

# RADFORD UNIVERSITY

## School of Nursing

### **Annual Report from the Dean**

May 2022 - March 2023

Prepared by: Dr. Wendy Downey, Interim Dean

In August 2015, I began as a tenure-track faculty member and have taught in the pre-licensure, RN-to-BSN, and graduate programs after being in hospital leadership roles for more than 20 years. I was tenured in 2021, and I have served on and led a number of departmental, college, and university committees during my service at Radford University. Shortly after receiving tenure, I became the DNP program coordinator followed soon after as the Academic Unit Head at Radford's main campus. After the departure of our inaugural dean, I humbly agreed to serve in the role of Interim Dean starting May 10, 2022.

There cannot be enough said about the changes that have taken place in the School of Nursing (SON) over the last five years. Through the merger with Jefferson College of Health Sciences, the hiring of an inaugural dean, the separation from Waldron College of Health and Human Services to form an independent academic unit, to multiple leadership changes, curriculum changes, the launch of new accreditation standards in 2021, and finally a national nursing shortage crisis due to the COVID pandemic, the SON faculty have remained committed to our students' success and to the School. Their innovation and dedication to providing the highest quality educational experiences for our students over the last year were recognized when [registerednurse.org](https://www.registerednurse.org) declared us the #1 undergraduate nursing program in Virginia.

Our faculty have persevered through crisis and have become more unified across three sites as a result of their collective experiences and their dedication to the transformation of the School of Nursing to benefit current and future students. I have also been incredibly grateful for their support of me in this interim role.

I also could not have made it through this year as Interim Dean without the administrative support and fiscal guidance of my dean's assistant, Carolyn McConnell. Her commitment to both the SON and as my assistant during a long period where she was the only administrative assistant working for the SON is amazing. It was incredibly difficult, and I am thankful that she has remained and continues to support me through all of the program initiatives, fiscal challenges, and personnel needs of the School.

Finally, I would also be remiss if I didn't mention Dr. Christi Callahan, who has served as Interim Associate Dean. Her counsel, guidance, and experience in the SON have been invaluable, and

we, along with all of the members of the SON Leadership Council, make the best leadership team I have had the privilege to work with.

Thus, the accomplishments listed in this report are vast for a time period of less than one year. Each accomplishment listed in this annual report are truly not my own but the collective, collaborative, and dedicated work of the SON Leadership Council, all faculty, and staff in the School. It has been an honor and privilege to have served as your Interim Dean over the past 10 months.

## **I. School of Nursing Identity and Branding**

With the many changes the SON has gone through in recent years, it became obvious by spring 2022 that we were lacking identity - internal and external to the University but also inside of Nursing. Therefore, we took major steps to begin to create an identity of our own. We also realized that our organizational structure as approved by SCHEV, did not align with the T&R Handbook. Thus, conversations with university leadership, faculty senators, committees, faculty, and stakeholders guided many of the initiatives that are described below.

- Name and Organizational Structure Changes

- Since the fast track programs were developed after the organizational structure was submitted to SCHEV as part of our separation from Waldron College, a realignment of the organizational structure was needed. The faculty organization approved a new structure in August 2022 that created three distinct units for undergraduate, graduate, and fast track programs, each led by an Academic Unit Head.
- The School of Nursing as an independent academic unit was functioning similar to a college at the university level, so a name change from School of Nursing to College of Nursing was submitted by our faculty organization and passed by Faculty Senate in February 2023 and the Board of Visitors in March 2023.
- A new organizational structure for the College of Nursing with three academic departments was approved by nursing faculty, university leadership, and the Faculty Senate in March 2023.

- Bylaws

The *Radford University School of Nursing Bylaws of the Faculty Organization* had not yet been updated to reflect us as a new independent academic unit and with our recently merged programs with sites at Radford, RHEC, and RUC. Since the bylaws provide the structure for governance, they were revised in fall 2022 and approved by the faculty organization in September 2022. The revised bylaws created new unit committees as well as curricular and policy approval pathways to maintain regulatory and accreditation standards. Through this revision process, faculty voiced that they had gained a better understanding of the School's shared governance model and their role in it.

- Marketing and Website redesign
  - Throughout summer and fall of 2022, the SON homepage, subpages, and BSN pages were updated for a unified look across our three locations.
  - Updated marketing videos were created by Radford University and Roanoke Higher Education Center featuring alumni and students in our Clinical Simulation Centers.
  
- Space planning  
 Recognizing the need to grow all health sciences and nursing programs, exploration of spaces outside of RUC has begun for the undergraduate nursing programs housed there. Moving the nursing programs to another location will allow for the expansion of Waldron College at RUC while also providing space for Nursing until a new building/ expansion in the Roanoke healthcare corridor can occur.

## II. Student Enrollment, Retention, and Engagement

Enrollment in our undergraduate and graduate programs remains strong overall, despite the shortage of faculty, clinical educators, and staff.

<b>Program/Track Name</b>	<b>Spring 2023 Enrollment</b>
<b><i>Undergraduate Nursing Programs</i></b>	
Pre-Nursing/freshman/sophomore students - both campuses	approx 400
Traditional BSN - Radford campus	181
Traditional BSN - RUC campus	128
Accelerated BSN - RUC campus	97
<b>Total</b>	<b>806</b>
<b><i>Fast Track Nursing Programs</i></b>	
Fast Track RN to BSN	182
Fast Track MSN Nursing Administration	41
<b>Total</b>	<b>223</b>
<b><i>Graduate Nursing Programs</i></b>	
MSN Family Nurse Practitioner	57
DNP Nursing Leadership	6
DNP Post Master's APRN	2
DNP Family Nurse Practitioner	6
DNP Psychiatric Mental Health Nurse Practitioner	6
Post-Master's Certificate: Psychiatric Mental Health Nurse Practitioner	10
<b>Total</b>	<b>87</b>
<b>Total Enrollment in the School of Nursing</b>	
	<b>1,116</b>

Our mission states “*Radford University School of Nursing is committed to excellence in the development of professional nurses to meet changing local and global health care needs through education, research, practice, and community engagement.*” With the national nursing shortage crisis, our greatest contribution to our region and the Commonwealth of

Virginia is to increase the number of highly qualified nursing graduates who are prepared to pass the state licensure exam (NCLEX) on the first attempt and ultimately care for our citizens. We have placed a great deal of emphasis in this area during the past ten months, and the Undergraduate Admission Progression and Retention committee's efforts have been tremendous.

- At RUC, all freshmen admitted to the Traditional BSN program enter directly into the program rather than being admitted as Pre-Nursing as at Radford campus. In the spring, the SON faculty approved direct admission for main campus in Radford. From our pool of applicants to Pre-Nursing for Fall 2022, 343 highly qualified freshmen applicants were offered direct admission into the Traditional BSN major on main campus. Of these, 48 students enrolled in the program to begin our first cohort of direct admission students in Radford. There was no marketing effort associated with this change, and we met with the Admissions staff and changed our website in order to recruit more directly admitted students for Fall 2023.
- In Fall 2022, the new Nursing Living Learning Community was launched to foster community, connection, and engagement of nursing students. The residential location this academic year has been 4<sup>th</sup> floor of MUSE Hall. During the fall of 2022, faculty and external professionals provided 14 events/programs for these students to familiarize them with nursing, their career possibilities, and connect them with program faculty. A nursing-specific section of UNIV 100 was specifically designed for these students and led by Prof. Helen Reed. Stuart Hall will be used for the LLC in Fall 2023, and Pre-licensure nursing plans to offer more sections on UNIV 100 to accommodate the increase in direct entry nursing students.
- To facilitate our efforts in student recruitment, retention, and engagement, Dr. Sharla Cooper was named Dean's Fellow to lead these efforts and has done an outstanding job in collaborating with departments across campus to bring these efforts to reality. Additionally, Prof. Helen Reed has served as our Academic Leadership Fellow for the past two years and has worked tirelessly for pre-licensure nursing with the Highlander Success Center advisors. Both are ambassadors for nursing through engagement in frequent tours with prospective students and their families, Highlander days, and Quest.
- Another significant development to benefit our students is the creation of nursing student fees for Fall 2023 to cover expenses related to clinical requirements, uniforms, and technology requirements. Currently prelicensure nursing students pay for these expenses out-of-pocket which average \$500/semester. As a result, many of our students must work during the semester to cover these costs as well as living expenses. Instead, the new fees will allow our nursing students to use financial aid to cover these costs.

- In regard to Graduate enrollment, we recognize that our enrollment in our DNP FNP and Leadership programs is lower than it has been in previous years, especially prior to the pandemic. To counter this trend, a concerted effort has been placed on graduate faculty promoting our programs at state and local conferences. New promotional materials are needed for all programs to reflect the many changes in the School in recent years, and adding these to our marketing and recruitment tools will be invaluable in the coming year.
- To further explore the needs of faculty and students, the faculty organization approved the creation of two new committees: Diversity, Equity and Inclusion and Student Success. These new committees have been dedicated to educating themselves on the needs of the faculty and students as well as making recommendations to the leadership team for future direction.

### III. Excellence in Nursing Education

The undergraduate and graduate Curriculum and Program Quality and Evaluation committees worked extremely hard this year on curricular revisions and revising the SON Systematic Evaluation Plan (SEP) in summer 2022 to better capture assessment data on our students and performance.

- Assessment and Accreditation

In May 2022, Dr. Christi Callahan was appointed as the Interim Associate Dean for Assessment and Accreditation. This position was created and submitted to SCHEV when our separation from Waldron College was initiated. Having an Associate Dean in this role has proven critical for our School by Dr. Callahan's knowledge and expertise in educating faculty and providing leadership in the preparation and submission of our annual assessment reports: SACSCOC TK20 report, Board of Nursing annual report, CCNE annual report. She also led the completion and submission of the CCNE Continuous Improvement Progress Report (CIPR) for our DNP programs during summer 2022 for our mid-accreditation cycle.

- Since we are preparing for our CCNE accreditation visit in September 2023 for all nursing programs (BSN, MSN, DNP, and certificate) to put them on the same accreditation cycle, Dr. Callahan has held an accreditation retreat on December 14, 2023, to educate and involve all full-time faculty in the assessment of the accreditation standards. Faculty have submitted data for each of the standards, which contributed to their knowledge and understanding of the accreditation process. She is currently analyzing the data submitted.
- Dr. Callahan has also worked closely with our new Director of Institutional Effectiveness and Quality Improvement, Jessica Stowell, to begin building a culture of assessment within the School. This will continue to be a focus over the next year.

- Excellence in our Undergraduate Programs  
Our undergraduate programs are under the leadership of Dr. Tara Chitwood, Academic Unit Head, and the Radford Traditional BSN Coordinator, Prof. Jessica Fenton, Roanoke Traditional BSN Coordinator, Prof. Sherry Boone, and the Accelerated BSN Coordinator, Dr. Jennifer Turner. These leaders came together in a remarkable way over the last year to unify our programs and faculty, and to guide our undergraduate committees during the program transformation.
  - As previously stated, our pre-licensure programs were recognized as #1 in the Commonwealth of Virginia by registerednurse.org based on our NCLEX pass rates. This is testimony to the quality of instruction by our faculty.
  - Program alignment of the curriculum occurred across learning locations, and the teach-out of the RUC TBSN JCHS curriculum was completed in Fall 2022. At present, all TBSN students are under the same curriculum.
  - The TBSN curriculum was revised by the Undergraduate Curriculum Committee in spring 2022 and focused student direct clinical hours intentionally across the students' program of study. Implementation began in Fall 2022, and assessment of these changes is in process.
  - In fall 2022, due to the SON presence in Roanoke at RUC, the last cohort of nursing students admitted to RHEC took their final courses. This allows us to focus our presence as a SON at two distinct locations: Radford and Roanoke. In the coming weeks, the RHEC TBSN code will be discontinued.
  
- Excellence in our Graduate Programs  
The graduate nursing programs are led by Dr. Carey Cole, Academic Unit Head, and the FNP Coordinator, Dr. Judy Jenks, PMHNP Co-Coordinators, Drs. Deb Jenks and Shannon Dechant, and Nursing Leadership Coordinator, Dr. Marjorie Young. This group led the graduate committees towards many curricular achievements, but especially in modeling the unification of programs across campuses.
  - The Graduate Curriculum Committee has worked tirelessly towards the alignment of the MSN and DNP Family Nurse Practitioner programs for certification and licensure preparation as well as creating an effective pathway for MSN graduates to continue their education towards the DNP. A special note of thanks to Dr. Judy Jenks who spearheaded this project.
  - The Psychiatric Mental Health Nurse Practitioner program is seeing an increase in student enrollment, especially in the Certificate program. To reflect the need for telehealth training and a shift in patient needs since the pandemic, program faculty have started revising these courses to best meet our student outcomes.

- Excellence in our Fast Track Programs

The Fast Track programs have been led this academic year by Drs. Katie Katz and Sara Brown, Interim Academic Unit Head, and the RN-to-BSN Program Coordinator, Dr. Dee Pennington. All have worked tirelessly to revamp our clinical process for the two programs as well as many, many course revisions for ease in student navigation and for assessment measures.

- The university's partnership with Academic Programs (AP) has continued this past year, and our RN-to-BSN and Nursing Administration programs have seen record numbers of enrollment.

1. The RN to BSN program enrollment has increased 443% from 42 students in Fall A 2021 to 182 students in Spring B 2023.

2. The MSN Nursing Administration program enrollment has increased 683% from 6 students in Spring A 2022 to 41 students in Spring B 2023. Before launch of this Fast Track program in Spring 2022, there were no students enrolled.

- To accommodate the clinical components of both of these programs, new clinical contracts and processes were implemented. This allows students to determine their clinical sites earlier in their program for a smoother transition for their clinical experiences.

- Development of Two New Programs

*Post graduate Certificate in Nursing Education.*

Over the past two semesters, Drs. Sara Brown and Marjorie Young created a Post graduate Certificate in Nursing Education, which was approved by the SON for spring submission to SCHEV. This program will allow nurses who are expert clinicians the opportunity to develop the educational techniques and knowledge to sit for the Certified Nurse Educator exam. Graduates will be prepared to work in both academia and clinical practice.

*Direct Entry MSN program.*

A partnership between the SON, the VP for Economic Development and Corporate Education, Angela Joyner, and the IMPACT lab staff led by Matt Dunleavy has been developed during this academic year. Dr. Dee Pennington and I are now in the development of a competency-based education Direct Entry MSN, which will use the CBE model of program delivery and assessment. Additionally, a partnership with Virginia Tech (VT) has been established for this new program, and students in the HNFE major at VT will be allowed to take one semester of credits at Radford University towards dual completion of their BS degree completion at VT and their Direct Entry MSN in Nursing Leadership. High achieving VT NHFE grads will be granted direct admission in this program.

- Clinical Simulation Centers (CSC)

Both clinical simulation centers in Radford and Roanoke (RHEC) are led by Dr. Chris Keller, who has experienced many challenges over the past 18 months with staffing at 50%. She has risen to the challenge and has provided outstanding leadership by creating a different structure to the CSCs and continuing to provide outstanding, high-fidelity simulation experiences for Radford University nursing students.

After a long search for the open AP faculty positions at both CSC sites, Dr. Chris Keller proposed the reorganization of the CSC operational structure to include a simulation technician at each site and a Manager of Operations to serve the site at the Roanoke Higher Education Center. Both positions are currently posted and being advertised nationally. This new model more closely aligns with other institutions nationally and would allow more nursing faculty to be trained to lead simulation scenarios.

#### **IV. Academic-Practice Partnerships**

- In July 2022, we created of School of Nursing Advisory Board with representation from each of the major healthcare employers of nurses in our region: Carilion Clinic, LewisGale Regional Healthcare, and the VA Medical Center in Salem. Together the Board created its purpose statement: *“To create a clinically competent workforce of nurse leaders to directly meet the needs of the nursing shortage in Southwest Virginia.”* This group has met four times since its inception and will hold the spring meeting on April 11<sup>th</sup>.
- We have also held many individual meetings with our clinical partners in the region.
  - Carilion Clinic: Drs. Mayhew and Callahan and I meet with Visiting Student Affairs at least quarterly to discuss processes related to clinical rotations at their facilities. Dr. Callahan and I also have met with their Nursing informatics team and are looking towards possibilities to bring EPIC into the classroom. Finally, an RUC strategic priorities committee was formed with representation from both RUC and Carilion Clinic.
  - LewisGale Regional Health System: the SON Leadership Council met with Amy Woods, LewisGale Medical Center (LGMC) Chief Nursing Officer, the LGMC nursing unit directors, as well as chief nurses from LewisGale Hospital Montgomery and LewisGale Hospital Pulaski. Based on the needs identified from this meeting, LGMC began the first dedicated education unit at the hospital to better meet the needs of students in clinical experiences.
- Other potential clinical partners were consulted for nursing needs across the state, including Susan Carroll, President of Inova Loudon Hospital.
- President Danilowicz, Angela Joyner, Matt Dunleavy, and I met with the leaders at our regional Virginia Community Colleges and the Higher Education Centers in Roanoke and Abingdon to discuss potential partnerships for CBE. For the same reason, Dr. Callahan



and I also met with the nursing leadership at Johnson Memorial Hospital in Abingdon to consider future partnerships for dual appointments to cover student clinical rotations.

#### **V. Faculty Evaluation, Promotion & Tenure, and Professional Development**

- The SON had quite a few faculty searches and hires over the past year, and the faculty search committee has been very busy. We welcomed five new faculty to Radford main campus (Shannon Souther, Sara Knoeckle, Betty Marie Levitt, and Jayme Haynes) and three new faculty to RUC (Amy Beachy, Erinn Hokanson, and Sarah Mullins). We also welcomed Dr. Deb Jenks as co-coordinator of the Psychiatric Mental Health Nurse Practitioner program as adjunct faculty in full-time practice. As of March 2023, we still have three positions posted and four additional resignations/ retirements expected this summer.
- I received approval for five qualified special purpose faculty to move into tenure track positions: Drs. Dee Pennington, Jennifer Turner, Vanessa Hedge, Judy Jenks, and Samantha Wilkinson. Additionally, I was able to reallocate funds to increase the salaries of two RUC faculty whose salaries were out of alignment with their peers.
- Our new organizational structure re-created two new staff positions - Clinical Resource Coordinators for both undergraduate and graduate programs. We were fortunate to have two internal candidates who filled these positions, John Spraker for undergraduate and Danielle Buonpane for graduate, and their Administrative Assistant positions were re-posted. Subsequently we have hired Taryn Tretick as Admin Assistant for undergraduate at main campus and are still searching for our graduate position at RUC.
- Our SON Personnel committee held a Tenure & Promotion retreat in summer of 2022 and in spring 2023 submitted a new SON Evaluation, Tenure, and Promotion Handbook with detailed criteria for tenure and promotion for nursing faculty. This undertaking was significant, and the committee held faculty forums to ensure faculty input was integrated into these criteria. In January 2023, the new ET&P Handbook was approved by our faculty organization and went into effect. A special note of thanks to Dr. Euna Lee who led this initiative and committed a significant amount of time and effort into the final document.
- Dr. Tara Chitwood and I worked to optimize the SON faculty workload document that had been used since being a part of Waldron College. The new workload document was shared with the Provost and continues to be our model for ensuring equity in faculty workload due to clinical responsibilities and leadership duties.
- With such a large number of tenure-track faculty in the SON, we are working to create a culture of inquiry and research and have provided additional educational support to many faculty giving presentations at regional and national conferences. We also

supported the three curriculum chairs for undergraduate, graduate, and fast track (Sherry Boone, Sara Brown, and Karen Valcheff) to the AACN Transform conference in November 2022 to increase their knowledge of the new 2021 Essentials for nursing education.

- The SON sponsored the 2023 Contemplative Practices for Higher Ed Conference which was held at Radford University March 2-4, 2023. The planning committee co-chairs of this interprofessional conference were Dr. Gini Weisz and Dr. Alan Forrest.
- The Center for Nursing Faculty Development and Education had a successful visit by the Virginia Nurses Association, and the SON was approved to as an Approved Provider of nursing continuing education for 3 more years. This approval is the result of the hard work of Jess Fenton who serves as our VNA Primary Nurse Planner for CEs.
- On May 10, 2022, I led the SON faculty through an all-day Strategic Planning meeting at RUC where we identified our priorities and strategies for the coming year.
- On May 12, 2022, I led the SON Leadership Council in a follow-up meeting to discuss strategic planning and activities for the year to unify the SON faculty.
- To assist in my mentorship of the new Interim Associate Dean, Dean's Fellow, two new Academic Unit Heads, and the Leadership Council, I hired Olivia Martin from LivMore to work as a consultant for our team in the development of their leadership skills. She came to Radford for a retreat in both August and January. We took the Birkman assessment to determine our personality and leadership strengths and stressors and the EQi to measure our emotional intelligence. Through sharing our results, it helped us to understand ourselves and each other better and to thus form a more cohesive and effective team.
- Using the same consultant, we held a faculty retreat in August 2022 to bring faculty together prior to the semester. The Clifton Strengthsfinder assessment was completed prior to the retreat, and a copy of the book was provided for each faculty member. Ms. Martin led us all in an engaging and successful day of self and team discovery.

## **VI. Philanthropy**

- Philanthropic giving for Foundation's Together campaign has achieved 172% of the goal for Waldron College of Health Sciences/School of Nursing. There was a significant number of first-time givers in Nursing of 141 who gave a total of \$47,568.
- In November 2022, Dean Cox and I met with Carrie Conway from the Lettie Pate Whitehead Foundation and facilitated lunch for her with many of our nursing scholarship recipients. At their annual meeting in 2023, the trustees of the Lettie Pate Whitehead Foundation granted \$810,500 to Radford University Foundation to be used

for undergraduate nursing, graduate nursing, and allied health scholarships during the 2023-2024 academic year - an increase of 8% year over year.

## **VII. Dean's Administrative Duties**

A considerable component of the dean's responsibilities is to review and recommend faculty and staff to the Provost for continued service per the Personnel Timeline. This year I completed 40 faculty annual evaluations, 44 reappointment letters, 3 Academic Unit Head (chair) reviews, 1 emeritus recommendation, 1 recommendation for faculty professional leave, and 4 staff annual reviews.

In regard to my fiduciary responsibility, I have consulted with Carolyn McConnell and John Spraker to manage the SON's \$6.26M budget and to purchase much needed equipment and supplies for our skills and health assessment labs as well as our simulation centers.

- Academic and managerial duties:
  - Chaired the SON faculty organization meetings
  - Presided over and set the agenda for the weekly SON Executive Committee meetings
  - Presided over and set the agenda for the monthly SON Leadership Council meetings
  - Met individually with associate dean, dean's fellow, CSC Director, and academic unit heads weekly, as needed
  - Coordinate with Dr. Sharla Cooper, Dean's Fellow, on assigned student success projects
  - Supervised the SON staff
  
- Other duties:
  - The SON administrative offices were moved into the new SON Dean's suite in July 2022 to allow for the expansion of the Center for Interprofessional Education and Practice on the 3<sup>rd</sup> floor of Waldron Hall.
  
  - While moving these offices, offices and storage spaces were cleaned and records were destroyed according to University policy. During this time more than 60 boxes of records were secured by Shred-It to be removed from the SON. Many thanks to Drs. Sharla Cooper and Christi Callahan for their hard, physical work in moving documents, offices, and furniture during that time.

## **VIII. Dean's Teaching, Scholarship, Service, and Leadership Growth**

- Teaching: served as chair of DNP final projects for three students and a final project committee member for two students.
- Scholarship:
  - I am awaiting publication of *Core Curriculum for Medical-Surgical Nursing (6<sup>th</sup> ed)* in 2023 in which I wrote Chapter 4: The Gastrointestinal System.
  - I published three journal articles with my colleagues.

- Grants: I have two HRSA grants in progress at this time. The first, another ANEW grant, is being co-written with Dr. Carey Cole to be submitted this semester and will provide funds for the training of FNP students in mental health. The second is the NFLP, Nurse Faculty Loan Program, grant to be submitted by summer which would provide up to 85% loan forgiveness to graduates who become employed in nursing education.
- In October 2022, I led healthcare panel presentation at the *Health Sciences Advisory Committee Conference* which was sponsored by Blue Ridge Partnership.
- Service:
  - University Committees:
    1. Academic Affairs Leadership Team
    2. Dean's Council
    3. University Leadership Council
    4. Academic Program Review and Evaluation Committee
    5. RUC Integrated Services Committee
    6. Academic Policy and Procedures Committee
  - Representation at University events:
    1. Highlander Days
    2. Quest
    3. Faculty Fall Convocation
    4. Presidential Inauguration
    5. Homecoming
    6. Partners in Excellence luncheon
    7. Enrollment Strategies Conference
    8. Together Campaign Steering Committee Meeting & Reception
    9. Board of Visitors meetings
    10. Campus Holiday Reception
    11. School of Nursing Pinning ceremonies
    12. Graduate Hooding and Commencements
    13. Open House events
  - Other events:
    1. RUC tour with House Appropriations Committee members
    2. Roanoke Regional Chamber of Commerce Annual Meeting/Dinner
  - Professional Service:
    1. Virginia Association of Colleges of Nursing, secretary
    2. Virginia Nursing Stakeholder Workgroup/Consortium

- Professional Development
  - Accepted into the 4<sup>th</sup> cohort of AACN’s Advancing Academic Leadership for New Deans, supported by President Danilowicz and Provost denBoer.
  - Conference attendance:
    - NONPF Annual Conference
    - AACN Organizational Leadership Network program
    - AACN Nursing Leadership Conference
    - AACN Annual Dean’s Conference

**IX. Plans for Upcoming Year**

- Submit to SCHEV the proposal for the change to College of Nursing
- Successful CCNE accreditation of all programs
- Create a College of Nursing Alumni Association
- Develop short and long-term assessment measures for student retention and success for freshman and sophomores accepted as direct entry
- Pair students in UNIV 100 Nursing sections with CHEM 120 sections for improved student outcomes through relationship building.
- Assess space and identity needs at each campus for the newly named College of Nursing: spaces, buildings, growth needs, marketing materials
- Develop of a five-year strategic plan with the hire of an official Dean of the College of Nursing.

Overall, it has been a very busy and exciting year, and our faculty and staff have risen to meet the challenges and the victories. Thank you for allowing me to serve as your Interim Dean, and I look forward to what we will accomplish together in the next year as a College of Nursing.

Sincerely,



Wendy Downey, DNP MEd RN CNE