Annual Report 2016-2017



A Message from Dean Kerr



Dear Alumni and Friends,

When I reflect on past academic years, I am always impressed with the work and dedication of our faculty, staff and students. The 2016-17 academic year was no exception as the Frances Payne Bolton School of Nursing find new ways to innovate nursing education, research and practice while maintaining our tradition of excellence.

One of those innovations this year was a joint project with the faculty, staff and students, where they closely examined the FPB student educational experience from enrollment through graduation. Together they identified more than 70 opportunities to enhance the experience for our 800 undergraduate, graduate and professional students. Some were simple endeavors to improve the student quality of life, such as piloting a carpooling initiative for easier and safe travel to clinical sites throughout Cuyahoga County. Others were larger efforts, such as faculty development programs to optimize new technology in the classroom to augment lessons. Additional highlights of this unique ongoing partnership, which addresses the #1 goal of our 2013–2017 Strategic Plan — Improve

the quality of the student experience — is found in this annual report. It is my hope that these investments in the educational and clinical experience will take root in the same manner as our investments in research and early career investigators.

In recent years, the school has shifted our research focus areas to align better with federal funding priorities. At the same time, we have added and encouraged a number of early stage investigators who were mentored by their more established FPB peers. This infusion of fresh ideas and energy has helped grow our research. As a result, the school's NIH Funding is a record high with \$5,555,062 ranking us 7th in the nation for NIH support to schools of nursing. To help disseminate the findings of this research, last year the school hosted a series of writing workshops for faculty, students and alumni which led to more than 50 submissions.

The year was also marked by a series of firsts. We created our Neuro Acute Care Boot Camp, in collaboration with MetroHealth Medical Center. We established our first Doctorate of Nursing Practice (DNP) cohort in Abu Dhabi, with Cleveland Clinic. And for the first time in the school's history, all eight of the school's eligible specialties were ranked by *US News and World Report*'s Best Graduate Schools. Six were ranked in the top 20, while our DNP and MSN degree programs ranked #8 and #11, respectively. I anticipate that this momentum will accelerate as we prepare to move to our new home at the Health Education Campus (HEC) in Summer 2019. This state-of-the-art facility affords us a new role on the world stage with infinite possibilities.

As I looked down the road, I recognized that my personal timeline for retirement in 2019 was incongruent with this construction timeline. This unique milestone requires long-term leadership in place before and after the move to leverage the many once-in-a-lifetime opportunities that the HEC presents. To that end, I will step down as dean at the end of the 2017-18 academic year and work with the new dean to insure a smooth transition and move to the HEC and beyond. I am pleased to report that my successor will arrive at FPB to find a financially healthy, vibrant school in a new, world-class facility, with all of the programs fully accredited, our NIH research dollars at record levels, and surrounded by amazing students and incredible faculty and staff.

As I file my final annual report, I am honored by serving as dean of one of the greatest schools of nursing in the world. Thank you for this opportunity and thank you for your support of the Frances Payne Bolton School of Nursing.

Sincerely,

Mary E. Kerr, PhD, RN, FAAN

Mary E Kerr

Dean and the May L. Wykle Endowed Professor

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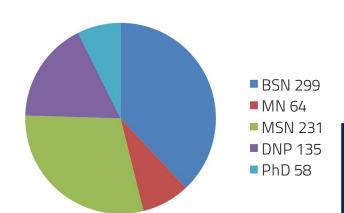
Academic Affairs

Mary F. Terhaar, DNSc, RN, FAAN

Associate Dean for Academic Affairs and The Arline H. and Curtis F. Garvin Professor of Nursing

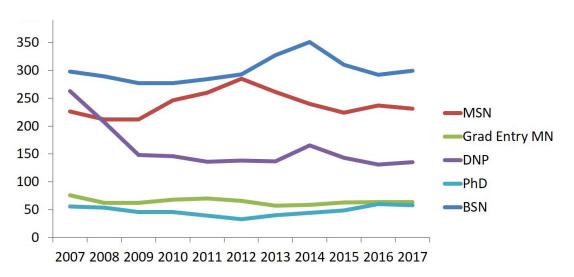
Executive Summary

A total of 787 students were enrolled for the Fall 2017 semester, which represents an increase in the BSN and DNP programs — which helps to meet our Strategic Plan Goal to increase enrollment of the best-prepared students from diverse backgrounds in all programs. The number of credit hours exceeds expectations in every program, except the DNP.

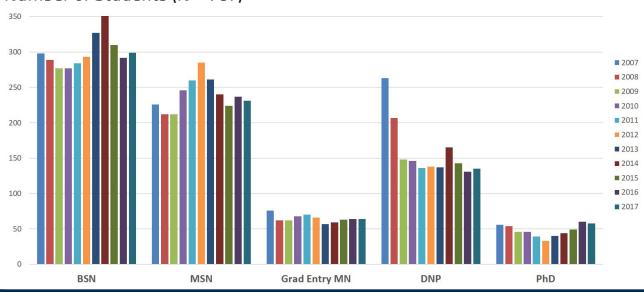


Fall 2017 Total

FPB Enrollment Trends: Fall 2007 to Fall 2017



Number of Students (N = 787)



Student Diversity

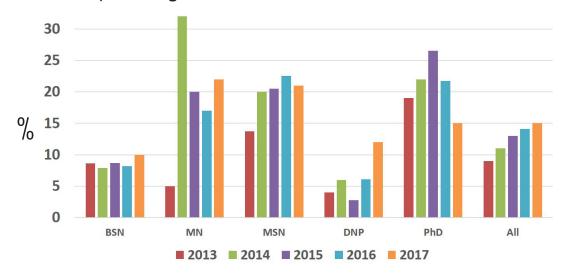
Approximately 27% of our entire student body self-report represents a minority, with 5% unreported. It is above the national average of 26.5%.

By program, our student diversity stands at 36.7% for the BSN program compared to a 26.9% national average; 19.4% for MSN v. 26.6%; 24.4% for DNP v. 22%; and 29.3% for PhD v. 24.7%.

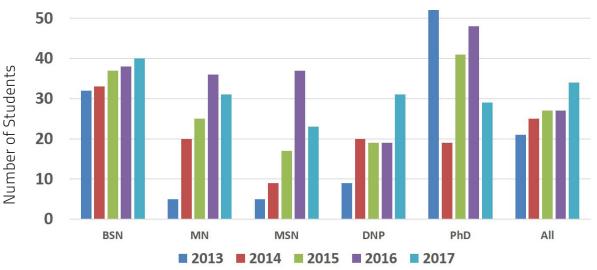
In addition, 15% of our overall student body are male. Our BSN program is 10% male v. the 11.4% national average, while our MSN program is 21% male v. the 9.9% national average.



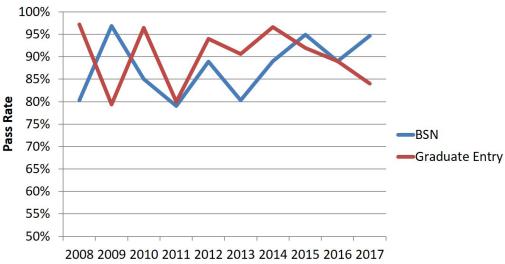
Diversity (All Programs)—Male Students: 15%



Diversity (All Programs)—Ethnicity and Race: 27%



NCLEX BSN/Grad Entry Pass Rate



Support for Students

Legacy Fellows Program

- Currently there are 15 Legacy Fellows
- Fellows receive full tuition support and education stipends and gain experience as a member of an active research team

Nurse Faculty Loan Program

- Covers tuition and other costs for up to five years (approximately \$35,500 per year)—up to 85 percent of which is forgiven
- Created in 2004 by the Health Resources and Services Administration (HRSA)
- NFLP grant awarded for the 2017-2018 academic year is \$1,515,820
- Eligible Recipients: Part-time and full-time DNP, and PhD students from the United States

Nurse Anesthetist Traineeship Program

• Received \$36,288 in grants for nurse anesthesia graduate students

School Updates

Health Education Campus

- Site taskforces meet regularly: IPE Curriculum Committee, Transportation, Facilities, Research, Simulation, and IT
- Slated to open Summer 2019

Accreditation

 Preparing for the Ohio Board of Nursing accreditation visit in Fall 2017 for the BSN and MN programs

2016-2017 Graduates



A total of 280 nursing degrees were awarded in 2016-2017, including:

- 75 BSN
- 34 MN
- 97 MSN
- 56 DNP
- 6 PhD
- 12 Post master's certificates



Student Experience

- Student experience committee to implement improvements from enrollment to graduation
- Recommendations by students, faculty & staff in five major areas: Clinical, Instruction, Communication, Advising/mentoring, and Administrative
- Co-lead by Cathy Koppelman, visiting instructor and Teona Griggs, Director of Student Services, Diversity & Inclusion
- Recommendations initiated for the BSN program include:
 - Created student car-pooling pilot program for Peri-op course
 - Linked all syllabus pages to API reference
 - Redesigned CNESI for state-of-the-art instruction, equipment & supplies (Alfes & Robinson)
 - USNA peer-support pilot program utilizing upperclassmen
- Recommendations initiated for the Grad Entry/MN program include:
 - "Remediation Plan" renamed "Learning Improvement Plan" and includes both written support & guidance by the faculty
 - CNESI enhanced state-of-the-art instruction, equipment and supplies (Alfes & Robinson)
 - "How-to" booster emails sent to students wanting an MSN
- Recommendations initiated for the MSN program include:
 - Application deadline changed to May 1 to improve clinical site and preceptors planning
 - CRNA deadline changed to July 1 for next academic year
 - Student access to Canvas site enhanced by featuring specialty certification requirements
- Recommendations initiated for the DNP program include:
 - Faculty review of all post-course evaluations for course revisions
 - Strengthened entrance counseling
- Recommendations initiated for the PhD program include:
 - Increase communication with students on programmatic topics (eg. Impact of changing research topic, reason for writing the research proposal before candidacy exam)



U.S. News and World Report released new rankings for graduate-level health care education programs in March 2017. To fit with the school's Strategic Plan Goal 3, the school enhanced FPB's national and international recognition as a top-tiered nursing school, by increasing its rankings.

Top MSN Programs - National

- #1 Duke University
- #2 Johns Hopkins University
- #3 University of Pennsylvania
- #4 Emory University
- #5 Ohio State University
- #6 University of Washington
- #6 Yale University
- #8 Columbia University
- #8 University of Pittsburge
- #10 University of Maryland- Baltimore
- #11 Case Western Reserve University
- #11 University of Michigan
- #13 New York University (Meyers)
- #13 University of Alabama- Birmingham
- #15 University of California Los Angeles
- #15 Vanderbilt University
- #17 University of North Carolina Chapel Hill
- #18 Rush University
- #19 University of Virginia

NIH-supported Research

FPB is ranked 7th in the nation among Schools of Nursing for its total NIH funding, up from #14 the previous year.

Top DNP Programs - National

- #1 Duke University
- #2 Johns Hopkins University
- #3 University of Washington
- #4 Rush University Columbia University
- #5 Columbia University
- #5 Ohio State University
- #7 University of Pittsburgh
- #8 Case Western Reserve University

•••

#47 University of Cincinnati

Top MSN Programs - Ohio

- **#1** Ohio State University (#5)
- **#2** Case Western Reserve University (#11)
- #3 University of Cincinnati (#38)
- #4 Wright State University (#115)
- #4 Xavier University (#115)
- #6 Kent State University (#142)
- #6 Ohio University (#142)
- #8 Cleveland State University (#171)
- #9 Ursuline College (#175)

Specialty Rankings

- #11 Nurse Practitioner: Adult / Gerontology, Acute Care
- #12 Nurse Practitioner: Pediatric, Primary Care
- #12 Nurse Practitioner: Psychiatric / Mental Health, Across the Lifespan
- #13 Nurse Practitioner: Adult / Gerontology, Primary Care
- #15 Nurse Midwifery
- #17 Nurse Practitioner: Family

Research

Shirley M. Moore, RN, PhD, FAAN

Associate Dean for Research and the Edward J. and Louise Mellen Professor of Nursing

Executive Summary

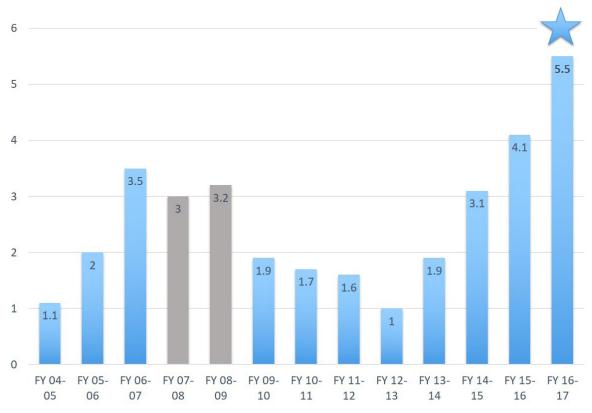
For Academic Year 2016–2017, 20 research and training grants were received. Among tenured and tenure-track faculty, 46% were Principal Investigators on externally-funded research.

In calendar year 2016, faculty, instructors, postdoctoral fellows and students from the School of Nursing received 58 honors and awards from regional, national, and community organizations and the university.

The school won a national award from the American Association of Colleges of Nursing and the UCAH was recognized by the Association for Gerontology in Higher Education. The school was well represented in the receipt of research awards at the 2016 Midwest Nursing Research Society Meeting. Faculty members won prestigious society-wide awards from the National Association of Neonatal Nurses, National Black Nurses Association, the American Nurses Association, the Association of Nurses in AIDS Care, and the American Academy of Critical Care Nurses. The North Coast Nurses Coalition, the East Cleveland School District, and Congresswoman Fudge recognized faculty for meaningful contributions to the community. One faculty received the John S. Diekhoff Mentoring Award, a University-wide award.

NIH funding was at an all time high of \$5.5 million, with an NIH ranking of #7.

Research Funding; In \$ Million



Research, continued

The School of Nursing's research and training revenue provides new collaborative opportunities with other schools on the Case Western Reserve University campus that have health care research revenue. Notable new grants in FY 2017 to the School of Nursing are listed below.

Faculty	Grant Title		Source
Carol M. Musil, PhD	Web-Based Resourcefulness Training for Grandmother Caregivers	\$2,014,412	NIH/NINR R01
Rebecca Darrah, PhD	Therapeutic application of genetic association results: CF lung disease modifiers as a model	\$488,606	NIH/NHLBI R56
Valerie Toly, PhD	Resourcefulness Intervention for Mothers of Technology-Dependent Children	\$479,869	NIH/NINR R15
Michael J. Decker, PhD & Elizabeth G. Damato, PhD	"Hyperoxia: An Unrecognized Mechanism for Inducing "Hypoxia-Like" Symptoms" and "Neural Effects of Hypobaric Exposure"	\$384,204	Department of Defense
Lynn Lotas, PhD	Partners in Health: Comprehensive Lead Screening & Support Services Program for Cleveland's Children Ages 3-5	\$300,000	Prentiss Foundation
Rebecca Darrah, PhD	Application of GWAS Results for Therapeutic Benefit in CF Lung Disease	\$248,843	Cystic Fibrosis Foundation
Matthew Plow, PhD	Identifying and Managing MS Fatigue Phenotypes by Developing an Artificially Intelligent Smart- watch App	\$237,749	US Army Medical Research Acquisition Activity
Carol Savrin, DNP	Case Western Reserve University (CWRU) Interprofessional Learning Exchange and Practice (I-LEAP)	\$140, 925	Saint Luke's Foundation
Allison Webel, PhD	Perceived CVD Risk in People living with HIV and Impact on CVD prevention behaviors	\$107,251	Gilead Sciences

Research, continued

Summary of Grant Activity (FY2015)

	#	\$
Total Grants Submitted	60	\$41,670,321
Grants Pending	24	\$17,719,643
■ Grants Received*	20	\$6,229,871
Federal Research Grants Submitted	27	\$34,178,620
Federal Research Grants Received	8	\$5,828,400

^{*}Not all submitted have had an opportunity to be funded yet.

Faculty Productivity

	# of Faculty	% of Faculty
Faculty principle investigators on externally funded research*		
Tenured & Tenure Track (asst. to full professor) n = 26	12	46
Non-Tenure Track (asst. to full professor) n = 30	2	3
Faculty principal investigators on funded training grants		
Tenured & Tenure Track (asst. to full professor) n = 26	3	12
Non-Tenure Track (asst. to full professor) n = 30	1	3
Faculty Awards**		
Tenured & Tenure Track (asst. to full professor) n = 26	14 (22 awards)	54
Non-Tenure Track (asst. to full professor) n = 30	12 (12 awards)	40
 Non-Tenure Track (instructors) n= 44 	5 (10 awards)	11
Published Manuscripts***		
Tenured & Tenure Track (asst. to full professor) n = 26	26 (157 pubs)	100
Non-Tenure Track (asst. to full professor) n = 30	19 (78 pubs)	63
 Non-Tenure Track (instructors) n= 44 	3 (3 pubs)	7
Citations		
Tenured & Tenure Track (asst. to full professor) n = 26	26 (968 citations)	100
Non-Tenure Track (asst. to full professor) n = 30	18 (475 citations)	60
 Non-Tenure Track (instructors) n= 44 	5 (35 citations)	11

^{*}Pls on externally funded grants

^{**}Includes only recognition awards, not grant or funding awards

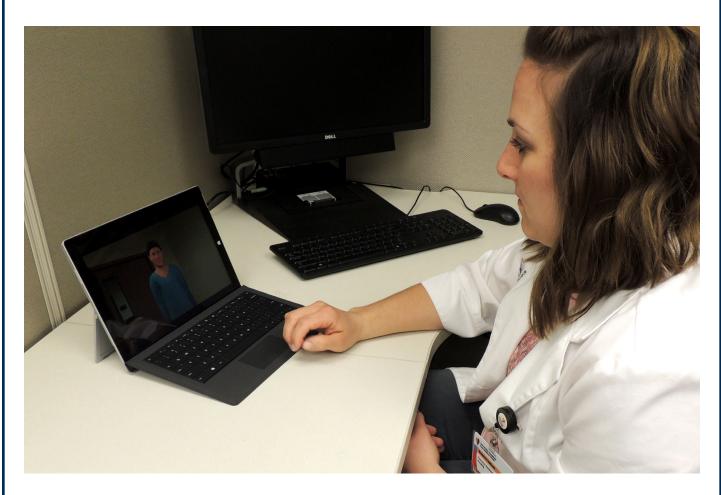
^{***}Manuscripts that appeared in print during the 2015 calendar year. The number of publications reflects only those manuscripts in print, not those submitted for consideration or in press. This includes refereed journal articles, book chapters, commentaries, editorials, and electronic publications.

Research, continued

Future Directions

To continue its legacy of excellence in nursing research, the Frances Payne Bolton School of Nursing is focused on several key goals:

- Continue to expand our research portfolio to include more foundation and industry research
- Continue to increase the number of BSN students in research
- Increase our collaborative research with clinical and campus-wide partners
- Nurture early-stage investigators
- Develop a school-wide research data management system to promote data sharing across studies.
- Spur innovation in research.
- Aggressively seek funding for sustainability of research centers of excellence



Centers of Excellence

PAHO/WHO Collaborating Center for Research and Clinical Training in Home Care Nursing

The focus of the PAHO/WHO Collaborating Center at CWRU is home care nursing—the delivery of health care services in the home setting. Change in all parts of the world, from aging of the population, the increase in chronic diseases, and the development of infectious diseases, places a burden on the existing health care systems. Home care nursing is one solution to the problem.

The Center Director, Elizabeth Madigan, stepped down to lead Sigma Theta Tau International in Fall 2017.

As of October 2017, the Center did not receive redesignation.

Sarah Cole Hirsh Institute for Best Nursing Practices Based on Evidence

The Hirsh Institute creates and disseminates evidence-based information to enhance nursing practice.

Key Accomplishments

- Recruited three PhD students
- Conducted the Advanced Care Conference in HIV (Sept. 2017)
- Received four corporate grants to support the HIV conference

University Center on Aging and Health (UCAH)

UCAH's interdisciplinary mission is to foster collaboration among its community of scholars, learners, and practitioners in order to encourage and coordinate innovative interdisciplinary research, education, and service programs relevant to the health and well-being of older adults.

Key Accomplishments

- Partnered with the School of Medicine and the Jewish Family Service Association for a pilot study "Aging in Place" funded by the Abington Foundation
- Held the 22nd Florence Cellar Conference: Serving Older Adults: Aiming to Improve Cost, Care and Quality (April 2017)
- Five graduate students from diverse disciplines completed the graduate certificate program in gerontology

Centers of Excellence, continued

Center of Excellence for <u>Self-Management Advancement through Research and Translation (SMART)</u>

The SMART Center is a National Institute of Nursing Research/National Institute of Health-funded Center of Excellence to build the Science of Self-Management (P30 NR010676). It is designed to address self-management research at four levels of system: individual, family, organization, and community.

Key Accomplishments

- Designed Common Data Elements that are being used across eight pilot studies
- Received four new grants in self-management (DOD, Foundation, and 2 RO1s)
- Published 88 self-management manuscripts from FPB faculty, postdocs and students.
- Conducted SMART Center research symposium at CANS, September 2016

Dorothy Ebersbach Academic Center for Flight Nursing

Serves as part of the MSN program's Adult-Gerontology Acute Care Nurse Practitioner Flight Nursing specialty. It is the first formal training program of its kind to prepare nurses at the advanced practice level to provide care to individuals outside of hospitals, but at a hospital level of care.

Key Accomplishments

- The Center was reorganized to focus on three key areas: Education, Research and Simulation +
 Training, led by Chris Winkelman, PhD, ACNP, CCRN, CNE, FAANP, FCCM; Andrew P. Reimer, PhD,
 RN; and Celeste M. Alfes, DNP, MSN, RN, CNE, CHSE, respectively.
- Participants of Flight Nursing Summer Camp FY2017 gathered from across the United States.
 This year's disaster drill was on the Case Western Reserve Squire Vallevue Farm, as well as at the Flight Helicopter Simulator in July 2017

Quality and Safety Education for Nurses (QSEN) Institute

Initially funded by the Robert Wood Johnson Foundation, the QSEN Institute's goal is to address the challenge of preparing future nurses with the knowledge, skills, and attitudes (KSA) necessary to continuously improve the quality and safety of the healthcare systems in which they work.

Key Accomplishments

- Initiated three QSEN Regional Centers
- Received more than \$130,000 in external funding
- Held the eighth annual national QSEN forum in Chicago, May 2017

Alumni Relations & Development

David Pratt

Associate Dean for Development

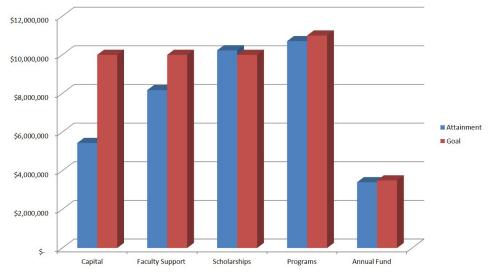
Executive Summary

With 1.5 years left in the University's Forward Thinking Campaign, the FPB School of Nursing has secured 84.35% of its \$45 million goal or \$37,956,497. The team met with department directors, faculty, staff and FPB leadership in order to better align the needs and priorities of the School of Nursing with the desires and passions of our donor base.

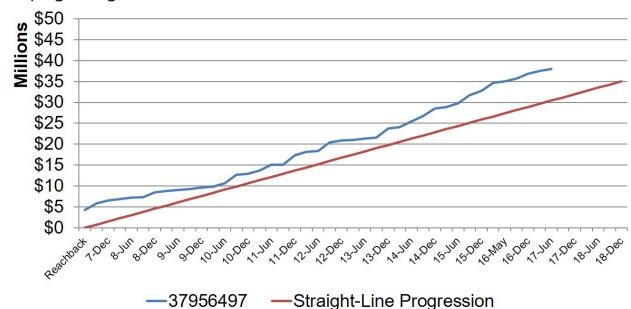
There was a 4% increase in the overall number of FPB donors, a 13% increase in Annual Fund giving and a 12% increase in cash and equivalent support.

In addition to the focus on our alumni constituent base, we are also working closely with the university's Foundation Relations and Corporate Relations offices.

FPB Campaign Attainment by Priorities



Campaign Progress to Goal



Alumni Relations & Development Volunteer Leadership as of January 2017

Alumni Association Board

Executive Board

Paula Forsythe President
Sarah Stover
President Flect

Julia Golden Past President

George Byron Peraza-Smith, *Treasurer*

Tiffany Love

Communications Director

Board of Directors

Amy Assenmacher Patricia Beam Brendon Bower Latina Brooks Kathleen Frato Elizabeth Good Blaze Hirsch Helen Hurst Colleen Leners Cheryl McRae-Bergeron Kathryn Moore Laura Nosek Lauren Patton Susan Prion Natalie Southard **Jennifer Tucker**

Campaign Board Co-Chairs

Rosalie Tyner Anderson Richard Knoth

Committee Members:

Cheryl Brown Bass
William B. Bolton
Ellen C. Brzytwa
Timothy J. Callahan
Paula Cannavino Forsythe
Jerald Cohen
Joyce J. Fitzpatrick
Deborah Miller-Strong
Deborah Morris Nadzam
Laura John Nosek
Cheryl Ann Patterson
Charlene Phelps

FPB Leaders Scholarship Committee Co-Chairs:

Charlene Douglas May L. Wykle

Marian Shaughnessy

Committee Members:

Linda Burnes Bolton

Faye A. Gary

Dedra D. Hanna-Adams Catherine Roscoe-Herbert

Ronald L. Hickman Jr.

Gloria L. Hilton

Betty Carolyn Holte

Elizabeth Madigan

Patricia E. McDonald

Sonya D. Moore

Diana Lynn Morris

Camille Beckette Warner

Eric J. Williams

Visiting Committee Co-Chairs:

Leah Grav

Carol Lockhart

Committee Members:

Mary Jane Bernier
William B. Bolton
Paula Brentlinger
Linda Burnes Bolton
Cynthia Harper Dunn
Patricia Jenaway Estok
Allen H. Ford

Kathleen Golovan Edward J. Halloran Gloria Hilton

Catherine S. Koppelman

Gail A. Mallory

Cheryl E. McRae Bergeron Cheryl L. Morrow-White

Carol Porter

William Joseph Riley

Kathleen Ross-Alaolmolki

James Sampson Susan H. Taft Mark I. Warren

Budget and Facilities

Susan Frey, MAFIS

Assistant Dean of Finance and Administration

Executive Summary

Total revenues at the Frances Payne Bolton School of Nursing are \$29,136,000. With expenses at \$8,914,000, the school added \$222,000 to its reserves.

Revenue

69.6% tuition and fees

13.3% research and training grants

10.1% endowments

4.4% overhead recovery

2.7% gifts and grants

Expenses

27.3% faculty salaries

23.6% university support

11.3% other salaries

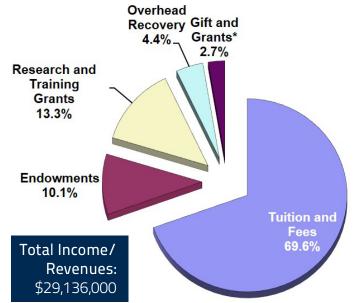
11.6% fringe benefits

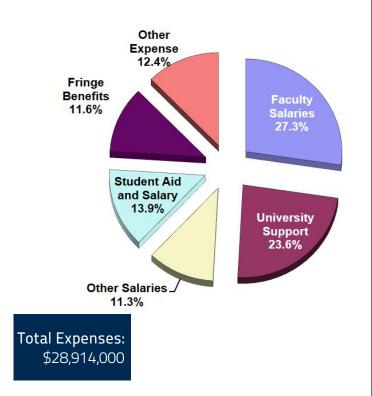
12.4% other expenses

13.9% student aid and salaries



2016-2017 Budget: Operating Results





Faculty and Staff Changes

New Faculty through Summer 2017	
Stacy Brubaker, MSN, RN, NP-C	Visiting Instructor
Deborah Dillon, DNP, RN, ACNP-BC	Assistant Professor
David Foley, PhD, RN, MPA	Assistant Professor
Kimberly Garcia, DNP, CNM, WHNP	Instructor
Marie Grosh, CNP, LNHA	Instructor
Heather Hardin, PhD, RN	Assistant Professor
Judith Lewis, DNP, APRN, CRNA	Instructor
Carolyn Harmon Still, PhD, RN, ARNP-BC	Assistant Professor
New Staff	
Fay Alexander	Department Assistant Hirsch, QSEN, UCAH
Bob Book	PhD Program Assistant
Le'Rashaun Harris	DNP Program Assistant
Megan Juby	Director of Development
Glenn Nichols	IT Support Analyst
Robert Kosec	Applications Developer
Jackie Robinson	Simulation Manager
Maria Sharron	Asst. to the Assoc. Dean Development
Jennifer Sizemore	Exec Asst to the Assoc Dean Academic Affairs
Lea Williams	Department Assistant, CFRS
Faculty Promotions	
Mary Dolansky, PhD	Promoted to Associate Professor With Tenure
Ronald Hickman, PhD	Promoted to Associate Professor With Tenure
Carol Kelley, PhD	Promoted to Associate Professor
Christopher Burant, PhD	Promoted to Associate Professor
Sonya Moore, DNP	Promoted to Assistant Professor
Molly J. Jackson DNP, APRN, A-GNP-C, ACHPN	Assistant Professor; Director Grad Entry Program
Beverly Capper, MSN, RNC-NIC	Assistant Director BSN Program

Honors and Awards

Faculty/Staff	Award	Organization
Joyce J. Fitzpatrick	Nightingale Initiative for Global Health Action in Advocacy Award for Excellence in Teaching and Mentoring Nursing's Future Leaders	United Nation's Com- mission on the Status of Women
Mary R. Franklin	2017 Clinical Star Award	American College of Nurse-Midwives
Mary Quinn Griffin	Named to the Irish Education 100	Irish Voice
Marilyn Lotas	2017 Ethelrine Shaw-Nickerson Award	Ohio Nurses Association
Susan M. Ludington	2017 Excellence in Nursing Research Award	Ohio Nurses Association
Shirley M. Moore	Distinguished University Professor	Case Western Reserve University
	Katharine A. Lembright Award for Achievements in Cardiovascular Nursing Research	American Heart Associa- tion Council on Cardiovas- cular and Stroke Nursing
	Elizabeth McWilliams Miller Award for Excellence in Research	Sigma Theta Tau Interna- tional (STTI)
	Distinguished Contribution Award	Midwest Nursing Research Society
	Appointed to Advisory Board	NIH/National Institute of Nursing Research
Sonya Moore	Federal Political Director Board Member	Ohio State Association of Nurse Anesthetists
	Member	National Academies of Practice
Joachim Voss	2016 President's Award	Association of Nurses in AIDS Care
Allison Webel	3rd place, Book of the Year	American Journal of Nursing
	Nominating Committee	Association of Nurses in AIDS Care
Jaclene Zauszniewski	Psychiatric Nurse of the Year	American Psychiatric Nurses Association
Amy Zhang	Fulbright Foreign Scholar	US Department of State

Appendix I

Strategic Plan 2013-2017: Abridged

Mission

The Frances Payne Bolton School of Nursing at Case Western Reserve University provides leadership in innovative research, education, and practice to promote health and reduce the burden of disease. Dedicated to interdisciplinary scholarship, we are committed to the pursuit of excellence in service to local and global communities.

Vision

Our vision is to create and nurture a learning environment that builds on our tradition of scientific inquiry and commitment to the highest standards of excellence in research, education, and practice in the world community, and to continue our rich history of innovation and global contributions.

Values Statement

At the Frances Payne Bolton School of Nursing we:

- Advance competent, compassionate healthcare practice to achieve positive healthcare outcomes.
- Commit ourselves to the highest standards of ethical and social justice.
- Value integrity, diversity, and discovery.
- Promote analytical and innovative thinking.
- Promote leadership and mentorship with consistency of purpose and innovation
- Create synergy through collaboration, mutual respect, and support.

Our strategic plan represents our vision for the future and the direction we will take over the next 5 years. The research and education we provide are driven by a commitment to:

- Prepare high quality nurses and leaders that improve health across the globe
- Lead in scientific discoveries that improve health care.
- Design and implement innovations in nursing education.
- Establish a physical and technological environment that enhances learning, discoveries, and educational experiences.
- Promote leadership in research, education, and practice.
- Promote interprofessional collaboration and scholarship.
- Incorporate an international perspective into research, teaching, and practice.
- Value our relationship with the Northeast Ohio community.

Goals and Strategies

This strategic plan includes five overall goals: (1) improve the quality of the student experience, (2) enhance the research infrastructure, (3) enhance national and international recognition, (4) become an incubator of entrepreneurial and innovative initiatives, and (5) create a positive and supportive work environment that fosters communication, collaboration, and team functioning.

Goal 1: Improve the quality of the student experience

The Frances Payne Bolton School of Nursing (FPB) recognizes that the shortage of nurses in the United States is in part due to a shortage of doctorally prepared faculty. The academic quality of our students, combined with outstanding faculty and a variety of quality clinical experiences within Cleveland, Ohio, across the nation and around the world, will ultimately provide students with the skills necessary to adapt to changing and varied healthcare challenges. This will increase the number of FPB graduates prepared for leadership roles in practice, education, and research.

This effort requires a change in approach to educating a vibrant and diverse student population, encouraging creativity and international partnerships. Specific strategies to accomplish this goal are to:

- Facilitate development of innovative curricula that minimizes overlap of course credits and streamlines progress from one degree to another.
- Increase student satisfaction across all programs and departments at FPB.
- Increase enrollment of the best-prepared students from diverse backgrounds across all programs.
 - Maintain high standards and excellence in education by providing assessment, evaluation and support of students to meet individual career goals.

- Elevate the skills, competence, and expectations of students through accountability, motivation, self-direction and life-long learning.
- Demonstrate to students that they are the #1 priority at FPB through timely responsiveness and feedback on their work, inviting their input and ideas, and respecting and valuing their needs.
- Create a welcoming environment that reflects the FPB history, culture, and future of the nursing profession, and that is consistent with our nationally ranked peers to enhance our recruitment efforts of both faculty and students.

Goal 2: Enhance the research infrastructure to increase depth and breadth of the school's research enterprise.

FPB recognizes the importance of nursing research to build the scientific foundation for clinical practice and for the larger disciplines of nursing and healthcare. Contributions from nursing science aid in solving some of the nation's most important health challenges. FPB believes that expanding our research efforts will increase these contributions. Specific strategies to accomplish this goal are to:

- Further develop our research infrastructure to enhance all types of research engagement (federal, non-federal, foundation and industry).
- Expand our research expertise in the Science of Health to incorporate new and innovative approaches (genetics, imaging and technology)
- Design incentives for collaboration between clinical practice and research, within and across disciplines, departments and institutions.

- Enhance research and learning through a state-of-the-art environment that incorporates the need for flexibility, reflection, and interactive engagement.
- Develop and initiate fundraising/capital campaign strategies that support the educational and research enhancements.

Goal 3: Enhance FPB's national and international recognition as a top-tiered nursing school

At FPB, we currently have an excellent national reputation that facilitates the recruitment of high-quality students and faculty. FPB recognizes the future movement of today's nursing discipline into one that requires more advanced practice nurses and doctorally prepared educators and scientists. Maintaining and improving our national ranking in our clinical specialties and research will allow us to expand into new and innovative educational and research arenas. Specific strategies to accomplish this goal are to:

- Provide opportunities to promote health or solve complex health problems through local, national, and international advocacy and policy.
- Increase the ranking of our clinical specialty programs in U.S. News & World Report.
- Support the value of continuous learning through leveraging of technological advances and experiential learning opportunities.
- Increase and sustain our first-time NCLEX pass rate and clinical certification examinations at a minimum of 95%.
- Expand branding strategy for faculty, staff, and students to promote FPB through their daily activities.

Goal 4: Become an incubator for innovation

FPB recognizes that as a school we have a long history of innovation laying claim to the "firsts" of many significant programs in education, models of healthcare delivery and clinical research. It is important to stimulate and support the development of creative educational, professional, and scientific ideals. We believe that advancing nursing technologies and forming new academic focus areas can make the difference between novice and expert nursing professionals. Specific strategies to accomplish this goal are to:

- Develop an "incubation program" that supports entrepreneurial activities or creative experiments that incentivizes "high risk" creative ideas that have the potential to enhance health, develop innovative curricula, or implement learning strategies (e.g. Massive open online courses (MOOCs) and other online education tools).
- Conduct "think tanks" and targeted brainstorming sessions to generate creative, innovative ideas and proposals.
- Establish new collaborations across faculty, staff, students, and alumni, other schools within the university, and other stakeholders for the creation of innovative academic and research programs.
- Recruit and retain high-quality faculty from diverse backgrounds that promote and enhance innovative research, teaching, and practice.

Goal 5: Create a positive and supportive work environment that fosters communication, collaboration, and team functioning.

A positive and enjoyable work environment is important not only for physical and psychological health, but is necessary for a highly effective and efficient organization that fosters a creative and collaborative culture both within and beyond the school. We also recognize there should be a balance between stress and productivity within the work environment. Specific strategies to accomplish this goal are to:

- Foster innovation and learning through an inclusive and supportive environment that promotes teamwork and fosters creativity, energy and productivity. This will occur by designating a Head of Faculty Development and Head of Staff Development. These positions will assist faculty and staff across their career trajectory through orientation and mentorship programs, designate mentors, initiate individualized faculty and staff development plans incorporating personal areas of strength and design programs.
- Develop excellence in clinical practice through the identification of "best practice models" for integration of academic and clinical roles and increased use of clinical and joint appointments between academic and clinical faculty.
- Develop organizational structure that empowers and supports faculty in administrative, educational, and scientific decision-making and that clearly links expectations, faculty career development, and evaluation in the context of a balanced work and personal life.

- Engage faculty and staff to implement a shared vision and include them as members and partners within the "FPB team" through systematic communication, such as monthly communications, periodic staff meetings, and an annual State of the School address and joint faculty/staff meeting.
- Enhance communication within and between the schools at the university through regular meetings with the Deans, Associate Deans and faculty from the other schools.
- Foster a philanthropic environment involving faculty, staff, students, alumni, and friends of the school through increased communication about scholarships, research funds, and other demonstrable effects of philanthropic support on the daily operations of the school.

Appendix II

Faculty Publications, January 1 - December 31, 2016

Celeste M. Alfes, DNP, MSN, RN Associate Professor; Director of the Learning Resource Center

Alfes, C. M., Steiner, S. L., Rutherford-Hemming, T. (2016). Challenges and Resources for New Critical Care Transport Crewmembers: A Descriptive Exploratory Study. Air Medical Journal, 35(4), 212-215. doi: 10.1016/j.amj.2016.04.006. http://dx.doi.org/10.1016/j.amj.2016.04.006

Alfes, C. M., Reimer, A. P. (2016). Joint Training Simulation Exercises: Missed Elements in Pre-Hospital Hand-Offs. Clinical Simulation in Nursing, 12(6), 215-218. doi.org/10.1016/j.ecns.2016.02.003. http://dx.doi.org/10.1016/j.ecns.2016.02.003

Alfes, C. M., Rowe, A. S. (2016). Interprofessional Flight Camp Attracts 29 Graduate Nurses From Puerto Rico. Air Medical Journal, 35(2), 70-72. doi: 10.1016/j.amj.2015.12.008. http://dx.doi.org/10.1016/j.amj.2015.12.008

Alfes, C. M., Rowe, A., Reimer, A. P. (2016). Air Medical Transport Conference Abstracts. Joint Training Flight Simulation Exercises: Missed Elements In Pre-Hospital Hand-Offs. Air Medical Journal, 35(5), 277-287. doi. org/10.1016/j.amj.2016.07.021. http://dx.doi.org/10.1016/j.amj.2016.07.021

Amy Bieda, PhD, APRN, PNP-BC, NNP-BC Assistant Professor in the School of Nursing; Director, BSN Program; Director, Neonatal Nurse Practitioner program

Distelhorst, L., Bieda, A. L., DiMarco, M. A., Tullai-McGuinness, S. (2016). Assessing Pediatric Nurses Knowledge about Chemical Flame Retardants. Journal of Pediatric Nursing, 31(6), e333-e341. doi: 10.1016/j. pedn.2016.06.007.

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Toly, V. B, Musil, C. M., Bieda, A., Barnett, K., Dowling, D. A., Sattar, A. (2016). Neonates and Infants Discharged Home Dependent on Medical Technology: Characteristics and Outcomes. Advances in Neonatal Care, 16(5), 379–389. doi: 10.1097/ANC.000000000000314

Christopher J. Burant, PhD, MACTM Associate Professor

Canaday, D. H., Sridaran, S., Van Epps, P., Aung, H., Burant, C. J., Nsereko, M., ... Toossi, Z. (2015). CD4+ T Burant, C. J., Zauszniewski, J. A. (2017). Factor Analysis. In J.J. Fitzpatrick & M. Wallace (Eds.), Encyclopedia of Nursing Research (pp. 170-172). New York: Springer Publishing.

Wang, Y. F., Zauszniewski, J. A., Burant, C. J. (2016). Psychometric Properties of the Chinese Version of the Children's Resourcefulness Scale in Taiwanese Children. Issues in Mental Health Nursing, 37(11), 847-857. doi: 10.1080/01612840.2016.1224961.

Musil, C. M., Zauszniewski, J. A., Burant, C. J., Toly, V. A. Boebel, Warner, C. B. (2016). Evaluating an Online Resourcefulness Training Intervention Pilot Test Using Six Critical Parameters. International Journal of Aging & Human Development, 82(1), 117-35. doi: 10.1177/0091415015623552.

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Van Epps, P., Oswald, D., Higgins, P. A., Hornick, T. R., Aung, H., Banks, R. E., Wilson, B. M., Burant, C. J., Gravenstein, S., Canaday, D. H. (2016). Frailty Has a Stronger Association With Inflammation Than Age in Older Veterans. Immunity & Ageing, 13, 27. doi: 10.1186/s12979-016-0082-z.

Petrinec, A. B., Burant, C. J., Douglas, S. L. (2016). Caregiver Reaction Assessment: Psychometric Properties in Caregivers of Advanced Cancer Patients. Psycho-Oncology, doi: 10.1002/pon.4159. [Epub ahead of print].

Lucatorto, M. A., Watts, S. A., Kresevic, D., Burant, C. J., Carney, K. J. (2016). Impacting the Trajectory of Chronic Kidney Disease with ARPN-Led Renal Teams. Nursing Administration Quarterly, 40(1), 76-86. doi: 10.1097/NAQ.00000000000148.

Barbara J. Daly, PhD, RN, FAAN The Gertrude Perkins Oliva Professor in Oncology Nursing

Douglas, S. L., Daly, B. J., Lipson, A. (2016). Relationship between Physical and Psychological Status of Cancer Patients and Caregivers. Western Journal of Nursing Research, 38(7), 858-73. doi: 10.1177/0193945916632531.

Sandstrom, S. K., Mazanec, S., Gittleman, H., Barnholtz-Sloan, J., Tamburro, N., Daly, B. J. (2016). A Descriptive, Longitudinal Study of Quality of Life and Perceived Health Needs in Patients with Head and Neck Cancer. Journal of the Advanced Practitioner in Oncology, 7(6), 640-651. doi:10.6004/jadpro.2016.7.6.6.

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Hickman, R. L., Daly, B. J., Clochesy, J., O'Brien, J., Leuchtag, M. (2016). Leveraging the Lived Experience of Surrogate Decision Makers of the Seriously III to Develop a Decision Support Intervention. Applied Nursing Research, 30, 67-9. doi: 10.1016/j.apnr.2015.10.012.

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Elizabeth G. Damato, PhD, RN, CPNP Associate Professor

Damato, E. G., Haas, M. C., Czeck, P., Dowling, D. A., Barsman, S. G. (2016). Safe Sleep Infant Care Practices Reported by Mothers of Twins. Advances in Neonatal Care, doi: 10.1097/ANC.0000000000000332 [Epub ahead of print].

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Rebecca Darrah, PhD Assistant Professor

Darrah, R. J., Mitchell, A. L., Campanaro, C. K., Barbato, E. S., Litman, P., Sattar, A., Hodges, C. A., Drumm, M. L., Jacono, F. J. (2016). Early Pulmonary Disease Manifestations in Cystic Fibrosis Mice. Journal of Cystic Fibrosis, 15(6), 736-744. doi: 10.1016/j.jcf.2016.05.002.

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Michael J. Decker, PhD, RN, RRT, Diplomate ABSM Associate Professor

Webel, A. R., Perazzo, J., Decker, M. J., Horvat-Davey, C., Sattar, A., Voss, J. G. (2016). Physical Activity is Associated with Reduced Fatigue in Adults Living with HIV/AIDS. Journal of Advanced Nursing, 72(12), 3104-3112. doi: 10.1111/jan.13084.

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Marguerite DiMarco, PhD, RN, CPNP, FAAN Associate Professor

DiMarco, M. A., Fitzgerald, K., Taylor, E., Marino, D., Huff, M. (2016). Improving Oral Health of Young Children: An Interprofessional Demonstration Project. Pediatric Dental Care, 1:113. doi:10.4172/pdc.1000113

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Mary A. Dolansky, PhD, RN, FAAN Associate Professor

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Zullo, M. D., Gathright, E. C., Dolansky, M., Josephson, R. A., Cheruvu, V. K., Hughes, J. W. (2017). Influence of Depression on Utilization of Cardiac Rehabilitation Postmyocardial Infarction: A Study of 158,991 Medicare Beneficiaries. Journal of Cardiopulmonary Rehabilitation and Prevention, 37(1):22-29. doi: 10.1097/HCR.00000000000222.

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Hawkins, M. A., Dolansky, M., Levin, J. B., Schaefer, J. T., Gunstad, J., Redle, J. D., Josephson, R., Hughes, J. W. (2016). Cognitive Function and Health Literacy Are Independently Associated with Heart Failure Knowledge. Heart & Lung, 45(5), 386-91. doi: 10.1016/j.hrtlng.2016.07.004.

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Collier, S. L., Fitzpatrick, J. J., Siedlecki, S. L., Dolansky, M. (2016). Employee Engagement and a Culture of Safety in the Intensive Care Unit. The Journal of Nursing Administration, 46(1), 49-54. doi: 10.1097/NNA.000000000000292.

Sara L. Douglas, PhD, RN

Arline H. & Curtis F. Garvin Professorship in Nursing Excellence; Assistant Dean of Research

Douglas, S. L., Mazanec, P., Lipson, A., Leuchtag, M. (2016). Distance Caregiving a Family Member with Cancer: A Review the Literature on Distance Caregiving & Recommendations for Future Research. World Journal of Clinical Oncology, 7(2), 214-219. doi: 10.5306/wjco.v7.i2.214.

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Daly, B. J., Douglas, S. L., O'Toole, E., Rowbottom, J., Hoffer, A., Lipson, A., Burant, C. J. (2016). Complexity Analysis of Decision-Making in the Critically III. Journal of Intensive Care Medicine, doi: 10.1177/0885066616678394. [Epub ahead of print].

Liu, J., Wang, P., Douglas, S. L., Tate, J. M., Sham, S., Lloyd, S. G. (2016). Impact of High-Fat, Low-Carbohydrate Diet on Myocardial Substrate Oxidation, Insulin Sensitivity, and Cardiac Function after Ischemia-Reperfusion. American Journal of Physiology. Heart and Circulatory Physiology, 311(1), H1-H10: doi:10.1152/ajpheart.00809.2015.

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Donna Dowling, PhD, RN Professor; Program Director, Post-Master's DNP Program

Hlabse, M., Dowling, D. A., Lindell, D. F., Underwood, P. W., Barsman, S. (2016). Supports and Barriers to Successful Progression in a DNP Program: Students' Perspectives. Nurse Educator, 42(5), 256-61. doi: 10.1097/NNE.0000000000000251.

Evelyn G. Duffy, DNP, AGPCNP-BC, FAANP Associate Professor; Associate Director, University Center on Aging and Health

Kennedy-Malone, L., Baker, N. R., Duffy, E. G. (2016). Moving Toward Consensus: GAPNA's Role in Implementation of the Consensus Model for APRN Regulation. Geriatric Nursing, 37(2), 156-158.

Joyce J. Fitzpatrick, PhD, MBA, RN, FAAN Elizabeth Brooks Ford Professor of Nursing

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