



To: Radford University College of Nursing Faculty and Staff  
From: Dr. Wendy Downey, Interim Dean  
Date: March 22, 2024  
Subject: Dean's Annual Report

It has been a privilege and honor to serve as the Interim Dean of the newly named College of Nursing for the past two years. This past year can certainly be classified as a period of change, adaptation, and growth. We have not only met the challenges we've faced, but together we have thrived as a college across three locations. I have been humbled and grateful for your continued support of me as your Interim Dean and of our leadership team.

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."* Our college's commitment to excellence has enabled us to accomplish much in such a short period of one year.

Though our college does not have a strategic plan without a permanent dean, I held a strategic planning meeting with the leadership team June 1-2, 2023, to plan our goals for the 2023-2024 academic year. The leadership team decided that the college theme for the year would be "Thrive" (not just survive), and I had t-shirts printed with the theme for all faculty. What has been accomplished over the past year as the college thrived aligns directly with the university's two-year strategic plan. Thus, the accomplishments listed below are reflective of this work. However, it is important to note that the accomplishments listed herein do not reflect the achievements of any one person but the collective and collaborative work of the college's outstanding leadership team, faculty, and staff.

### **I. Becoming the *College* of Nursing**

With a new identity as Radford University's College of Nursing, this was one of the greatest accomplishments of the past year and possibly the history of nursing at Radford University. After approval by the college and university faculty, university leadership, and Board of Visitors, I worked with our SCHEV liaison to submit the proposal for our school to become a college. After a long and arduous writing process, I was pleased that we received SCHEV approval and began as the College of Nursing on January 15, 2024, becoming the university's eighth college. Consequently, Radford University became the first public institute in the Commonwealth to have a College of Nursing. Since the announcement, the college has received much media attention as well as a commending joint resolution by the Commonwealth, presented by Delegate Sam Rasoul on March 22, 2024, for this achievement.

To establish three departments in our new college, I submitted proposals for each to SCHEV in March 2024 to create the Department of Prelicensure Nursing, the Department of Nursing Leadership, and the Department of Advanced Practice Nursing.

#### Celebration of 50 years of Nursing graduates

As we awaited our SCHEV approval to become a college, we reflected on our history and the graduates, retired faculty, and administrators who preceded us. 2023 marked **50 years** since the first graduating class of nurses from Radford University in 1973, and we celebrated this occasion on October 20, 2023, with a ceremony in the Covington Atrium with university leaders, faculty, emeritus and retired faculty, and nursing alumni. It was a wonderful event and opportunity for all to connect and reconnect and remember our history.

## **II. Accreditation and Assessment**

#### CCNE Accreditation Visit

The writing and submission of the CCNE accreditation self-study report and preparation for our site visit was by far our biggest accomplishment in 2023. Led by our Interim Associate Dean, Dr. Christi Callahan, all college faculty spent the first five months of 2023 gathering data for the accreditation self-study report. We then utilized an external consultant beginning in June 2023 to review our SEP and report data as we prepared to write our self-study. Our consultant led a mock survey on August 17, 2023, to help prepare faculty and university leadership for the CCNE site visit. Dr. Callahan, the leadership team, and I completed the self-study writing and submitted it on August 2, 2023. As a result of the cumulative work of the entire faculty, we had an exceptional CCNE visit Sept. 14-16, and the on-site visitors recommended all 4 programs with 11 tracks for full accreditation without any recommendations. We celebrated our hard work on Friday, September 15<sup>th</sup> with a reception in the Reed-Curie Atrium wearing our School of Nursing “Thrive” t-shirts with the Provost. I am awaiting our final accreditation report and letter from CCNE, due to be received in spring 2024.

Annual Assessment Reports – The following annual assessment reports were submitted: SACSCOC, Virginia Board of Nursing, CCNE, and NCSBN.

Dr. Callahan and I are working diligently to ensure that we have accurate data from our programs for reports and for data informed decision making in the college. We have implemented two platforms to allow us to obtain and track data in our college: 1) Project Concert and 2) SkyFactor.

Project Concert – After much planning, the contract was finalized, and implementation of this online platform began in Fall 2023 for Project Concert. This comprehensive student and faculty data tracking and reporting platform, which integrates with Banner, will be the strongest mechanism in the college for storing and collecting data for student performance and program evaluation once fully implemented.

SkyFactor – In Fall 2023, we implemented the use of SkyFactor to collect exit survey data for our college programs. The advantage of using this product is that the surveys are closely aligned and mapped to the AACN Essentials, and they are comprehensive and customizable for our university. The response rate for Fall 2023 graduates was very high, and the data, in combination with Spring 2024 responses, will be reviewed by our PQ&E committee for program evaluation.

### **III. College Advancement & Giving**

#### Jo Ann Bingham Clinical Simulation Center

Over the past year, I've had the multiple opportunities to collaborate with Penny White and Carter Turner in Advancement to increase giving to the College of Nursing. These led to my having multiple discussions with the trustee of the Jo Ann Bingham estate for a potential gift to the college for the Clinical Simulation Center. As a result of these discussions, the college received an estate gift in the amount of \$925,000 in memory of the late Jo Ann Bingham, a distinguished local businesswoman in Radford and advocate for healthcare. To date, this is the largest gift that nursing has received in the history of Radford University.

A ceremony was held on March 22, 2024, at the Roanoke Higher Education Center to celebrate the gift and to announce the naming of the Jo Ann Bingham Clinical Simulation Center. The gift will enhance the center's ability to provide cutting-edge simulation experiences, specifically through investing in the college's faculty and staff through simulation research, faculty development in simulation, and expanding our Standardized Patient capacity for student simulated experiences.

#### Meetings with other donors

Dr. Marcella Griggs and I met several times over the past year to discuss the Gerontological Nursing funds, a Foundation gift given by her family in her namesake. Dr. Griggs provided guidance on how she would like the funds used in the future, especially in the absence of a Gerontologic Distinguished Professor, and these funds will be focused on faculty development for the gerontology courses in the coming years.

We have also seen increased giving for the college this year. For the 2023-2024 academic year, the Lettie Pate Whitehead Foundation increased their grant to Radford University for nursing and allied health scholarships to \$810,500, allowing the college to increase the number of undergraduate and graduate scholarships granted to nursing students in both Radford and Roanoke. Additionally, Ms. Nancy Baker provided a generous gift to establish an endowed fund for the College of Nursing to help pay for the additional expenses related to nursing school for students with significant need or extenuating circumstances.

### **IV. Transformation of Roanoke-based Nursing**

#### Design and opening of new location at RHEC

In 2023, I worked with the leadership at the Roanoke Higher Education Center, RUC, IT, and Facilities Management to design new spaces for students and faculty at RHEC, including construction design and furniture. Nursing faculty and leadership team members

were involved in the process to ensure that the design matched the needs of the faculty. Once a contract was signed between the university and RHEC, construction work went quickly, and I was able to work with RUC leadership and Facilities to begin the move in December 2023. The faculty worked extremely hard over the winter break and throughout the process in packing, moving, and unpacking offices, supplies, and minor equipment.

As a result, we transformed the Roanoke-based nursing programs by moving the upper-division nursing classes and the Roanoke faculty to the Roanoke Higher Education Center. Students began classes in Spring 2024 in four dedicated classrooms specifically designed for active teaching and learning in nursing and large enough to seat up to 86 students. The two skills labs were relocated to the first floor at RHEC, next to the Clinical Simulation Center, enabling the sharing of resources and equipment. Undergraduate faculty offices and the Dean's suite were constructed on the 8<sup>th</sup> floor, and a graduate faculty suite was built on the 5<sup>th</sup> floor. With the College of Nursing relocation to RHEC, students can now have an immersive nursing education experience in one building. The project was not without its challenges, some of which are still works in progress, but even so the faculty were amazing and have embraced their new location.

#### Future building and programmatic planning

In Fall 2023, I was a member of the Roanoke Campus Program Planning - Project Steering Committee with members of administration, fellow deans, and faculty representatives. We worked with Brightspot, a consultant group hired by the university to consider programming for a future facility in the biomedical corridor that could house all the Roanoke based programs, classes, and student support services. Brightspot toured our RUC and RHEC facilities, listened to faculty needs, and provided a recommendation, which will be used as the basis for further discussions by the Academic Affairs Leadership Team and administration for a new facility.

## **V. 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 gaps seen in new graduates, such as interpersonal communication. 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."*

### SONAR

In March 2023, the [then] School of Nursing held its annual School of Nursing Advisory Resources (SONAR) event. I was able to speak to the staff, preceptors, and leaders from all 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. Planning is now complete, and we will hold our 2024 CONAR event on April 4, 2024.

### Practice Partners

Carilion Clinic – I worked with several leaders in nursing and administration to further develop our academic-practice partnerships and meet mutual goals. I was asked to represent Radford University for President Danilowicz at the VT/Carilion/RU Educational Partnerships meeting in June 2023. In January 2024, I also participated in a meeting with the Carilion Clinic Leadership Team to review the Brightspot recommendations and discuss the need for a new Radford University building in Roanoke. Tami Frost, Carilion Roanoke Memorial Hospital’s new Chief Nursing Officer, joined our Community Advisory Board, and she and I had several conversations about initiatives that are beneficial to both organizations. I also meet at least quarterly with Karri Proctor and Dr. Ollendorff from Carilion’s Visiting Student Affairs to review ways we can reduce hurdles for students, faculty, and the facilities. I have also held meetings with administrators at Carilion Giles Memorial Hospital and Carilion Franklin Memorial Hospital to discuss expanding our clinical rotations for nursing students.

As a result of these conversations, the following have been implemented or are in process:

- A new affiliation agreement with Carilion Clinic has been executed, and background and drug screen requirements will only be required for students upon entering their degree program and when there are breaks in regular enrollment (i.e., a student withdrawal from the university)
- EPIC access: Pilot – access was granted by Carilion to EPIC for LeAnna Ratliff and Anne Prucha for usage in teaching in Adult 1. Initial planning is underway on how this incredible resource could be utilized and implemented throughout the program.
- Professors of Practice: Planning stages – creation of a pathway for Carilion nursing staff to have dual appointments with Carilion and Radford University as clinical faculty one day per week, paid by both institutions for their faculty time.
- Considerations for expanding clinical rotations and precepted experiences to rural hospitals for undergraduate nursing students are being made for Fall 2024.

HCA – I worked with Amy Woods and the other regional CNOs, and LewisGale Regional Health System expanded the number of Dedicated Education Units (DEUs) at both LewisGale Medical Center and LewisGale Hospital Montgomery to accommodate increasing numbers of students and to provide them the optimal clinical experiences.

## **VI. Student Success: Enrollment, Retention, and Engagement**

Enrollment in our undergraduate and graduate nursing programs remained strong, with an overall minimum growth rate of 5% since Spring 2023. The most significant growth was in our Fast Track programs, which increased by 57% year over year. This was accomplished despite the shortage of instructional faculty, clinical simulation center educators, and staff. With an enrollment of greater than 1,100 students, we became the second largest college at Radford University in terms of student enrollment.

To lead our Student Success initiatives, I appointed Dr. Sharla Cooper as the new NURSE program Director for **Nursing Undergraduate Recruitment, Success, and Engagement** based on her performance as the Dean’s Fellow in these initiatives and her experience in

undergraduate leadership. In this new position, Dr. Cooper is the liaison for recruitment activities and leads tours and participates in open houses, Highlander Days, and Quest on behalf of the college. She leads the Nursing Living Learning Community with support from Helen Reed, the Academic Leadership Fellow. Dr. Cooper also leads a new undergraduate enrichment course for student retention, a progression requirement of all students who are unsuccessful in a nursing course.

### College of Nursing Student Enrollment: Comparison Year over Year

Program/Track Name	Spring 2023 Enrollment	Spring 2024 Enrollment	% Change
<b>Prelicensure Nursing Programs</b>			
Freshmen & Sophomores (all locations)	400 approx.	295	- 26%*
Prelicensure BSN (TBSN) - Radford	181	230	+ 27%
Prelicensure BSN (TBSN & ABSN) - Roanoke	225	211	- 6%
<b>Prelicensure Total</b>	<b>806</b>	<b>736</b>	<b>- 5%</b>
<b>Fast Track Nursing Programs</b>			
Post-licensure BSN: RN to BSN	182	292	+ 60%
MSN Nursing Administration	41	57	+ 39%
<b>Fast Track Total</b>	<b>223</b>	<b>349</b>	<b>+ 57%</b>
<b>Graduate Nursing Programs</b>			
MSN Family Nurse Practitioner	57	53	
DNP Post Master's APRN	2	0	
DNP Family Nurse Practitioner	6	8	
DNP Psychiatric Mental Health Nurse Practitioner	6	4	
Certificate: Psychiatric Mental Health Nurse Practitioner	10	17	
DNP Nursing Leadership	6	11	
<b>Graduate Total</b>	<b>87</b>	<b>93</b>	<b>+ 7%</b>

\* 2024 Actual vs 2023 Approximate

<b>Total Enrollment in the College of Nursing</b>	<b>1,116</b>	<b>1,178</b>	<b>+ 5.5%</b>
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### Direct Admission for Recruitment and Retention

Direct admission to the BSN program for qualified freshman was fully launched in Fall 2023 after a promising pilot in Fall 2022. The impact that direct admission has already had on nursing enrollment and university retention has been remarkable.

### Retention Rates for Freshman Direct Admissions Prelicensure BSN Students

Academic Year	# Direct Admit BSN Students	Students Retained in BSN program	Students Retained at Radford University
22-23	43	35 (81%)	40 (93%)
23-24	122	95 (79%)	111 (91%)

### Other Recruitment and Retention Activities

This spring, Dr. Arthur, Jessica Fenton, and I met with Lieutenant Colonel Fleishman, Senior Army nurse, and Captain Miller, 4<sup>th</sup> Brigade Nurse Counselor, to discuss opportunities for our students in Army ROTC. Through this meeting, an MOU was secured with the Army

according to Virginia Board of Nursing guidelines for practicum experiences so that our nursing ROTC students can receive course credit towards NURS 454 for their Army summer immersion program. We also discussed the number of available seats in our prelicensure programs in both Radford and Roanoke, and they have prioritized Radford University as transfer institution when students are placed on wait lists at other institutions.

#### Nursing Student Fees

Another significant development to benefit our students that I have been working on for more than a year is the creation of nursing student fees. Beginning in Fall 2024, students will be able to use financial aid to cover the out-of-pocket expenses related to being a student in our nursing programs. Such costs will cover clinical clearance requirements, Project Concert, and other program-specific technology requirements.

#### Transfer Students from Virginia Tech

Over the past year, I have continued discussions 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. Recently we met with Dr. Nicole Hendrix to assist us in discussions on transfer pathways with the Registrar and Provost offices of both institutions.

### **VII. Curriculum Revisions**

The undergraduate and graduate curriculum committees made significant revisions to their programs over the past year to improve efficiencies for students and faculty, which were supported by leadership.

#### Undergraduate Curriculum Development

In February 2024, the undergraduate curriculum committee brought a motion before the faculty to eliminate the Accelerated BSN track (ABSN). The faculty passed this motion, which will result in the college having one prelicensure BSN curriculum. Since the last admitted cohort to the ABSN was admitted in Fall 2023, the teach out will be completed in Fall 2024. The impact of this decision on faculty efficiencies and the student experience cannot be understated. Having one prelicensure BSN curriculum will create significant faculty teaching efficiencies and collaboration across sites while improving student outcomes.

#### Graduate Curriculum Development

The graduate faculty have continued their work on curricular improvement over the past year. The new MSN and DNP Family Nurse Practitioner programs were launched in Fall 2023 with 7-week courses. The committee then focused their attention on revision of the DNP and PMC Psychiatric Mental Health Nurse Practitioner programs, and these curricular revisions have been submitted and are working their way through the Academic Affairs approval pathway.

## **VIII. Advocacy**

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

- The VACN Board, for which I am a member, submitted a request to the governor for nursing faculty salary raises, and each institution was asked to provide a financial amount to the Board for submission. The exact amount that I submitted, \$530,000 in total, was approved in the governor's budget and distributed to Radford University for nursing education.
- I participated in Capitol Hill visits in March 2024 with AACN to meet with Senators Warner and Kaine and Representative Morgan Griffith.
- I met with Senator Kaine's staff at RHEC in October 2023 to discuss nursing and nursing education needs at Radford University and in Southwest Virginia
- I visited with Va. House Appropriations Committee members in November 2023 at RUC to discuss nursing education needs, especially in healthcare simulation.
- DEI Initiatives have been a hot topic across the nation, and I have encouraged our newly formed DEI Committee to continue to bring awareness to the needs in the college and to bring self-awareness to the topic. The DEI committee has scheduled several speakers to discuss these important issues with faculty.

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

### Faculty Evaluations

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

### Faculty Promotion and Tenure

After recommendation by the Personnel Committee, I had the privilege of recommending Dr. Christi Callahan for tenure this year to the Provost. As of March 20, 2024, Dr. Callahan was granted tenure, beginning August 10, 2024.

I also had the great privilege of recommending multiple faculty for promotion this year, and each were granted promotion based on their achievements, effective August 10, 2024. Those receiving promotion were: Dr. Eunyong Lee, full Professor; Drs. Carey Cole and Judy Jenks, Associate Dean; Helen Reed and Louise Coats, Senior Instructor.

### Open Faculty Positions

As is the case across the U.S. in nursing education, our college had several faculty & staff searches and subsequent successful hires over the past year, keeping the search committee and leadership team very busy. We welcomed six new faculty to the college: four T&R prelicensure nursing faculty (Joanna Murray, Donna Mazur, Meagan Arthur, Kira Harkonen) and two AP faculty in the Clinical Simulation Center (Watson Edwards and Jamie Wagner). We also welcomed three new classified staff (Daniel Bradley, Montana Shively, and Daxton Southerland). Taryn Tretick also changed positions and was hired into the Dean's Executive Assistant position in July 2024.



Seven T&R faculty positions remain unfilled as of March 2024, and we recently received one resignation, creating another vacancy in prelicensure nursing beginning May 2024. Candidate interviews are currently underway to fill these open positions.

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

- I received approval to convert an open 12-month special purpose faculty position to tenure track (now Arthur). Additionally, I was able to reallocate funds to increase an open 9-month tenure track position to a 12-month contract (now Keaton).
- I received approval to change the length of faculty contracts per their request for Adriane Blaggio (from 12 month to 9-month special purpose) and Dee Pennington (from 9-month to 12-month tenure track).
- I submitted a proposal to the Provost and AVP of Human Resources to increase faculty salaries based on the \$530,000 increase provided to the university for nursing education. This proposal was modified, and salary increases for all faculty were awarded by the Provost effective February 2024.
- Due to dramatic enrollment increase of our Fast Track programs over the past year, a Clinical Resource Coordinator position was requested in March 2024 with an unused faculty line to provide clinical clearance support for these ever-growing programs.
- I provided support Dr. Sarah Knoeckle through course release time to develop her scholarship and grant writing skills as an early career tenure track faculty member through her acceptance in the Early Career Research Scholar Initiative by Sponsored Programs.
- I also supported the two prelicensure vice-chairs (Jessica Fenton and LeAnna Ratliff) to attend the AACN Transform 2023 conference in November 2022 to increase their knowledge of national initiatives in nursing education.
- Our college hosted the Virginia Board of Nursing at RUC on May 10, 2023, and invited faculty and other regional schools of nursing for a Regulatory Review by Randall Mangrum.
- Provided educational funds to support faculty pursuing their CNE certification.

Throughout the year, it was important for me to have avenues of open communication with faculty and staff, and I held Open Forums via Zoom for faculty feedback and a Coffee with the Interim Dean at both locations for open discussions of issues. Although my primary office is on main campus, I am also on site 1-3 days per week in Roanoke, depending on meetings for 1:1 faculty discussion.

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

One of the significant roles of the dean is their fiduciary responsibility to college. This past year I have successfully managed the college's \$6.26M budget and have been able to purchase new office signage for Waldron Hall, college-specific signage, swag, and stationary for the newly named college, as well as much needed equipment that was requested by faculty for our skills labs in both Radford and Roanoke. We were also able to purchase new servers for the Clinical Simulation Center.

In addition to managing this fiscal year's budget, I have submitted proposals for the 24-25 AY budget which include major changes to the college's overall budget process. It was important in the budget development process to create funds that each new department would operate across locations. Thus, Brandon Cohen, Connie Phillips, and I were able to reimagine how the college budget would be implemented through creation of a new FOAP and modifiers. Each department budget was submitted with the SCHEV proposals for the creation of the new departments. The proposal is for the College of Nursing to have six distinct org codes: Dean's budget (11505), Jo Ann Bingham Clinical Simulation Center (11506), Revenue account for the Simulation Center (11591), Prelicensure Nursing (new), Nursing Leadership (new), and Advanced Practice Nursing (new).

- Academic and managerial 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 college leadership members (Taryn Tretick, Dee Pennington, and Meagan Arthur)
  - Met individually in 1:1 meetings with the associate dean, NURSE program Director, CSC Director, and academic unit heads weekly and as needed
  - Supervised the college's administrative assistants

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

- Teaching  
Committee member for one DNP Final Project (Hill – defense in July 2023)

- Scholarship  
Two publications in 2023:

Downey, W. R. (2023). In Craven, H. & Woodall, W. (Ed.), Core Curriculum for Medical-Surgical Nursing (6th Ed.), Chapter 4 The Gastrointestinal System. Academy of Medical-Surgical Nurses.

Callahan, C., Cole, C., & Downey, W. (2023). Hepatitis C updates and beyond. *American Nurse Journal*, 18(10), 2-6.

- Service  
*University Committees:*
  1. Academic Affairs Leadership Team
  2. Dean's Council
  3. University Leadership Council
  4. Academic Program Review and Evaluation Committee
  5. RUC Strategic Leadership
  6. RUC Integrated Services Committee
  7. RUC Operations Advisory Group
  8. Academic Policy and Procedures Committee

9. Roanoke Campus Program Planning - Project Steering Committee
10. Governor's School for Health & Medical, planning

*Representation at University / College events & meetings:*

1. Highlander Days
2. Quest
3. Prospective student tours for Nursing
4. Faculty Fall Convocation
5. Homecoming
6. Women of Radford luncheon
7. Day of Gratitude
8. Volunteer Summit
9. Radford University Distinction Forum
10. Enrollment Management Open Forums
11. SACSCOC reaccreditation visit
12. Meeting with US Army General for Nursing and Military Science / ROTC
13. Partners in Excellence luncheon
14. Together Campaign Steering Committee Meeting & Reception
15. Board of Visitors meetings
16. Board of Visitors Networking Reception at Blue Ridge Beverage
17. RUC Counselors Highlander Education Appreciation Evening
18. Cheese the Day at RUC
19. Ice Cream Social in Nursing LLC
20. Campus Holiday Celebration
21. School of Nursing Pinning ceremonies
22. Graduate Hooding and Commencement ceremonies
23. Open House events
24. Multiple searches for Provost's leadership team

*External Meetings & Events:*

1. Panel Moderator, Blue Ridge Partnership for Health Science Careers 2nd Annual Career Advisory Conference
2. VA Medical Center Leadership meeting at RHEC
3. Carilion Nursing Professional Leadership Council Meeting
4. Roanoke Regional Chamber of Commerce Annual Meeting/Dinner
5. Virginia Health Sciences & Human Services Workforce sponsored by Claude Moore Foundation in Richmond
6. Carilion Clinic Magnet Site Survey – nursing school representative
7. LewisGale Hospital Montgomery Magnet Site Survey – nursing school representative
8. LewisGale Medical Center Magnet Site Survey – nursing school representative
9. Virginia Tech HNFE Career Panelist for Radford University Nursing at undergraduate student event in Pamplin Hall

*Media:*

This past year I participated in several media interviews for television and print media for the 50<sup>th</sup> Anniversary, College of Nursing announcement, and the move to the Roanoke Higher Education Center. I also was filmed for media pieces to be used for the university in welcoming students and to promote the college.

*Professional Service*

- Board member & Secretary; Virginia Association of Colleges of Nursing
  - Virginia Nursing Stakeholder Workgroup/Consortium
  - Virginia Nurses Association Commission on Workforce Issues
  - Virginia Health Sciences & Human Services Talent Pathways Working Group (Claude Moore & Deloitte); Blue Ridge Partnership – Professors of Practice & Student Scholars
- Professional Development
    1. Participated in the 4<sup>th</sup> cohort of AACN’s Advancing Academic Leadership for New Deans March 2023-March 2024. This included leadership development as a new dean at each of the three AACN meetings in Washington, DC plus an Intensive Leadership Retreat in June 2023 in Greensboro, NC.
    2. Conference attendance:
      - 2023 AACN Nursing Leadership Conference
      - 2023 & 2024 AACN Annual Dean’s Conferences
      - 2023 VACN Spring Conference

**XII. Plans for Upcoming Year**

- Develop of a five-year strategic plan with the hire of a permanent Dean.
- Strengthen academic-practice partnerships, with a focus on expanding dual appointment opportunities.
- Create a College of Nursing Alumni Association.
- Begin faculty discussions and development, led by external consultant, of curricular changes for all programs to meet the new AACN Essentials.
- Assess space needs on Radford campus for the newly named College of Nursing: labs and classrooms, buildings, and growth needs.
- Develop the research program for the college, with specific attention to grants supporting undergraduate and graduate student education and work-based experience.

Thank you for allowing me to serve as your Interim Dean, and I look forward to what we will accomplish together in the next year as we continue to grow as a College of Nursing!

Sincerely,



Wendy Downey, DNP MEd RN CNE