

UNIVERSITY OF CALIFORNIA, ACADEMIC SENATE

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*Chair of the Assembly of the Academic Senate
Faculty Representative to the Regents
University of California
1111 Franklin Street, 12th Floor
Oakland, California 94607-5200*

December 19, 2016

AIMÉE DORR
PROVOST AND EXECUTIVE VICE PRESIDENT
UNIVERSITY OF CALIFORNIA

Re: Approval of Sue and Bill Gross School of Nursing at UC Irvine

Dear Aimée:

In accordance with the *Universitywide Review Processes For Academic Programs, Units, and Research Units* (the “Compendium”), and on the recommendation of CCGA, the Academic Council has approved UC Irvine’s proposal to establish the Sue and Bill Gross School of Nursing.

Because this is a new School, and the Assembly of the Academic Senate is not meeting within 30 days of CCGA’s approval, Council must approve the program per Senate Bylaw 125.B.7.

I am enclosing CCGA’s report on its review of the new School, as well as the reviews conducted by the other systemwide Senate “Compendium” committees: the University Committee on Educational Policy (UCEP), and the University Committee on Planning and Budget (UCPB). I respectfully request that your office complete the process of obtaining the President’s approval.

Sincerely,

A handwritten signature in blue ink that reads "Jim Chalfant".

Jim Chalfant, Chair
Academic Council

Cc: Academic Council
Senate Director Baxter
Senate Executive Directors



COORDINATING COMMITTEE ON GRADUATE AFFAIRS (CCGA)

Kwai Ng, Chair
kwng@mail.ucsd.edu

ACADEMIC SENATE

University of California
1111 Franklin Street, 12th Floor
Oakland, California 94607-5200

December 16, 2016

ACADEMIC COUNCIL CHAIR JIM CHALFANT

Dear Jim:

The Coordinating Committee on Graduate Affairs (CCGA) voted this week to unanimously approve UCI's proposal to establish the Sue and Bill Gross School of Nursing. Given the urgency of the proposal, a special e-mail voting was conducted on December 14 and December 15, 2016.

The proposal was transmitted to CCGA at the beginning of October, 2016. The requirement of a pre-proposal was waived, in view of the presence of a substantial philanthropic gift. Karen Duderstadt was assigned as the lead reviewer at our first meeting of the 2016-2017 Academic Year on October 5, 2016.

The establishment of the UCI Sue and Bill Gross School of Nursing represents an elevation of the current UCI Program in Nursing Science to a level equivalent to the other schools of nursing within the UC System. The proposal presents a plan to expand the current UCI nursing programs to include a Doctorate of Nursing Practice (DNP) program as well as an increase in enrollment in the existing nursing programs to meet the projected nursing practice and nursing faculty shortage in California and nationally. Admissions to the proposed nursing programs in total are expected to increase from 227 in 2016 to 432 by 2026. While this includes a slight increase from 175 to 200 in the B.S. program, most of the increase comes from new masters programs (80), increases in the PhD Program and the proposed new DNP Program (90 students).

Two external reviews and one internal review were returned, all from reviewers with considerable academic standing and administrative experience in the field of nursing. All three reviewers endorsed the proposal. They commended the reputation of the UCI Program of Nursing Science, the quality of the scholarship of the faculty, the successful growth of four nursing programs since 2007. They also viewed the \$40 million capital gift from the Gross Family Foundation as a valuable opportunity to enhance nursing education at the local, state, and national level. Reviewers made valuable suggestions for the proposers to consider, such as the need of experienced faculty to mentor students in the upcoming DNP program, the option of hiring as Associate Dean of Research, the needed support of professionals with expertise in instructional technology, among others.

The three other UC Schools of Nursing at UCD, UCLA, and UCSF are also in full support of the proposal and are committed to collaborating across schools to contribute to the success of the proposed new School.

CCGA sees the setting up of the School as a welcome development and recommends its approval. The

School will train more highly educated nurses to address the shortfall of primary care practitioners and community health nurses. It will also produce future nursing educators, who are sorely in demand. In short, the School will further strengthen UC's dedication to promoting and improving community health and translational science. The proposer satisfies CCGA's concerns about faculty shortage by responding comprehensively within a very short timespan. For your information, I have included the CCGA lead reviewer's final report as an enclosure.

Respectfully submitted,



Kwai Ng
Chair, CCGA

cc: Shane White, Academic Council Vice Chair
CCGA Members
Hilary Baxter, Academic Senate Executive Director
Michael LaBriola, Academic Senate Analyst
William Parker, Irvine Division Senate Chair
Natalie Schonfeld, Irvine Division Senate Executive Director
Adriana Collins, Irvine Division Senate Analyst

Enclosures: (1)

Date: December 9th, 2016
To: CCGA
From: Karen Duderstadt, Lead Reviewer
CCGA Vice Chair

University of California Irvine Sue and Bill Gross School of Nursing

I. Description of Proposed Program

The University of California Irvine (UCI) Program of Nursing Science has been functioning as an independent unit within the UCI College of Health Sciences since 2007. The UCI Program in Nursing Science currently functions at a level equivalent to the other Schools of Nursing within the UC System-UCSF, UCD, and UCLA Schools of Nursing. The UCI Program of Nursing Science is not currently ranked in the *US News & World Report* due to its designation as a “program” within the UCI College of Health Sciences. The current UCI nursing faculty is highly qualified and rate highly among Academic Nursing institutions nationally. The nursing faculty have been engaged in clinical practice and in research and have successfully secured extramural funding for their programs.

Over the past almost 10 years, the UCI Program of Nursing Science has demonstrated the ability to establish strong nursing programs at the Baccalaureate (B.S.), Master’s (M.S.), and PhD level, and enrollment in the programs currently includes more than 200 students. The programs are currently approved by the California Board of Registered Nursing (BRN) and accredited by the Commission on Collegiate Nursing Education (CCNE). Graduates of the UCI B.S. and M.S programs have achieved successful passing rates on national licensure and certification examinations. The administrative structure of the UCI Program of Nursing Science currently has an Interim Director of Nursing Program who reports to the UCI Provost. This is consistent with the organizational structure level at the other UC School of Nursing campuses.

The proposal under consideration would establish the *UCI Sue and Bill Gross School of Nursing* which would advance the current UCI Program in Nursing Science to a level equivalent to the other Schools of Nursing within the UC System. The establishment of a UCI School of Nursing has been part of the strategic plan since the Program of Nursing Science was established in 2007. The current impetus for moving the strategic plan forward is a \$40 million gift from the Gross Family Foundation to support a new building to house the proposed School of Nursing.

The proposal presents a plan to expand the current UCI nursing programs to include a Doctorate of Nursing Practice (DNP) as well as an increase in enrollment in the existing nursing programs to meet the projected nursing practice and nursing faculty shortage in California and nationally. Admissions to the proposed nursing programs in total are expected to increase from 227 in 2016 to 432 by 2026. While this includes a slight increase from 175 to 200 in the B.S. program, most of the increase comes from new masters

programs (80), increases in the PhD Program and the proposed new DNP Program (90 students).

The proposal distinguishes the proposed UCI School of Nursing geographically from the other three UC School of Nursing programs. The proposal sights the market need geographically in California to meet the growing demands for nurses in the rural areas of California. The UCSF, UCLA and UCD Schools of Nursing are in full support of the UCI *Sue and Bill Gross School of Nursing* proposal and are committed to collaborating across schools to contribute to the success of the proposed new School.

II. Reviewers

The goal for the proposal review was two inside and two outside reviewers. The lead reviewer was seeking reviews at the Dean or Program Director level for the proposal. The lead reviewer has obtained three highly qualified nurse administrators-two external and one internal. Due to the significant letters of support submitted with the UCI proposal, the positive reviews, and the request by the Academic Senate for an expedited review, CCGA members agreed to accept the three reviewers-two external and one internal-for commentary on the proposal. The reviewers included:

Emeritus Interim Dean at UCSF School of Nursing

Director of Graduate Studies at University of Minnesota

Professor & Director of DNP Program University of Texas Houston

III. Strengths of Proposal

The proposal preparation included strong letters of support from the Deans and interim Dean's of the other UC Schools of Nursing as well as strong UCI campus support for the proposal.

There is a current need to increase the number of nursing faculty that are doctorally prepared and the establishment of a new School of Nursing with expanded nursing programs would be an important step in the UC System to begin to meet this need in the state. Also, advancing UCI Program of Nursing Science to a School of Nursing will enhance recruitment of the nursing faculty needed to fill the open faculty positions currently and the planned expansion of faculty required for the growth in new programs.

The three reviewers and the lead reviewer for the proposal were all in support of approving the proposal with the strengths noted as the reputation of the UCI Program of Nursing Science, the outstanding work of the dedicated faculty, the successful growth of nursing programs since 2007 with well qualified graduates, the proposed growth of new programs consistent with national nursing trends to meet the need for the nursing and nursing faculty shortage, and the \$40 million capital gift from the Gross Family Foundation to fund the

School of Nursing Building.

IV. Weaknesses of Proposal

Concerns expressed by the reviewers and CCGA included:

- To recruit faculty from a limited national pool of qualified nursing faculty, establish a DNP program, considerably expand overall enrollment including PhD students, and obtain proposed national NIH/NINR rankings in the proposed timeline is an ambitious task.
- There was no plan presented in the proposal for hiring an Associate Dean of Research for the new School of Nursing which would be instrumental in moving the research mission of the School forward-especially in mentoring of junior doctoral faculty.
- The proposed plan to integrate the Entry Level Master's Program (ELM) students with traditional undergraduate nursing students does not address the unique learning needs of ELM M.S. students and their transition into the nursing profession. The most successful ELM programs nationally separate the two groups of learners.
- Is the \$40 million capital gift from the Gross Foundation sufficient to establish the new School of Nursing building and the planned program expansion?
- The proposal includes a plan to establish a self supporting Post Master's DNP program which would contribute to the revenue stream to sustain nursing faculty and program structures. The revenue stream proposed would require a sustained level of high student enrollment in the program.
- Support for instructional technology and simulation was not included in the proposal. Both instructional technology and simulation require expertise and a budgetary support as well as a budget for the short life of simulation equipment/technology.

V. Concerns Raised by UCPB

The University Committee for Planning and Budget (UCPB) raised some concerns about the program proposal that were consistent with the proposal reviewers and CCGA members. The following is a summary of the UCPB concerns:

- Many open faculty positions must be filled in addition to the faculty that must be recruited for expansion of School of Nursing programs. Concern remains about meeting the faculty expansion required considering the limited pool of nursing faculty nationally.
- The market analysis presented in the proposal could be sharpened by including a tuition analysis, not just a job market analysis.
- The fee breakdown and the role of return-to-aid funding could be more explicit; also the summer education program is unclear and should be explained more carefully in the proposal.

- Concern was expressed regarding the \$40M cash gift would not be sufficient seed money for a facility and planned expansion of School of Nursing programs.
- The Irvine representative to UCPB reported that there is a long-term campus plan and matching campus funds for this project, but that context was not included in the proposal itself. UCPB would appreciate if this information was contextualized in the proposal and the impacted and expected funds were reported.

VI. Recommendation and Rationale:

As lead reviewer for the proposal, I fully support and strongly recommend approval of the *UCI Sue and Bill Gross School of Nursing* proposal. The internal and external reviewers agree the UCI Program for Nursing Science deserves the designation *UCI Sue and Bill Gross School of Nursing* within the University of California system and within the community of other UC Schools of Nursing. The proposal was thorough in considering the possible challenges that lie ahead in meeting the ambitious goals set for the new School of Nursing.

CCGA members respectfully hope the recommendations made in this review will be addressed and integrated into the short-term and long-term strategic planning to establish a successful UCI School of Nursing enterprise.



UNIVERSITY COMMITTEE ON EDUCATIONAL POLICY (UCEP)
Barbara Knowlton, Chair
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October 26, 2016

JIM CHALFANT, CHAIR
ACADEMIC SENATE

RE: UCI SCHOOL OF NURSING PROPOSAL

Dear Jim,

UCEP received the UCI proposal for a School of Nursing on Friday, September 30th and briefly discussed it during the committee's meeting on Monday, October 3rd. Given the limited time available for members to review the proposal, we can offer only a few short comments. UCEP has no significant concerns about the proposal, noting that the School will also allow the undergraduate component of the program to expand in the future.

However, members did identify two issues. First, there is a concern that current Bachelor of Science students are being disadvantaged because active recruitment for six vacant Academic Senate positions is on hold until a new Dean is hired. Second, the plan to transition 37 current Master of Science/Nurse Practitioner students to the planned self-supporting Doctor of Nursing Program could be problematic. Self supporting programs can be expensive for students, and can undermine the desire/goal to achieve diversity, particularly in the UC Irvine area.

Thank you for the opportunity to review this proposal and please feel free to contact me should you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to be "Barbara Knowlton", with a long horizontal flourish extending to the right.

Barbara Knowlton, Chair
UCEP



UNIVERSITY COMMITTEE ON PLANNING AND BUDGET (UCPB)
Bernard Sadoulet, Chair
sadoulet@berkeley.edu

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December 7, 2016

**KWAI NG, CHAIR
COORDINATING COMMITTEE ON GRADUATE AFFAIRS**

RE: Proposed School of Nursing, UCI

Dear Kwai,

The University Committee on Planning and Budget (UCPB) has reviewed the proposal from UCI for a School of Nursing. We have several operational questions that require clarification. First, we are concerned about the many open faculty positions that must be filled in addition to the expansion faculty that must be recruited. That funding is approved for the positions does not allay concerns surrounding the current vacancies. Second, the market analysis should be sharpened by including a tuition analysis, not just a job market analysis. Similarly, the fee breakdown could be more explicit. Third, the role of return-to-aid and the summer education program is unclear and should be explained more carefully. Fourth, we are curious about the relatively small steady-state size of the school. Finally, we are concerned that the \$40M cash gift will not be sufficient seed money for a facility and a school. The Irvine representative to UCPB reported that there is a long-term campus plan and matching campus funds for this project, but that context was not included in the proposal itself. We would feel more comfortable approving this proposal if it were contextualized and all the impacted and expected funds were reported.

Our full review is enclosed.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Bernard Sadoulet".

Bernard Sadoulet, Chair
UCPB

cc: UCPB
Hilary Baxter, Executive Director, Systemwide Academic Senate
Fredye Harms, CCGA Analyst

Proposal for UCI Sue and Bill Gross School of Nursing

Submitted by Howard Gillman, Chancellor, UCI

University Committee on Planning & Budget Report Nov 1, 2016

I. Overview

Location: UCI

Academic Justification: Need but insufficient capacity to expand other UC Nursing Programs, opportunity to offer innovative and distinct training, and The UCI Program in Nursing already functions at a levels equivalent of a nursing school but its lack of school status means it is not included in many national rankings. This limits recruitment

II. Academic Planning & Budget

Business Plan (including initial Cost Analysis Template): The business plan, as noted in the memo from the UCI Academic Senate, is somewhat brief and mostly summarized in Table P. A \$40M Pledge from the Gross Family Foundation, \$4M/year over 10 years, is earmarked for the construction of a new building on campus to house the School of Nursing. The shift from Program to School will entail the phasing out of some programs and the creation of others, with an accompanying increase in FTE faculty from 11 to 17 and the hiring of 9 new clinical faculty at the HS Assistant/Associate Clinical Professor level. There are a variety of sources of revenue suggested above the philanthropic gift. Master's level programs which have associated Professional Degree supplement tuition will be expanded in 4 areas suggested by market research to be good investments (p 26). A Doctor of Nursing Practice (DNP) program will also be initiated in 2018. This type of self-supporting program is considered to be the standard for nurse practitioners and will enroll up to 90 students. The clinical revenues from faculty practice and the Nurse Practitioner clinicians are also expected to double by 2019. Finally a summer education program for high school students will begin in 2017 and will generate \$48K/year.

Facilities: The School will be housed in the new Nursing School Building on West Peltason and Academy Way. Construction is to begin in 20017 and is expected to take 2-3 years.

Market Analysis: A market analysis is not formally provided but data from several reports including the US Bureau of Employment Projections, a report from the US Health Resources and Services Admin, The American Assoc of Colleges of Nursing, and The California Health Care Foundation suggest there is a critical, ongoing, and long-term shortage of degree-trained nurses esp in rural areas.

Admission and Enrollment: Admissions to the program in total are expected to increase from 227 in 2016 to 432 by 2026. While this includes a slight increase from 175 to 200 in a BS program, most of the increase comes from new masters programs (80), increases in the PhD Program and a new DNP Program (90 students). The admissions policies will be those already in place for the Nursing Program.

Student Fees and Tuition: A breakdown of student fees and tuition is not provided outside of Table P where projections are lumped together. These numbers would seem to be critical esp for the self-supporting DNP program.

Access, return to aid: Some of the funds generated by the Summer Education Program were suggested to be earmarked for diversity scholarships and there is the underlying thought that School recognition will help create a more diverse faculty and student body.

Faculty (including workload impact): With the growth of students and program, a growth in faculty is also planned. The 11 FTE currently associated with the Program will be expanded to 17, one per year starting in 2021, the funding of which has already been approved. The expansion is aligned with growth in the specific areas of the program targeted. Start up packages will be offered although there is little info provided as to the source of these funds. Of note of the 11 FTEs only 5 are currently filled. \$15K/year is also included in the budget to supplement the salary of a Founding Dean to facilitate the hiring, 9 new clinical faculty at the HS Assistant/Associate Clinical Professor level will also be hired. Associated staff is suggested to grow by only one person over the 10 year period and administrative efficiencies and further planning are expected.

Academic Planning Practicalities: (Interactions with extant programs, TAs, faculty, resources, etc.) The planned School will essentially replace the Program in Nursing with the changes noted. There will be interactions with other programs in that some faculty may have related degrees in other programs. There is no mention of teaching by TAs.

Launch & Phase-In: The School would launch in 2017 and be fully phased in by 2027.

Consultation, reviews, Senate, & all stakeholders: This proposal has been reviewed by a wide variety of groups including the UCI Academic Senate and the UC Vice-President of Academic Affairs Aimee Dorr. Although a variety of minor deficiencies were noted, there was consistent support for the School given the need and the nature of the donation driving the process.

III. Conclusions: This is a proposal to create a new UCI School of Nursing to replace the Nursing Program at UCI. The existing Program is successful but there is consensus that the creation of a nursing school and the reorienting of programs offered, as well as a large \$40M donation to create a home for the School, represents a unique opportunity to meet the ever increasing need for well trained nursing personnel. The School to be created is distinct from the existing 3 Schools of Nursing geographically and academically, appears to be adequately financed, has adequate plans for the staffing of faculty, and has a financial plan that has been approved at all levels. Although the proposal is light in detail in some areas, it generates support.