contribution have been acknowledged by over 25 awards from local, regional and national associations. Faculty have received the UW Distinguished Teaching Award four times and the Distinguished Community Engagement Award two times.

Budget: Transition to a School designation is not dependent on new resources and will not result in increased administrative costs. The Program is responsible for managing its own budgets. Currently, the program budgets are managed by the Program Administrator and approved by the Program Director. The overall status of all program budgets is shared with faculty and staff at the autumn retreat. In addition to the totals below and not part of the regular operating funds, the Program has gift (student scholarship) and grant (research) funds. An overview of the 2017-2018 budget is below.

**Budget Overview FY 2018**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Operating Funds</td>
<td>$1,726,092</td>
</tr>
<tr>
<td>Designated Operating Funds (summer quarter revenue)</td>
<td>$88,480</td>
</tr>
<tr>
<td>Discretionary Funds</td>
<td>$2,811</td>
</tr>
<tr>
<td>Fiscal Year 2018 Total</td>
<td>$1,817,383</td>
</tr>
</tbody>
</table>

Scholarships awarded from revenue/interest from endowments*   $45,680
Scholarships awarded from gift budgets                      $36,320
Market endowment value of endowments on 30 June 2018:        $1,958,978
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Advisory Council: The Program has an Advisory Council. This Council will continue as the Advisory Council for the School. Membership of the Council represents both nursing and healthcare leadership interests and includes professionals from both areas. Responsibilities of the Council include promoting the School's mission and goals to the broader community; providing external perspective, advocacy and support; and working collaboratively with the School to promote its efforts in education, research, and community engagement. As a number of executive positions at surrounding health care organizations have turned over recently, individuals will be invited to be new members.

Community Engagement: In keeping with the campus's strategic priority of "advancing strong and diverse communities," and our mission as an urban-serving University, the Nursing and Healthcare Leadership Program has maintained a very rich and extensive presence with organizations and agencies in the South Puget Sound region. Each year, approximately 150 undergraduate and graduate Nursing and Healthcare Leadership students are placed in one of the many organizations in the region, under the direction of faculty. Through fieldwork, students assess the breadth of, intervene, or evaluate an intervention designed to address a health-related need. The focus of fieldwork is on individuals or populations linked to human service agencies. These agencies extend geographically from Chehalis to the Olympic Peninsula, with a focus on the South Puget Sound corridor. These community partners include both public and private not-for-profit agencies including schools, senior care facilities, healthcare settings, veterans and military families in several settings, as well as administrative opportunities in drafting and evaluating policy, for example. Fieldwork students respond to program-development needs in educational and client care settings as well as government agencies. These placements are integral to the BSN and MN curricula with our accrediting body identifying field education as the "signature pedagogy" of nursing education.

The Healthcare Leadership students participate in fieldwork experience as well, with involvement from approximately regional organizations. These students have the opportunity to engage with experts in the field as a way of understanding how concepts and skills acquired in the classroom manifest in the healthcare system. Students have learning opportunities and have moved into roles ranging from risk management to environmental safety to working with veterans and their families in Madigan’s “Wounded Warrior” brigade. The fieldwork also provides students an opportunity to gain hands-on experience that strengthens their employment prospects. We anticipate that with the greater visibility gained through
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designation as a School, we will create new partnerships with community organizations and thus enhance this component of our curriculum.

**Summary:** Given the successful evolution over 25 years of our program on the Tacoma campus, designation as a School is warranted. For UW Tacoma to move to a new level of organizational maturity and to position our academic unit similarly alongside other academic units on campus, it is time for the Nursing and Healthcare Leadership Program to become a School headed by a Dean.

*Approved by the Nursing & Healthcare Leadership Faculty on January 9, 2019.*