

UNIVERSITY of WASHINGTON
FY2022 Annual Review Narrative Survey

Unit: School of Nursing

Section 1: Programmatic & Academic Vitality Narratives

- 1) Have you made any changes to your unit's strategic plan and/or budget process in the past year? If yes, what are 3-5 key elements of your unit's new/revised strategic plan and/or budget process? If no, please comment on the progress you've made in 3-5 key areas of your strategic plan.**

There have been no directional changes to the School of Nursing's strategic plan or annual budget development process for departments, centers, and units. We have continued to build on our strategic plan as we have faced new challenges and change.

The School of Nursing's current strategic plan has not changed greatly from prior years and we have continued to make progress and advancement with our strategic plan implementation and accomplishments despite the many challenges facing the School and University this year managing our responses to the pandemic. Our primary objective this fiscal year (FY21) has been to not disrupt our student curriculum and their continued progress during the COVID-19 pandemic.

The highest level of our strategy map continues to focus on "ADVANCING RESEARCH, EDUCATION, AND SERVICE". Our strategic map is a great tool and footprint to showcase our School's MISSION, VISION, and VALUES. The developed roadmap is our guide in moving our initiatives forward. It focuses on our short-term goals and measures of success. The overarching goal is to prioritize discovery and knowledge generation in our four research pillars (Health equity; Innovative Interventions; Lifespan health; Symptom Science) to drive the mission and vision of the School of Nursing. Knowledge generation from our research undergirds our knowledge dissemination in preparing scientists and practitioners to improve human health through nursing science.

The focus and aim of our 5 Year Roadmap:

1. *Advance and sustain contributions to nursing science in research concentration areas (Health equity; Innovative Interventions; Lifespan Health; Symptom Science) through external, diversified funding streams.*
 - a. Increase research grant proposals to all funding sources by 10% annually.
 - b. Increase donor (Advancement sponsored) gifts to support pilot studies by 15%.
 - c. External major award dollars (R, P, U, T series and other) increase by 20%.
 - d. UW School of Nursing ranks # 1-3 nationally in research funding.
 - e. National leadership in research related to priorities.
2. *Educate and train the next generation of scientists for leadership roles that advance nursing science.*
 - a. PhD students will align with a research pillar and be integrated into a research team and/or research center.
 - b. Donor (Advancement funded) support fully funded for 20% of PhD students.
3. *Teaching*
 - a. Provide summer salary to a steadily increasing number of tenured or tenure-qualified faculty.
 - b. Create a differential faculty workload model.

In addition to our progress with the above we need to continue to better prepare ourselves to the ever-changing environment and landscape we live in. As evidenced by our rapid transition to remote and online learning during

UNIVERSITY of WASHINGTON
FY2022 Annual Review Narrative Survey

Unit: School of Nursing

this pandemic we have created a School that is nimble and can act fast when major impacts come upon us. We must further broaden our ability to act fast in response to future challenges such as an economic downturn and/or transformative changes within the University such as the implementation of Finance Transformation. The University continues to be boundless in our growth with students, innovation, and talent pools, but also strives to become more efficient and have a smaller, more focused footprint with our business and operations. The School of Nursing sees these changes and is working to adapt to the University's mindset.

The School of Nursing Executive Team Leadership (ET) hosted an online retreat this past summer. The ET spent two days to evaluate our current strategic plan and identified 7 long- and short-term initiatives to continue with our Re-Envisioning efforts. The School has also set aside reserve funding to support these initiatives for the next 5 years.

1. Transparent and Sustainable Financial and Physical Resource Management.
2. Advancing Science and prioritizing discovery and knowledge to build the School of Nursing's enterprise within research priority areas, also known as Pillars. Fully capture the value of our established centers to spotlight our research while recruiting, educating, and providing student opportunities to ensure center sustainability.
3. Governance -
Establish a process for faculty governance that enables a higher level of engagement of all faculty or all ranks.
4. Ensure our staff organizational structure and talent development aligns with the School's Strategy Map.
5. Teaching and Curriculum including the offering of more online courses, the establishment of simulation scholarship, leadership enhancement and new course and certificate development.
6. School of Nursing Values and Cultural Alignment including establishing a Center for Anti-Racism in Nursing.
7. Faculty leadership Development to include thoughtful and deliberate succession planning in key leadership positions to ensure ongoing expertise in accreditation and compliance knowledge.

The most notable accomplishments this year with our School wide anti-racism initiatives have been the establishment of a School of Nursing (Tri Campus) Anti-Racism Center and the deployment of a new digital transformation (Salesforce).

The Center for Antiracism in Nursing at the UW SoN will be the first of its kind amongst all Schools of Nursing nationwide. This center will energize bold, daring ideas and actions to confront and counter racism in nursing and healthcare. The center will support and convene expertise that transforms nursing training, practice, research; influence health and public policy; guided by antiracism as core principle. Some more specific areas our Center for Antiracism will explore are to:

- cultivate antiracist teaching practices, academic curriculum, and professional development
- promote community-driven and partnered research, support students from underrepresented and historically excluded groups
- apply antiracist principles to clinical practice, organizational operations, and health-related policies

The School of Nursing Digital Transformation Initiative will better position our School for the rapidly evolving digital future. This initiative leverages technology, data, and best practices to reimagine and promote innovation in core business and teaching/learning functions so as to enhance, from prospect to alumni,



UNIVERSITY *of* WASHINGTON

FY2022 Annual Review Narrative Survey

Unit: School of Nursing

the student experience, boost the School's business competitiveness, improve operations, and promote a culture of data-driven decision making.

UNIVERSITY of WASHINGTON
FY2022 Annual Review Narrative Survey

Unit: School of Nursing

Section 7: Tuition Based Program Rate Recommendations - Narrative Section

Responses to the questions below are required for each tuition category that your unit/campus recommends adjusting. If you are recommending changes for multiple tuition categories, please differentiate your responses within each question.

- 1) **Please explain why each proposed change is needed and how your unit/campus will use new incremental tuition revenue increases or absorb incremental tuition revenue losses.**

We are not recommending any adjustment to any tuition categories that would take effect in FY22.

- 2) **Explain whether and how each proposed change will affect peer comparisons and/or whether a market analysis was conducted.**

A market comparison of undergraduate and graduate tuition rates for comparable programs at both public and private institutions was done to prepare for the FY22 budget submission process. The results indicate the UW's rates overall were roughly mid-range.

- 3) **Tuition and fee increases have a disproportionate impact on low-income students. Please comment on how each fee change will affect student debt loads, and specifically how the program will offset this impact.**

Since most students borrow to enroll, the School continues to strategize opportunities for increased scholarship funding opportunities for our students.

- 4) **Describe whether you expect the proposed tuition rate(s) to result in any substantial changes to enrollment (including a change in the resident/nonresident composition) or to the volume of waivers awarded.**

We do not anticipate any substantial changes in enrollment, or in the resident/nonresident composition. Nursing students expect to pay for their education and know that a well-paying career awaits them upon graduation. Additional scholarships and more tuition waivers would help to ease the debt burden of students and the school will endeavor to increase the availability of both through advancement and grants.

- 5) **For each proposed change, please explain what would happen if the change were not implemented (e.g. deficit, loss of staff positions, etc.). If a proposed change is part of a plan to eliminate a current deficit, please indicate that.**

N/A

- 6) **For each tuition category that you have proposed changing, please discuss your unit/campus's overall tuition rate strategy for the next 3-5 years. In your response, please explain whether and how your long-term strategy connects to "market" rates (e.g. where do you want to be, rate wise, compared to peers?)**

The School's overall tuition rate strategy for the next 3-5 years will include 3-4% increases each year as needed to align with increased costs for salary and benefits for teaching and support resources. This is consistent with the national average based on market analysis compared to other institutions offering similar programs. We strongly support the University and the goal to offer affordable tuition and as the #1 public university School of Nursing we want to be roughly mid-point in survey ratings.

UNIVERSITY of WASHINGTON
FY2022 Annual Review Narrative Survey

Unit: School of Nursing

Section 8: Communication with Faculty & Student Stakeholders

- 1) **Please select the date that FACULTY leadership within your unit/campus was consulted and provided the opportunity to provide input as part of this budget planning exercise. If, due to scheduling difficulty, you are unable to consult with faculty leadership before the February 1, 2021 submission deadline, please select the date you are scheduled to consult with FACULTY leadership and, immediately after that date, please provide an update to Jed Bradley.**

Thursday, December 17, 2020

- 2) **Please list a point of contact for your FACULTY leadership (name and UW email address).**

Pamela Kohler, Faculty Council Chair, pkohler2@uw.edu
Kerryn Reding, Faculty Council Chair-Elect, kreding@uw.edu

- 3) **Please select the date that STUDENT leadership within your unit/campus was consulted and provided the opportunity to provide input as part of this budget planning exercise. If, due to scheduling difficulty, you are unable to consult with student leadership before the February 1, 2021 submission deadline, please select the date you are scheduled to consult with STUDENT leadership and, immediately after that date, please provide an update to Jed Bradley.**

Tuesday, January 12, 2021

- 4) **Please list a point of contact for your STUDENT leadership (name and UW email address).**

Nicole Bayard, Student Leadership Board President, nbayard@uw.edu
Cindy Hoffman, Student Leadership Board Vice President, cnh56@uw.edu

- 5) **Enrolled students affected by tuition rate increases should be consulted on proposed increases before proposals are finalized. Please describe when and how students were consulted and summarize the feedback they provided regarding EACH of your tuition recommendations.**

No tuition rate increases are currently being proposed.