



To: College of Nursing Faculty and Staff
From: Dr. Wendy Downey, Dean
Date: March 28, 2025
Subject: Dean's Annual Report (March 2024 – March 2025)

It has been a privilege and honor to serve over this past year as both the Interim Dean and as the newly appointed Dean of the College of Nursing beginning July 2024. Thank you for your support when, as a college, we continue to grow, reach, and strive to be the best among nursing programs in the state while holding high standards for our students and ourselves.

Our mission states *“Radford University [College] 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.”* Each year as I have completed a Dean's Annual Report, I have acknowledged how much we, collectively, have accomplished over the past year in our pursuit of such excellence. This report absolutely reflects the same. It reflects some of the work in which I have been involved, but the list of accomplishments that follow do not reflect the achievements of any one person. It is the collective and collaborative work of our college's leadership team, outstanding faculty, and dedicated staff that I celebrate in this document.

I. Final Transformation as a College

Much of my work over the past 12 months has been to acquire the personnel and fiscal resources needed for the success of our mission as a College of Nursing. I am pleased to report that this transformation will be complete and executed as of Fall 2025.

The first step of this process was the selection of the executive leadership team as per the T&R Faculty Handbook. In Fall 2024, the faculty unanimously recommended the dean's associate/assistants. On December 25, 2024, Dr. Christi Callahan became the Associate Dean, Dr. Meagan Arthur became the Assistant Dean of Undergraduate Nursing, and Dr. Carey Cole became the Assistant Dean of Graduate Nursing. Since all three were previously serving in interim roles, I have been orienting and training each in their new position.

Since 2021, Nursing has operated in the structure and fiscal resources as one department and one simulation center rather than a college with multiple departments and budgets. After approval by the college and university faculty, university leadership, and Board of Visitors, I worked with our SCHEV liaison, Dr. Jessica Stowell, to submit a revised proposal for our college to have two departments – Undergraduate Nursing and Graduate Nursing. After a long and arduous revision process, we received SCHEV approval to begin our new departments on February 1, 2025. Once we had notice of approval, the process for

selection of chairs in the T&R Faculty Handbook was followed, and the faculty selected Dr. Marjorie Young as Graduate Nursing chair, Dr. Dee Pennington as Undergraduate Nursing Co-Chair for Post-Licensure, and Dr. Shannon Souther as Undergraduate Nursing Co-Chair for Prelicensure. Since each began in their new role on February 1, 2025, I have been orienting and training each in their new position along with the Assistant and Associate Deans.

After becoming the permanent Dean of the college, I met with faculty 1:1 to learn more about each person and to discover how I could best assist them in reaching their goals as faculty. Because of our structure, it was no surprise that so many reported having to complete administrative responsibilities for program and student accreditation tasks. As a result, I pursued and received approval for multiple classified staff positions to be created to refocus faculty time on teaching, scholarship, and service. These positions are as follows:

- Fast Track Clinical Coordinator (hire: Montana Shively)
- Graduate Administrative Assistant (new hire: Rosa Stone)
- Undergraduate Progression and Graduation Coordinator (hiring in process)
- NURSE Program Coordinator (new hire: Stacy Carranza)
- Part Time Administrative Assistant for RHEC (posted to replace Montana)

In addition to these positions, I also received approval for an AP Faculty position to hire a Director of Research and Innovation to lead the college's efforts and support faculty in seeking external grants and funding and to pursue innovative outreach efforts with our practice partners and community. This position will be posted soon, and I hope to have it filled before Fall 2025.

Moving forward, we are now better positioned to meet our mission of developing professional nurses to meet the nursing workforce needs of the Commonwealth.

II. College Success: Recruitment, Admission, Retention, and Engagement

The past year has been transformational for the college also in terms of student admission, enrollment, and graduation. Fall 2024 freshman enrollment was a record for the College of Nursing, including a 38% increase over 2023 in enrolled nursing underclassmen and a 200% increase in direct admission students! With over 1,400 students enrolled by the Fall B term, we became the largest college at Radford University in terms of student enrollment – a significant accomplishment in less than a year of becoming a college! The college also had the highest Fall to Spring undergraduate student retention rate of 94% across all four years of pre-nursing/nursing.

Dr. Sharla Cooper, NURSE program Director, and the admissions team were instrumental in new freshman enrolling at Radford University. Dr. Cooper completed over 600 individual tours herself with prospective students and their families in Radford and Roanoke during 2024. This individualized touch has been touted by families over and over, stating that they don't get that response from any of the other 4-year institutions in Virginia. These were done in addition to open houses, Highlander Days, Quest, the enrichment course, LLC, and advising appointments, highlighting the need for a NURSE Program Coordinator to assist

her in these student success initiatives. The initiative to create the NURSE program has certainly paid off!

There has been somewhat of a decrease in prelicensure enrollment in Roanoke, partially due to the closure of the Accelerated BSN track. However, coordination and clarity with the Admissions team has led to a realignment with Fall 2023 freshmen admissions as of March 24, 2025. Another important change has been in the department's admission criteria for new freshmen to ensure progression and retention. Starting in Fall 2025, all freshmen being directly admitted to the prelicensure BSN must have a GPA of 3.5 in addition to the science requirements. All other nursing students must have a minimum GPA of 3.0 to declare the pre-nursing major. Although this may decrease the number of students in the major initially, this will lead to student success and better outcomes.

Our graduate nursing enrollment has remained steady over the past year, and we have seen positive shifts towards both the DNP and graduate certificate in Psychiatric Mental Health Nurse Practitioner tracks. Since graduate students are working adults and have flexibility in their programs of study, any fluctuation can result in a major change in these enrollment rates. We want to maintain this flexibility in our programs while also exploring new recruitment strategies. BSN alumni outreach efforts have been made to offer guaranteed admission to our graduate programs. Dr. Jenks has also completed outreach efforts in current senior classes to recruit students after graduation. Goals for next year will include further recruitment opportunities and program assessment strategies.

College of Nursing Student Enrollment: Comparison Year over Year

Program/Track Name	Spring 2024 Enrollment	Spring 2025 Enrollment	% Change
<i>Undergraduate Nursing Department</i>			
Freshmen & Sophomores (both locations)	295	408	+38%
Prelicensure BSN - Radford	230	258	+12%
Prelicensure BSN - Roanoke	211	172	-18%
Post-licensure BSN: RN to BSN (Fast Track Online)	292	329	+13%
Undergraduate Total	1,028	1,167	+14%
<i>Graduate Nursing Department*</i>			
MSN Nursing Administration (Fast Track)	57	62	+9%
MSN Family Nurse Practitioner	53	49	-8%
DNP Post Master's APRN	0	0	0
DNP Family Nurse Practitioner	8	9	+13%
DNP Psychiatric Mental Health Nurse Practitioner	4	8	+100%
DNP Nursing Leadership & Clinical Practice Leadership	11	10	-9%
Graduate Certificate: Psychiatric Mental Health NP	17	11	-35%
Graduate Total	150	149	-1%
Total Enrollment in the College of Nursing	1,178	1,313	+ 11%

**all Graduate Nursing programs are hybrid or online*

Other Recruitment and Retention Activities

Significant efforts to increase retention and recruitment of Army ROTC students to nursing were made this year. Several meetings were held with Colonel Nate Surrey, commanding officer of Virginia Tech and Radford University ROTC, Major Drew Snow, Radford University Army ROTC, and Major Natheia McMillan, 4th Brigade Nursing Counselor, to discuss opportunities and challenges for nursing students in Army ROTC. As a follow up, one of our current BSN students, Cadet Dove, and I met so I could gain a student perspective of the program. As a result, Colonel Surrey and I are in the process of creating a new MOU with the Army ROTC which will include a BSN program of study for cadets to ensure their success in the program and the expansion of guaranteed spots for ROTC students from 5 to 15; the additional 10 spots will be slotted for spring semesters. Professor Jessica Fenton will be the sole advisor for all Army ROTC cadets. The Army will be able to transfer students from other universities to attend Radford for these guaranteed prelicensure BSN spots.

The College of Nursing also participated in the Commonwealth of Virginia's Governor's School for Health Sciences. Dr. Adriane Biggio was the Faculty Fellow in charge of students, and Dr. Meagan Arthur participated on the curriculum committee and led the college activities. Twenty high school students from across Virginia participated in the Governor's School at Radford University Carilion, and the college provided two days of nursing activities at RHEC with help from many of our faculty. The entire program was a great success.

Nursing Student Fees

Another significant development that I have been working on for the past two years is the creation of nursing student fees. Since last spring, the project was put on hold by Budget & Finance until fall 2024. I worked diligently to continue this project, and we have received approval for *course* fees for the prelicensure BSN in each level (NURS 345, 364, 448, and 454). Fees for RN-to-BSN and graduate programs could not be tied to specific courses each semester, so these will remain out of pocket for students. The largest costs incurred by students by far was for the prelicensure BSN.

Transfer Students from Virginia Tech

Discussions have continued with Virginia Tech's Human Nutrition Foods & Exercise (HNFE) department chair, Renee Eaton, to explore ways to include our first semester of prelicensure BSN courses as electives for their students interested in transferring to Radford for nursing. I participated on a career panel for students in HNFE to discuss nursing and pathways at Radford, and I met with the Associate Director and team at the Va Tech Career and Professional Development center. I am working with Rick Sparks, University Registrar and Associate Vice Provost for Learning Systems Innovation and Effectiveness, to create a MOU for recent high-achieving Va Tech graduates for guaranteed spring semester admission to the prelicensure BSN with the option for the accelerated pathway.

Accreditation

The JoAnn Bingham Clinical Simulation Center (JBCSC) director, Dr. Chris Keller, works diligently every day to ensure that the highest quality programs are provided to the College

of Nursing students. On October 29, 2024, the JBCSC had its site visit for accreditation by the Society for Simulation in Healthcare (SSH) after months of self-study preparation by Dr. Keller. I am thrilled to report that the JBCSC was granted reaccreditation by SSH until December 31, 2029!

III. Student Success: Curriculum and Technology

Undergraduate Curriculum

Several significant changes were approved by the college to improve the prelicensure curriculum and student learning outcomes. The teach out of the Accelerated BSN track (ABSN) was completed at the end of Fall 2024 to have one prelicensure BSN curriculum, prevent duplication, create faculty teaching efficiencies, and faculty collaboration across sites. The faculty worked tirelessly on making this transition. Many faculty taught across both sites for efficiency, which helped ensure consistency in the curriculum while filling critical needs. In spring 2025, changes to the prelicensure BSN were approved by the college to reduce the total credit hours of the program and to thread content throughout existing courses. The final curriculum, to start in Fall 2025, creates a 2+2 program which will better accommodate transfer students from community colleges and other 4-year institutions.

In addition to the prelicensure 2+2 program, I supported Dr. Dee Pennington in the creation of a Tartan Transfer agreement with the Virginia Community College System (VCCS) for RN graduates to have guaranteed admission to the RN-to-BSN track. Being in the transfer system with VCCS will give students across the state information about our fast track online program at an extremely reasonable cost.

Graduate Curriculum

The graduate curriculum committee also continued their significant work on curricular changes. Faculty worked persistently as the new curriculum was implemented. Some of the new courses in the MSN and DNP Family Nurse Practitioner programs were taught for the first time this year, and the last courses are being finalized. This academic year, the DNP Psychiatric Mental Health Nurse Practitioner and graduate certificate tracks have been revised and submitted for approval. The plan is for these to go into effect for Fall 2025.

Technology Integration

Several technology projects were initiated to assist with training and documentation of student competencies. Students and faculty began using Project Concert to maintain documentation of clinical hours and accreditation requirements. ATI replaced Kaplan for NCLEX-RN preparation and was integrated at the course level for all prelicensure courses.

I also worked for many months with Tore Sagstuen, Head of Technology for Laerdal Medical, and Paul Plofchan to develop a relationship between Radford University College of Nursing and Laerdal to use their technology to address the new CCNE competencies starting in Level 1. Discussions with faculty resulted in Jamie Haynes developing a process and piloting Laerdal technology in Fall 2024. Students are now able to record their skills using Laerdal SimCapture on their phones and be evaluated by faculty through a central

server. This process can create significant efficiencies in our current processes and facilitate student learning through practice and self-evaluation.

Another technology that I have been working with Carilion to implement for more than 5 years is the use of EPIC in the classroom. One confounding problem nursing students face is spending more time in clinical on a computer attempting to find information and documenting rather than optimizing time with their patient. Using EPIC in the classroom allows students time to become competent with basic documentation in the first semester of upper division. Danielle Liddle understood this and led the effort for the college to initiate the use of EPIC in Health Assessment.

IV. Faculty and Staff Success

Communication

Since I became the dean in July 2024, it was important that I set aside time for open communication with faculty, and I held 1:1 meetings for at least one hour with all faculty who were interested at the beginning of Fall semester. In addition, I began Wendy's Weekly videos to easily share timely information. Although these are not always weekly, it is my intention that these facilitate good communication in an easy fashion for faculty. Additionally, I am on site 1-3 days per week in Roanoke (generally Tuesday and Thursday) and 2-4 days in Radford, depending on meetings, to be available for faculty and staff communication.

Faculty Development

To support faculty in curriculum assessment and change, I supported multiple faculty educational programs in 2024. First, I brought in a CCNE Essentials consultant, Dr. Cheryl Robinson, for a full-day educational session with faculty on May 7, 2024. Faculty were educated on the curriculum development and review process in addition to instructor responsibilities. Faculty also did a course mapping exercise to assist with course mapping requirements by the college for AY25. On August 15, 2024, Dr. Chris Keller presented "Active Learning: Debriefing Across The Curriculum" to both undergraduate and graduate faculty. She included hands on learning to assist faculty in how to use the simulation tools in all nursing curricula. Additionally, David Halpin held a D2L workshop for college faculty on August 21, 2024.

Evaluations

A considerable component of the dean's responsibilities is to perform annual reviews and recommend faculty to the Provost for reappointment per the Personnel Timeline. This year I completed 40 faculty annual evaluations, 27 reappointment letters, 3 Academic Unit Head (chair) reviews, reviewed all staff evaluation plans, and completed 2 staff annual reviews.

Promotion & Tenure

Two faculty achieved tenure and/or promotion this past year. I am pleased to report that Dr. Carey Cole received tenure and Dr. Sara Brown received tenure and promotion to Associate Professor.

New Hires & Positions

We hired 4 new faculty members who have gotten off to a great start: Danielle Liddle (Tenure Track), Heather Sadler (Tenure Track), Kira Harkonen (Special Purpose), and Christina Powell (Special Purpose). We also hired two new highly experienced AP faculty members for the JoAnn Bingham Clinical Simulation Center: Jennifer Poole and Lisa Wade. As mentioned previously, we have also hired two new staff members into new roles in the college: Rosa Stone (Graduate) and Stacy Carranza (NURSE Program). We have five faculty positions posted (4 undergrad, 1 grad), two faculty hires in process for prelicensure, and the interview process underway for two classified staff positions (Undergrad P&G Coordinator, and part-time Admin Assistant for RHEC).

In addition to hiring, I was able to advocate for our faculty and staff in the following ways:

- Supporting Rick Ballard in taking the Certified Healthcare Simulation Operations Specialist (CHSOS) exam – which he successfully passed, becoming our first ever CHSOS for the college!
- Provided educational funds to support faculty pursuing their CNE certification.
- Supported Dr. Carey Cole, in collaboration with Dr. Sallie Beth Johnson, in pursuing funding for a medical mobile clinic
- Provided support for the Human Trafficking Symposium, led by Drs. Marjorie Young and Katie Katz

V. Fiscal Responsibilities

Budget and ETF Requests

This past year I have successfully managed the college's more than \$6M budget and secured additional funding to meet the needs of the college. In Spring 2024, I was able to purchase roughly \$35,000 in skills lab equipment during year end spending. For academic year 2024-2025, I was able to secure an additional \$223,652 for capital purchases for the skills labs and JoAnn Bingham Clinical Simulation Center and an additional \$4,000 for minor equipment funds to meet the needs of our current students. For recurring funds, I was able to secure additional funding for stipends for the Assistant Dean and chair positions.

Faculty Position Conversions

To continue to meet the growing enrollment needs of our college, I worked with the Provost's office to decrease the number of adjunct faculty over the summer and to extend faculty contracts from 9-month to 12-month. The following Fast Track faculty moved to 12-month positions: Kereen Mullenbach, Sara Brown, and Sharon Jones. I was also able to convert four open 9-month faculty positions to 12-month. This resulted in a savings of \$104,451 for the college.

AY26 Budget and Planning

This past year, I have spent a great deal of time with Adam Neal, Director of Academic Affairs Finance and Budget, on budgeting for the future needs of the college. We created a proposal submitted by the President to Va legislators for funding for 13 additional faculty in AY26 and 20 additional faculty in AY27. As a result, we were awarded one time funding in the amount of \$2,083,116 for hiring faculty in AY26 to meet the enrollment growth in the

prelicensure BSN. I was granted approval to work with Buffkin & Baker to assist us in recruiting the additional faculty for the college. For the AY26 budget year, I have requested \$140,000 in additional funds to support the work of the college, primarily for Simulation Center equipment maintenance, and I will continue pursuing the permanent funding for all 33 additional faculty needed.

To prepare for the new academic year with two new departments, I have requested reallocation of the college budget (from operating as one large “department” and a simulation center) to having funds distributed to each of the two departments, the dean’s budget, and the existing simulation center budget. This will allow the new chairs to have fiscal control of their department as per the T&R Faculty Handbook.

College Spaces

With the opening of the new Artis Center prior to Fall 2024, the college gained a new, technology-infused classroom that will comfortably accommodate up to 80 students. I have also worked with the Provost and the Vice President of Finance and Administration to assess additional space needs on the Radford campus for nursing labs, classroom space, and offices to accommodate the significant increase in upper division prelicensure BSN enrollment expected beginning Fall 2026. These conversations are expected to continue through the summer with space renovations beginning next academic year. Finally, we are hopeful that the governor of Virginia will approve the senate budget, which includes planning funds for a new Radford University health sciences center in Roanoke. This would move us closer to having all undergraduate students at the same location with our health science colleagues.

VI. Advancing Academic-Practice Partnerships

Community Advisory Board

I continued to lead the College of Nursing Community Advisory Board meetings throughout the year 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. The board focused its work on workforce development, transition to practice, and Virginia nursing grants, such as Earn to Learn. The work completed exemplifies the CAB’s vision statement: *“To create a clinically competent workforce of nurse leaders to directly meet the needs of the nursing shortage in Southwest Virginia.”* I meet with the Chief Nursing Officer of most of the regional hospitals monthly.

CONAR

On April 4, 2024, we held our annual College of Nursing Advisory Resources (now CONAR) event. I was able to speak to the staff and preceptors from many of our community practice partners and thank them for their support. We also solicited collaborative feedback on how to improve our processes for the success of our nursing programs. We plan to celebrate preceptors in 2025 during Nurses’ Week at our local hospitals rather than having a separate CONAR meeting. It is expected that participation will be greater holding an event at the hospital rather than an off-site location.

Individual Partner Activities

Much of the work that I did with our academic-practice partners was done in individual meetings with hospital leaders this year. These activities are outlined below.

- Carilion Clinic
 - Quarterly meetings of RUC Integrated Steering Committee
 - Bimonthly meetings with Tami Frost, Senior Vice President and System Chief Nursing Executive
 - Met with Mike Abbott, President of Carilion Medical Center, regarding college partnership and toured new tower addition
 - Met with Cynthia Lawrence, Director of Workforce Development, and Tara Weideman, Director of Human Resources
- HCA/LewisGale Regional Health System
 - Attended meeting with the LewisGale Hospital Montgomery executive team, hosted by the university president in July 2024. Took team for a tour of campus and discussed potential partnership and student clinical needs.
 - Held several meetings with Yvette Dorsey, Associate VP of Academic Affairs for HCA's Capital Division
 - Attended meeting with new CEO of LewisGale Medical Center, Colin McLaughlin, and university president in March 2025

VII. College Advancement & Giving

Over the past year, I have worked with University Advancement to acquire additional scholarship funds for the college. They are as follows:

- Lettie Pate Whitehead Foundation increased their grant to Radford University to \$868,000 for AY26
- Student scholarship gift of \$50,000 from the family of Mariah Corrine Whitcomb ('22 RU BSN) to establish a scholarship for Roanoke based nursing students in her memory. Mariah was a 2022 graduate of our prelicensure nursing program.
- Student scholarship gift of \$30,000 to establish the Deborah L. and Dexter L. Atkinson Endowed Scholarship in Nursing for students seeking a second baccalaureate degree in nursing. This is the first such scholarship for students who are ineligible for traditional financial aid due to a previous baccalaureate degree.

Carilion Clinic also provided a non-cash donation of nursing skills packs for all Level 1 students. This will be an ongoing gift each semester which will assist in lowering the nursing program costs for every prelicensure student.

VIII. Advocacy and Community Involvement

I have been actively involved in advocacy for our faculty, students, college, and university through several different means in the past year.

- Wrote responses to several Commonwealth House and Senate bills on behalf of the college and university
- Tour of Artis Center with Lt Governor Earle-Sears and discussion of college nursing achievements and needs

- Tour of Artis Center with Delegate Mark Sickles and discussion of college nursing achievements and needs
- Meetings with the university president, Dialogue.edu, and HIU president and colleagues from Vietnam on the Radford campus to discuss potential opportunities for collaboration

IX. Dean's Administrative Duties

- Chaired the college's faculty organization meetings
- Presided over and set the agenda for the weekly Executive Committee meetings
- Presided over and set the agenda for the college Leadership Council meetings
- Supervised and mentored the college leadership team and oriented new department chairs (Dee Pennington, Marjorie Young, and Shannon Souther)
- Met individually with the college executive team weekly and as needed
- Supervised the college's administrative assistants
- Wrote job descriptions and postings for all new positions
- Attended council/department/committee meetings when requested
- Wrote letters of support for faculty awards
- Participated in interviews for open leadership positions in Academic Affairs

X. Dean's Scholarship and Service

Scholarship:

Submitted LOI for a NIH grant with faculty from Virginia Tech Carilion

University Committees:

1. Academic Affairs Leadership Team
2. Dean's Council
3. University Leadership Council
4. RUC Strategic Leadership
5. RUC Integrated Services Committee
6. Roanoke Operations Group
7. Academic Policy and Procedures Committee
8. Academic Program Review and Evaluation Committee
9. Roanoke Campus Program Planning - Project Steering Committee

Representation at University / College events & meetings:

1. Highlander Days
2. Quest
3. Prospective student tours for Nursing
4. Open House events
5. Faculty Fall Convocation
6. Ribbon Cutting and tours of the new Artis Center
7. Fall Club Fair
8. Homecoming
9. Women of Radford luncheon
10. Highlander Hype

11. Fall Festival
12. Tartan Transfer Signing Ceremony
13. General Education Professional Development Workshop
14. Day of Gratitude
15. Volunteer Summit, presentation
16. Enrollment Forums
17. Partners in Excellence luncheon
18. Together Campaign Steering Committee Meeting & Reception
19. President's Season of Gratitude
20. Board of Visitors meetings
21. School of Nursing Pinning ceremonies
22. Graduate Hooding and Commencement ceremonies
23. Board of Visitors Budget Workshop
24. Employee Service Awards Banquet
25. Red and White Gala Quarterly and Annual RisePoint meetings
26. Buffkin & Baker weekly meetings for new hires

External Meetings & Events:

1. AACN Nursing Leadership Conference – Washington, DC
2. VACN Fall Meeting – Washington, DC
3. AACN Annual Dean's Meeting – Washington, DC
4. VACN Spring Conference – Old Dominion University
5. AAC&U Leadership Conference – Greensboro, NC
6. ANA Nurse Staffing Summit – Richmond, VA
7. Va Nurses Foundation Gala – Richmond, VA
8. Virginia Nurses Association Lobby Day – Richmond, VA
9. New River Valley Health Foundation Dinner
10. Virginia College of Osteopathic Medicine & Radford University Partnership Meeting
11. Virginia Tech Dept of Human Nutrition Foods & Exercise Career Panelist
12. Portrait Unveiling for Sen. John Edwards (ret) at RHEC
13. LewisGale Hospital Montgomery Freestanding Emergency Room – Open House
14. City of Radford Community Fest

Professional Service

- Board of Trustees, LewisGale Hospital Montgomery
- Virginia Association of Colleges of Nursing
- Virginia Nurses Association, Commission on Workforce Issues

XI. Plans for Upcoming Year

- Develop a five-year strategic plan in alignment with the university's new strategic plan.
- Focus on expanding dual appointment opportunities with academic-practice partners.
- Create a College of Nursing Alumni Association.
- Support curricular changes for all programs to meet the new AACN Essentials.

- Support a research program for the college, led by a new Director of Research & Innovation.
- Creation of college and departmental policies.
- Revision of college Faculty Handbook.

Thank you for allowing me to serve as your Dean. I look forward as we continue to grow and strive for excellence as a College of Nursing.