



**School of Nursing  
Framework to Foster Diversity  
2010-2015  
(2009 Draft)**



# **School of Nursing Framework to Foster Diversity 2010-2015**

## **INTRODUCTION**

### **The School of Nursing**

The Penn State University Board of Trustees formally approved the establishment of a Department of Nursing Education, later named the Department of Nursing, in 1964. The first 22 students were admitted to the basic baccalaureate program and once graduated, the National League for Nursing awarded full accreditation and the State Board of Nurse Examiners for the Commonwealth of Pennsylvania provided full approval to the Department of Nursing. The College of Human Development (hereafter called the College) was approved by the Penn State Board of Trustees in 1966 and the Department of Nursing joined the College in 1967, under the Division of Biological Health. In an effort to keep pace with the national picture of nursing education, the Department of Nursing changed its title to the School of Nursing in 1989. The Master of Science (MS) Program was initiated in 1973 and the Associate of Science (AD) Program began in 1991. All programs have maintained NLN, and later NLNAC accreditation since their inception. In addition, the School of Nursing has maintained Commission on Collegiate Nursing Education (CCNE) accreditation for its baccalaureate and masters programs since 2000. The School of Nursing's (hereafter called the School) official academic home was The College of Health and Human Development (hereafter called the College) until 2008, when the School was granted independent academic unit status. Since the Penn State Board of Trustees granted independent unit status to the School of Nursing on May 16, 2008, effective July 1, 2008, the School and College administrators have worked collaboratively and continued College support to ensure an effective transition.

The Penn State School of Nursing operates as a single School of Nursing, geographically distributed across the Commonwealth and centrally administered from Penn State's main campus at University Park. The central administration for the School includes the School of Nursing Dean, an Associate Dean for Undergraduate Programs and Outreach (Assoc. Dean), and Outreach Coordinator, and a Professor-in-Charge of Graduate Programs (PIC), temporarily assuming the program oversight portion of the Associate Dean for Graduate Programs position (recruitment in progress) duties. Other duties of the Associate Dean for Graduate Programs are

being assumed by the Dean at this time. The central administration group oversees the ongoing evaluation and improvements of individual units and the School of Nursing as a whole. School of Nursing programs and faculty are on 10 of the 23 Penn State University campuses (**Appendix A. Penn State University Campuses with School of Nursing Programs**). A nursing Campus Coordinator is designated for each Campus and faculty is employed to teach at all individual campus locations. In addition to resident instruction programs, the School of Nursing Outreach unit coordinates the delivery of the online RN to BS option of the BS Program through the World Campus unit. The School also offers a broad range of School of Nursing-sponsored community-based and online continuing education programs as an approved provider of continuing education by the PA state Nurses Association, an accredited approver by the American Nurses Credentialing Center's Commission on Accreditation. The School of Nursing Outreach Coordinator oversees the management of the RN to BS World Campus online delivery and School of Nursing continuing education programs.

The School's organizational structure and governance model integrates all nursing campus units under one central administration at University Park (**Appendix B. The School of Nursing Organizational Chart**). The Penn State School of Nursing enrollment across all campuses for all programs and program options (**Appendix C. School of Nursing Total Enrollment by Campus in Fall/Spring 2008/09**), and the dissemination of School faculty (**Appendix D. Faculty Distribution by Campus 2008/09**), illustrates the scope of nursing education provided. The multi-campus structure of the Penn State School of Nursing facilitates the provision of nursing academic programs that are congruent with the University's mission and responsive to the needs of constituents across the State and beyond. An ongoing integrated process of program evaluation is conducted to assure consistency of quality and compliance with national nursing standards for all School of Nursing Programs across all campuses.

The **School of Nursing Diversity Enhancement Committee** is structured to provide faculty and students representation for all programs at all sites. The **2010-2015 Diversity Strategic Framework** is designed to enhance application of diversity principles and initiatives across the multi-campus School of Nursing unit. In addition, the goals, objectives and evaluation of outcomes (strategic actions) of the plan are integrated into the **School of Nursing Systematic Program Evaluation Plan** (SPEP) to assure that cultural competency is visible in School curricula and validated to be an expected outcome for graduates of all programs in all settings

## School of Nursing Mission, Diversity Statement and Definition

The School of Nursing Mission is built on the Mission of the Pennsylvania State University. The definition of diversity for the School is grounded in the mission and diversity statements, and provides a broad base for the interpretation and application of diversity principles to focus on the development of cultural competence in faculty, staff and students in all settings.

### Mission

The mission of the School of Nursing is to **improve the health of all people** in the Commonwealth of Pennsylvania, the nation, and the world through the development of qualified nurse leaders at all levels of practice, the development of nursing science related to health and health care, and the provision of nursing care to individuals, families, and communities. This mission will be accomplished through the integrated programs of nursing education, research, scholarship, and outreach.

### Diversity Statement (School of Nursing Home Page: <http://www.hhdev.psu.edu/nurs/>)

*The faculty and staff of the School of Nursing value and are committed to fostering diversity in the classroom, the University, and the profession. By respecting differences in culture, age, gender, gender expression, race, ethnicity, national origin, differing abilities, sexual orientation, and religious affiliation, we enrich the learning environment; improve the practice and profession of Nursing; and enhance personal creativity and professional growth.*

### Definition

Diversity is defined in general as whatever is considered *different* by one or more individuals within the context of a given setting or experience. Understanding of, and accommodation for, **difference** is considered a given nature of the human experience and a common element of health care provision in general and the nursing care experience specifically. For that reason, it is considered critical for graduates of nursing programs to acquire a keen sense of awareness of and appreciation for difference in individual patients, patient family units, health care organizations and members of the health care team. Examples of focused emphasis on diversity include, but are not limited to: culture, age, gender, gender expression, race, ethnicity, national origin, differing abilities, sexual orientation, organizational culture and religious affiliation.

### School of Nursing Strategic Planning

School of Nursing strategic planning has transitioned from plans based within the College of Health and Human Development as one of the units of the College to planning focused on the independent unit status of the School and accountability centered on the School of Nursing. However, due to the interdisciplinary nature of nursing and nursing education, the School will continue to work with CHHD to enhance opportunities for the School and the College to demonstrate collaborative initiatives in all areas, including diversity.

The evolution of the School's strategic planning process:

- The School of Nursing was integrated within College of Health and Human Development until 2008
- The 2008 Strategic Plan Progress Report for School Diversity Strategic Planning was integrated into CHHD report
- The transition to independent unit status has included continued membership of Chair, School of Nursing Diversity Enhancement Committee on the CHHD Diversity Committee
- The School of Nursing Strategic Plan 2008-2013 is posted on the School of Nursing web site at:

[http://www.hhdev.psu.edu/nurs/about/docs/PennState\\_Nursing\\_StrategicPlan2008-2013.pdf](http://www.hhdev.psu.edu/nurs/about/docs/PennState_Nursing_StrategicPlan2008-2013.pdf)

Diversity-specific goals/strategies show the areas of emphasis projected for the School that are incorporated into the 2009 draft of the 2010-2015 School of Nursing Framework to Foster Diversity (verbatim from the SON strategic plan):

2. *Create student-centered environments that distinguish Penn State School of Nursing graduates in the health care market and prepare them for advanced education.*

**2a. Strategic Action:** Add one international opportunity for faculty and graduate or undergraduate student each year to existing international partnerships

**Measures:** By the end of academic year 2013, the School of Nursing will have added five additional opportunities for students to engage in international experiences; Continue to participate in the World Universities Network with Penn State delivering three symposia by 2013

**2b. Strategic Action:** Continue our aggressive and proactive efforts to diversify the faculty and student body

**Measures:** All faculty recruitments will reference *Penn State's* Framework for Fostering Diversity; Recruitment of faculty and students will be conducted at the National Black Nurses Association Conference every other year; 50% of all student enrolled in the MACaN program will be eligible for admission into the graduate program within one year of graduation from their baccalaureate program; 25% of those involved in MACaN program will come to Penn State's graduate program within 3 years of graduation from BS program; Obtain funding to expand focus of MACaN to interdisciplinary health service students (CHHD departments)

## School of Nursing Framework to Foster Diversity 2010-2015 (2009 Draft)

Given the recent status change to an independent University unit, the School of Nursing has focused on goals, strategic actions and outcome measurement that hold the highest priority at this time. It is anticipated that this document will be dynamic and responsive to ongoing improvement of the quality of diversity integration within the School of Nursing academic programs, faculty and staff recruitment and community service-learning and outreach initiatives.

### Challenge #1. Developing a Shared and Inclusive Understanding of Diversity

Goals/Strategic Actions/Measures (Performance Indicators)

- 1. Monitor for improvement the School of Nursing Diversity Enhancement Committee (DEC) structure and charge.**
  - 1 a. Strategic Action:** Actively recruit student members to assure representation  
**Measure:** Starting academic year 2009/10, 90% of student slots are filled
  - 1 b. Strategic Action:** Identify areas for improvement in DEC charge to assure committee has accountable role in School diversity initiatives  
**Measure:** By the end of academic year 2009/10 improvements in committee charge will be identified by the DEC and submitted to Dean for bylaws revision.
  - 1c. Strategic Action:** Establish ongoing schedule for review of DEC structure within the SPEP  
**Measure:** Report outcome of bi-annual review of DEC at spring faculty meeting every other year and post on School of Nursing web site
  
- 2. Increase diversity-focused educational programs and other learning opportunities for faculty, staff and students**
  - 2a. Strategic Action:** Maintain annual Global Nursing: Lessons from the Field forum.  
**Measure:** Monitor number attending; outcome of discussion questions used to evaluate each forum; make improvements based on findings; number of pictel sites connecting and participating in discussion  
**Measure:** Expand number of pictel sites by one each year; maximum of ten  
**Measure:** Seek involvement of at least one discipline outside nursing in 2010 and move to *Global Health Care: Lessons from the Field* interdisciplinary focus after 2010.
  - 2b. Strategic Action.** Plan at least one faculty/staff educational session focused on diversity issues every other year at general faculty meeting; encourage faculty and staff attendance at the Global forum.  
**Measure :** Starting academic year 2010/11 provide one SON staff/faculty diversity workshop with specific objectives; evaluate for effectiveness  
**Measure:** Continue Global Nursing: Lessons from the Field annual workshop

## Challenge #2. Creating a Welcoming Campus Climate

### 1. Integrate diversity principles and content into student, staff and faculty orientation programs

**1 a. Strategic Action.** Include presentation of the diversity statement of the School of Nursing during all formal faculty, staff and student orientation sessions and provide opportunities for discussion of the relevance of the population served by Penn State School of Nursing

**Measure:** Include two (2) open-ended questions on orientation evaluation form to provide feedback. “(1)List a diversity principle or issue you believe to be a focus in the School of Nursing. (2) What other diversity issue do you think should be add to the ones mentioned?”

### 2. Assure diversity content and strategies are considered in planning SON activities

**2a. Strategic Action.** Encourage collaboration between the School of Nursing Diversity Enhancement Committee and groups planning SON activities.

**Measure:** School of Nursing activities will include objectives focused on diversity principles, based on annual review of programs offered.

### 3. Develop a systematic approach to assessing climate in the School of Nursing and implement activities that promote strengths and address weaknesses

**3a. Strategic Action:** The School of Nursing will complete a climate assessment.

**Measure:** A climate assessment in 2012 will be completed that addresses the strengths of the environment related to diversity and opportunities for improvement.

**Measure:** The School of Nursing will prepare and deliver two sessions based on the outcome of the climate assessment, one that focuses on the strengths identified in the climate assessment and one that addresses an area for improvement.

## Challenge #3 Recruiting and retaining a diverse student body

### 1. Maintain graduate recruitment MACaN project funding for the 10-11 academic year

**1a. Strategic Action:** Submit grant proposal for continued funding in December 2009.

**Measure:** Report number of students entering graduate study after completing this experience

**1b. Strategic Action:** Seek pipeline opportunities for extramural funding for the MACaN Program beginning in the 2011-2012 academic year

**Measure:** Extramural funding will be available to implement the MACaN project in the summer of 2012. Funding will include project implementation and tuition support for graduate students.

**2. Develop strategies to recruit diverse undergraduate students**

**2a. Strategic Action:** Initiate partnership with Lincoln University (a historically black university) to facilitate entry of their BS graduates into the Second Degree BS with a Major in Nursing option at Penn State Harrisburg.

**Measure:** Students from Lincoln University interested in a career in nursing will be prepared to enter the second degree program at Penn State Harrisburg upon graduation from their baccalaureate program.

**2b: Strategic Action:** Provide support for an advisor for Lincoln University to assist students who want to enter the nursing program to be prepared to transition to the second degree program in a seamless way. (Pending funding of submitted HRSA grant)

**Measure :** At least three underrepresented students from Lincoln University per year starting in 2011 will be admitted to the second degree nursing program at Penn State Harrisburg.

**2c: Strategic Action: The School of Nursing will recruit underrepresented students at national meetings.**

**Measure:** Each year, the School of Nursing will have a recruitment booth at a national meeting in which there are potential students from underrepresented groups (National Black Nurses Association Meeting, Student Nurses Association, Latino Nurses Association Meeting).

**3. Develop strategies to retain underrepresented students.**

**3a. Strategic Action:** Develop a peer support program for underrepresented students to increase retention to graduation.

**Measure:** At least half of the underrepresented students will take advantage of the peer support program and attrition of underrepresented students will decrease by 1% each year of this plan.

**Challenge #4 Recruiting and retaining a diverse workforce**

**1. The School of Nursing will attract a qualified and diverse workforce**

**1a. Strategic Action:** The School of Nursing will communicate its commitment to the diversity of its workforce.

**Measure:** All advertisements for faculty and staff will include a statement that states that the School of Nursing is committed to the diversity of its workforce.

**1b. Strategic Action:** Advertise employment opportunities in journals that are circulated to a more diverse population.

**Measure:** By the end of academic year 2015 the SON will have identified at least 3 publications that are circulated to a more diverse population and will have advertised employment opportunities in these publications.

**1c. Strategic Action:** The staff and faculty will be committed and vigilant in their recruitment of candidates from diverse populations.

**Measure:** Faculty and staff will identify opportunities in which they will communicate the Schools commitment to diversity as part of their recruitment efforts.

#### **Challenge #5 Developing a Curriculum that Fosters Intercultural and International Competencies**

- 1. Create student-centered environments that distinguish Penn State School of Nursing graduates in the health care market and prepare them for advanced education.**
  - 1a. Strategic Action:** Add one international opportunity for faculty and graduate or undergraduate student each year to existing international partnerships  
**Measure:** By the end of academic year 2013, the School of Nursing will have added five additional opportunities for students to engage in international experiences; Continue to participate in the World Universities Network with Penn State delivering three symposia by 2013
  
- 2. Implement of service-learning activities that address care of diverse and/or vulnerable community populations.**
  - 2a. Strategic Action.** Develop service-learning activities that address needs of diverse and/or vulnerable populations in collaboration with community groups.  
**Measure:** At least one undergraduate and graduate course will include clinical experiences in the provision of care for at least one diverse or vulnerable population during their program of study. Written or verbal discussion of the impact of that experience will be included within the framework of course requirements.

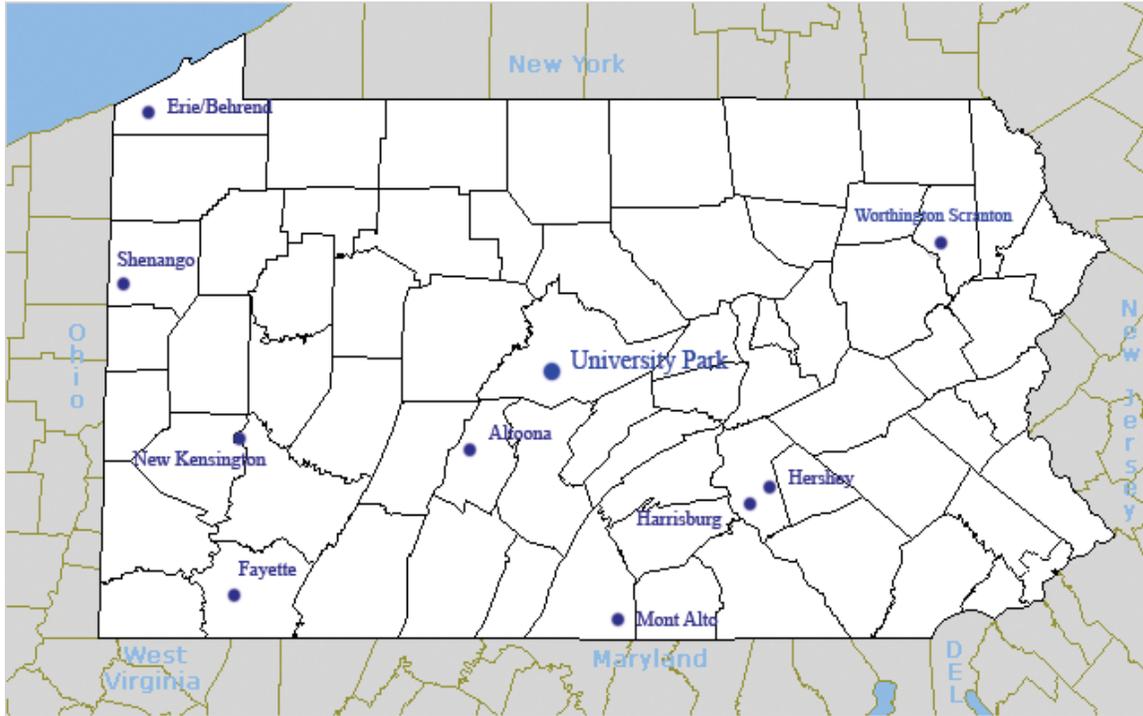
#### **Challenge #6 Diversifying University Leadership and Management (In collaboration with the College of Health and Human Development)**

- 1. Endorse the appointment of a leadership and management team with expertise in cultivating a diverse, inclusive and equitable environment.**
  - 1a. Strategic Action:** With the College of Health and Human Development, during the first two years of the Framework 2010-15 planning cycle, the College will develop a conference on leadership development. Unit heads, undergraduate and graduate professors-in-charge, and research center directors will be among those discussing leadership opportunities with tenured faculty who have been nominated by their academic units. Women and faculty from underrepresented groups will be given special consideration in selecting participants.  
**Measure:** The conference will take place in January of 2012

## **Challenge #7. Coordinating Organizational Change to Support Diversity Goals**

- 1.** Improve baseline data and ongoing monitoring to measure effectiveness of strategic actions and ongoing areas for improvement (**Responsibility of the DEC**).
  - 1 a.** **Strategic Action:** Identify existing unit-specific data sources and collate  
**Measure:** By the end of 2009 identify and summarize potential unit data sources
  - 1b.** **Strategic Action:** Design data collection tool to monitor unit progress  
**Measure:** By the end of academic year 2009-2010 construct data collection matrix to measure effectiveness of diversity strategies within the *School of Nursing Systematic Program Evaluation Plan*
  - 1c.** **Strategic Action:** Report outcomes and areas for improvement to faculty, students, and Community of Interest  
**Measure:** Starting academic year 2010-2011 collate and School Diversity Enhancement Committee (DEC) will disseminate outcome summary reports and areas for improvement every other year at the Spring School of Nursing Faculty Meeting

## Appendix A. Penn State University Campuses with School of Nursing Programs



**AD:** Altoona, Erie/Behrend, Fayette, Hershey, Mont Alto, Worthington Scranton

**General BS:** University Park and Hershey

**RN to BS:** Altoona, Erie/Behrend, Fayette, Harrisburg, New Kensington, Mont Alto, Shenango, Worthington Scranton

Online in collaboration with *World Campus* (Central Office at University Park)

Accelerated delivery available at Altoona and Fayette

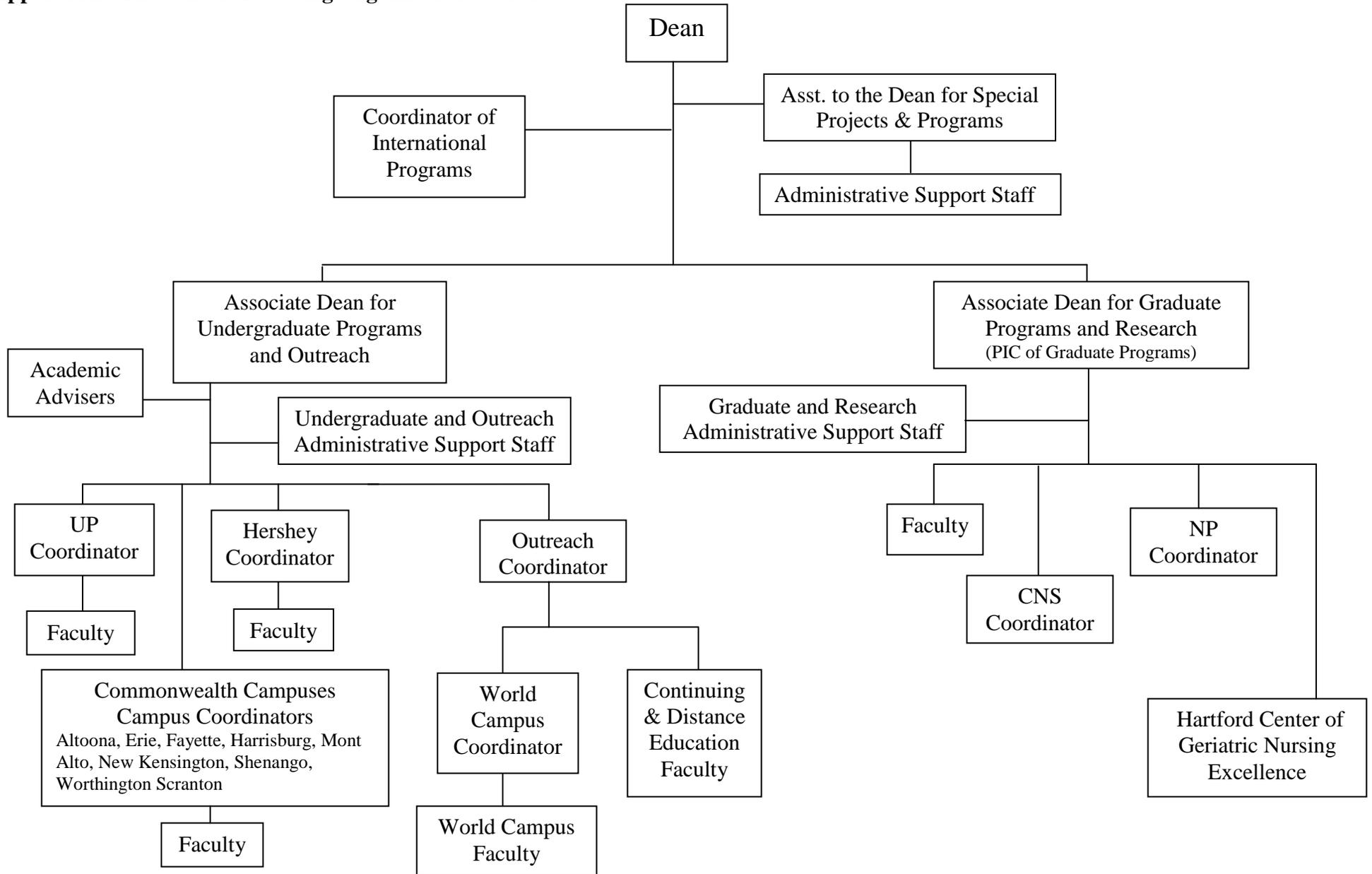
**Second Degree:** Altoona; will be extended to Harrisburg in January 2011

**MS:** University Park and Hershey

MS courses are also offered by videoconference from University Park to School of Nursing Altoona, Fayette, Worthington-Scranton, and other campuses, based on need/demand. Online instruction is also a method of delivery for some graduate courses.

**PhD:** University Park, Hershey

**Appendix B: The School of Nursing Organizational Chart**



**Appendix C. School of Nursing Total Enrollment by Campus in Fall/Spring 2008/09**

<b>Campus &amp; Program</b>	<b>Total Enrolled FA08/SP09</b>	<b>Part-time FA08/SP09</b>	<b>Full-time FA08/SP09</b>
Altoona:			
AD	110/102	39/36	71/66
RN to BS	36/32	24/17	12/15
Second Degree	0/0	0/0	Starts FA 09
Erie/Behrend:			
AD	87/79	8/9	79/70
RN to BS	11/16	8/11	3/5
Fayette/Eberly:			
AD	91/85	32/34	59/51
RN to BS	62/63	44/39	18/24
Harrisburg:			
RN to BS	50/60	47/59	3/1
Hershey:			
AD (Pilot Project)	12/12	12/12	0/0
BS	123/123	0/0	123/123
MS (Pictel from UP)	Enrolled at UP	-	-
Mont Alto:			
AD	108/103	60/63	48/40
RN to BS	34/34	34/34	0/0
New Kensington:			
RN to BS	18/16	18/16	0/0
Worthington Scranton:			
AD	105/106	45/40	60/66
RN to BS	35/32	25/24	10/8
Shenango:			
RN to BS	34/38	26/27	8/11
University Park:			
BS	299/287	6/7	293/280
Masters	60/59	34/34	26/25
World Campus:			
RN to BS	161/176	154/167	7/9

**Appendix D. Faculty Distribution by Campus 2008/09**

<b>CAMPUS</b>	<b>FULL-TIME</b>	<b>PART-TIME</b>	<b>TOTAL</b>
Penn State Altoona	9	7	16
Penn State Erie/Behrend	7	7	14
Penn State Harrisburg	2	1	3
Penn State Fayette/Eberly Campus	9	11	20
Penn State Hershey	11	10	21
Penn State Mont Alto	8	20	28
Penn State New Kensington	2	3	5
Penn State Shenango (BS)	2	3	5
Penn State Worthington Scranton	7	7	14
University Park	24	7	31
World Campus (online delivery)	0	2*	2
<b>School of Nursing</b>	81	78	159

\* Faculty (2) are part-time Fixed Term faculty hired only to teach online courses. Full time regular faculty also teach part-time for extra compensation (off workload).