

Summary of 2021-22 School of Nursing Committee Activities

The governance model for the School of Nursing (SON) community is one of shared decision-making by consensus. We consider consensus to be when all members can participate in the decision-making process and agree to support the decision of the whole. Using consensus, faculty, staff, and students participate in the discussion of issues and agree to act. Committees are used to facilitate the work of the SON community.

The standing SON committees in 2021-22 were: (1) Community, (2) Undergraduate Curriculum, (3) Graduate Curriculum, (4) Assessment and Evaluation, (5) Teaching and Learning, (6) Diversity, Equity, and Inclusion, (7) Initiative for Vital Practice, (8) Deans and Directors, and (8) Search and Screen. See below to review details about each committee and their 2021-22 goals, functions, and activities.

Each SON committee met a minimum of twice a semester and more frequently, as needed. Continuous quality improvement proposals that were approved by a committee were sent directly to Community for review, discussion, and voting.

All enrolled SON students were invited and encouraged to join SON committees as student representatives at the beginning of the new academic year.

Community

Committee Purpose: Serves as the decision-making body of the SON. Provides a mechanism by which issues pertaining to the SON may be managed in an efficient, creative, and effective manner. Provides a brave and safe forum that promotes radical listening, open communication, free expression, and the exchange of ideas among faculty, staff, and students, as well as enhances the SON's commitment to diversity, equity, and inclusion goals with shared accountability. Provides an organizational process to support the professional growth and development of faculty, staff, and students.

2021-22 Chair: Dr. Corey Pressman

2021-22 Committee Goals & Functions:

Goal #1: Support the implementation of the [SON DEI Action Plan for Change](#).

Function:

A. Provide forums to enhance and support diversity, equity, and inclusion.

Goal #2: Provide the Community with timely information about initiatives, issues, development activities, and proposals.

Functions:

- A. Manage the SON Community Moodle Page.
- B. Facilitate SON Community meetings.

Summary of 2021-22 Activities:

- Received news, updates, and information from the deans, program directors, committee chairs, and staff
 - Implemented a new Continuous Quality Improvement (CQI) Proposal voting process
 - Discussed and voted on several CQI Proposals
 - Reviewed and provided input on a draft of SON Community Engagement Values
 - Engaged faculty and staff members in the 2022-2025 SON Strategic Plan creation process
 - Engaged faculty and staff members in the process of revising the SON's mission, vision, and values statements
 - Received periodic updates on the SON's 2021-2026 accreditation schedule
 - Received the 2020 and 2021 Program Outcomes Data Reports
 - Received the 2021-21 DEIAPC Evaluation Report
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Undergraduate Curriculum Committee

Committee Purpose: Responsible for leading the monitoring, structuring, evaluation, and continuous quality improvement of the undergraduate programs of study in the SON: BSN and IHW. The committee monitors content and structure of curriculum, the sequence of the program of study, and the courses taught. The committee oversees curricular fidelity and integrity, and ensures professional standards are integrated in the curriculum.

2021-22 Chair: Fall 2021 - Dr. Halina Wyss. Spring 2022 - Dr. Nicole Auxier.

2021-22 Committee Goals & Functions:

Goal #1: Support the implementation of the **SON DEI Action Plan for Change**.

Function:

- A. Ensure that all undergraduate curricular decisions are made through the lens of diversity, equity, and inclusion.

Goal #2: Lead the monitoring and continuous quality improvement of the BSN program of study.

Functions:

- A. Monitor the content, structure, and sequence of the BSN program of study and propose improvements.
- B. Ensure the BSN program of study reflects current, relevant professional nursing standards and guidelines.
- C. Evaluate BSN program assessment practices and policies.

Goal #3: Lead the monitoring and continuous quality improvement of the IHW program of study.

Functions:

- A. Monitor the content, structure, and sequence of the IHW program of study and propose improvements.
- B. Ensure the IHW program of study reflects current, relevant standards and guidelines.
- C. Evaluate IHW program assessment practices and policies.

Summary of 2021-22 Activities:

- Reflection on DEI added to the Continuous Quality Improvement (CQI) Proposal Template
- Approved the following revisions to the BSN program curriculum:
 - NRS 104 course outcomes change
 - NRS 208 course outcomes change
 - Pilot dropping the lowest exam score in NRS 104 in Fall 2021
 - NRS 408 course title change for 2022-23
 - NRS 206 course description change for 2022-23
 - Standardize the BSN Exam Review Process
 - NRS 408 title change for 2023-24
 - NRS 460 title change for 2023-24
 - NRS 409 title change for 2023-24
 - Add NRS 308 as corequisite for THE 348
 - NRS 216 textbook change
 - NRS 204 textbook change
 - NRS 104 exam policy change (no longer drop the lowest exam score)
- Completed BSN course summary assessments for Spring 2021, Summer 2021, and Fall 2021
- Completed annual BSN program content tracking/audit for Oregon, Washington, and California State Boards of Nursing
- Next Generation NCLEX Preparation:
 - NextGen NCLEX Preparation Task Force formed
 - SBAR presented to the Dean Team
 - Implementation plan and timeline developed
 - Five BSN faculty experts identified and completed NCSBN's "Test Development and Item Writing" course
 - Identified the capabilities of ExamSoft and HESI to support new NextGen NCLEX question types
 - In-class activities developed for NRS 326 and 317
 - Added NextGen-style questions to exams in NRS 204, 302, 326, 317, 309, and 480 in Spring 2022
- Approved the following revisions to the IHW program curriculum:
 - IHW 101 course title, description and outcomes changes
 - IHW 224 course title, description and outcomes changes
 - IHW 301 course description, outcomes, and prerequisite changes
 - IHW 305 course title, description and outcomes changes
 - IHW 310 course description and outcomes changes

- IHW 418 course title, description and prerequisite changes
 - IHW 216 prerequisite change
 - IHW 407 course description change
 - IHW 417 course title, description and corequisite changes
 - IHW 204 prerequisite change
 - IHW 493 course creation
 - Removal of “Community Organizing” concentration option and movement of IHW 325 and IHW 326 to the IHW major requirements
 - Completed IHW course summary assessments for Spring 2021, Summer 2021, and Fall 2021
 - Mapped the IHW Program outcomes to IHW course outcomes
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Graduate Curriculum Committee

Committee Purpose: Responsible for leading the monitoring, structuring, evaluation, and continuous quality improvement of the graduate-level programs of study. The Committee monitors content and structure of curriculum, the sequence of the program of study, and the courses taught. The Committee oversees curricular fidelity and integrity, and ensures professional standards are integrated in the curriculum.

2021-22 Co-Chairs: Dr. David Fuentes and Stacey Boatright

2021-22 Committee Goals & Functions:

Goal #1: Support the implementation of the [SON DEI Action Plan for Change](#).

Function:

A. Ensure that all graduate curricular decisions are made through the lens of diversity, equity, and inclusion.

Goal #2: Lead the monitoring and continuous quality improvement of the DNP program of study.

Functions:

A. Monitor the content, structure, and sequence of the DNP program of study and propose improvements.

B. Ensure the DNP program of study reflects current, relevant professional nursing standards and guidelines.

C. Evaluate DNP program assessment practices and policies.

Summary of 2021-22 Activities:

- Completed a review of all Year 3 DNP courses for curricular alignment, teaching-learning and assessment practices, and recommended changes/improvement
- Reviewed standards mapping adjustments for Spring 2022 core courses (NRS 606, 607, 650) and adjusted course assignments accordingly
- Revised the course descriptions and outcomes for all FNP and AGPCNP management and clinical courses

- Revised the course titles, descriptions, outcomes, and grade mode (P/NP) for the NP to DNP directed clinical courses
- Revised the course outcomes for NRS 610
- Adopted and implemented a new QSEN-based, content-validated clinical evaluation tool for all FNP and AGPCNP clinical courses
- Revised the DNP progression requirements, possible reasons for dismissal, and degree requirements
- Revised the DNP transfer credit policy
- Revised the DNP course waiver policy
- Created a new Graduate Nursing Student Development & Improvement Plan (DIP) process and electronic form
- Mapped the new AGPCNP management and clinical courses to the DNP curriculum threads and DNP program outcomes
- Created a “map” of NP procedures for the FNP and AGPCNP tracks (when each procedure will be taught, assessed, and reinforced)
- Implemented structures and strategies to strengthen communication amongst graduate program faculty
- Revised the admission interview process and questions

Assessment and Evaluation Committee

Committee Purpose: Ensure that SON assessment and evaluation practices align with and reflect best education and meet our diverse needs. Assess student readiness for practice and licensure/certification and performance on licensure/certification exams. Provide accreditors with evidence of rigorous, effective programs.

2021-22 Chair: Dr. Nicole Auxier

2021-22 Committee Goals & Functions:

Goal #1: Support the implementation of the [SON DEI Action Plan for Change](#).

Function:

A. Evaluate School of Nursing efforts in implementation of diversity, equity, and inclusion action steps.

Goal #2: Evaluate BSN, IHW, and DNP program data and make recommendations for changes to Undergraduate and Graduate Curriculum Committee Chairs and Program Directors.

Function:

A. Ensure BSN exams and individual exam items adhere to: (1) recognized and accepted psychometric standards, (2) current health research and knowledge, and (3) nursing regulations and standards.

Goal #3: Monitor the achievement of key BSN, IHW, and DNP program effectiveness outcomes.

Functions:

A. Monitor the achievement of the SON program completion rate benchmark of 70% for the most recent calendar year (January-December) for the BSN, IHW, and DNP programs.

- B. Monitor the achievement of the SON RN licensure rate benchmark of an annual 80% first-time NCLEX pass rate for the BSN program.
- C. Monitor the achievement of the SON certification rate benchmark of an annual 80% first-time NBHWC certification exam pass rate for the IHW program.
- D. Monitor the achievement of the SON certification rate benchmark of an 80% first-time national NP certification exam pass rate for the DNP-FNP program.
- E. Monitor the achievement of the SON employment rate benchmark of 70% of BSN, IHW, and DNP graduates employed at 6 months post-graduation.
- F. Monitor the achievement of the SON benchmark of 100% of students passing their final practicum course for the BSN, IHW, and DNP programs.
- G. Monitor the achievement of the SON benchmark of 100% of graduating students meeting all degree requirements for the BSN, IHW, and DNP programs.
- H. Monitor the achievement of the SON program effectiveness benchmarks of 90% of graduating students satisfied with preparation, 90% of graduating students would recommend the SON to others, and 5% of graduating students gave a professional presentation or published during their program for the BSN, IHW, and DNP programs.

Summary of 2021-22 Activities:

- [DEI Action Plan for Change \(DEIAPC\):](#)
 - Created a UPSON DEI Work Report Form for faculty and staff to report on their DEI-related efforts throughout the year and track progress on implementation of the DEIAPC
 - Created and published the [DEIAPC Progress Report](#) in Fall 2021 as a way to track, measure, and report on our progress
 - Wrote a DEIAPC Evaluation Report and presented it to Community in May 2022
- Review and improvement of BSN exam practices:
 - Reviewed BSN exam processes with Level Chairs and the BSN Program Director
 - Reviewed and updated the SON's Exam Resources Moodle Page
 - Began exploring ways to revise the exam analysis report template and simplify the process of populating it
- Program Completion Rates:
 - Set the IHW program completion rate benchmark
 - Determined/confirmed the methodology for calculating the BSN, IHW, and DNP program completion rates
 - Calculated the program completion rate for 2020 and 2021 for each program
 - Determined if we met the program completion rate benchmark for each program
- NCLEX Pass Rate, RN Licensure Tracking & NCLEX Program Report Analysis:
 - Calculated the 2020 and 2021 first-time and total NCLEX pass rates
 - Determined if CCNE and OSBN's NCLEX benchmarks were met in 2020 and 2021
 - Completed a literature review on the predictors of success on NCLEX
 - Added new data points (e.g. final grade in each NRS course) to the RN Licensure Tracking Sheet, starting with the 2021 Sheet
 - Determined which statistical tests to run on the RN Licensure Tracking Sheets each year

- Completed statistical analysis on the 2020 and 2021 RN Licensure Tracking Sheets
- Wrote a summary of the statistical analysis of the 2020 and 2021 RN Licensure Tracking Sheets
- Reviewed and formed recommendations based on a review of the Analysis of the 2020 and 2021 NCLEX Program Reports from Mountain Measurement
- NP Certification Rate:
 - Investigated the availability and utility of score reports from AANPBC and ANCC
 - Obtained and archived all available AANPBC and ANCC reports
 - Reviewed and updated the NP certification tracking databases
 - Created a process and template for the annual reporting of the NP certification pass rate
 - Calculated the NP certification pass rate for 2020 and 2021
 - Determined if the NP certification pass rate benchmark was met in 2020 and 2021
- Health Coaching Certification Rate:
 - Investigated the availability and utility of score reports from NBHWC
 - Created a process and template for reporting the Health Coaching certification pass rate
 - Created an NBHWC certification tracking database
- Employment Rates:
 - Met with UP's Career Education Center (CEC) to understand their First Destination Survey (FDS) process for all UP undergraduates
 - Obtained the CEC's FDS summary report for the 2020 and 2021 BSN graduates
 - Determined if the employment rate benchmark was met in 2020 and 2021 for the BSN program
 - Developed and distributed a new BSN Exit Survey to the May 2022 graduates
 - Set an IHW employment rate benchmark
 - Developed and distributed a new IHW Exit Survey to the December 2021 and May 2022 graduates
 - Revised and distributed the DNP Exit Survey to the May 2022 graduates
 - Calculated the 2020 and 2021 DNP employment rate
 - Determined if the employment rate benchmark was met in 2020 and 2021 for the DNP program
- Final Practicum & Degree Requirements:
 - Set the IHW final practicum and degree requirements completion benchmarks
 - Determined the methodology for calculating the final practicum and degree requirement completion rates for each program
 - Created a template for reporting the final practicum and degree requirement completion rates for each program
 - Calculated the final practicum and degree requirement completion rates for each program for 2020 and 2021
 - Determined if the final practicum and degree requirement completion rate benchmarks for each program were met in 2020 and 2021

- Program Effectiveness Benchmarks:
 - Developed and distributed a new BSN Exit Survey to collect information needed to calculate program effectiveness benchmarks from the May 2022 graduates
 - Set IHW program effectiveness benchmarks
 - Developed and distributed an IHW Exit Survey to collect information needed to calculate program effectiveness benchmarks from the December 2021 and May 2022 graduates
 - Determined if IHW program effectiveness benchmarks were met for the December 2021 graduates
 - Revised and distributed the DNP Exit Survey to collect information needed to calculate program effectiveness benchmarks from the May 2022 graduates
 - Determined if the 2020 and 2021 DNP program effectiveness benchmarks were met
 - Compiled all program outcomes/benchmark reports for 2020 and 2021 into packets by year and presented them to the Community.
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Teaching and Learning Committee

Committee Purpose: Responsible for leadership in the discussion, development, and implementation of tools, projects, programs, and protocols that enhance faculty's ability to teach in ways that foster optimal student learning. This committee is also responsible for issues of faculty welfare.

2021-22 Chair: Dr. Janet Banks

2021-22 Committee Goals & Functions:

Goal #1: Support the implementation of the **SON DEI Action Plan for Change** (DEIAPC).

Function:

- A. Provide mandatory foundational learning opportunities for faculty and staff of the School of Nursing grounded in racial and social justice to contribute to an anti-racist culture of equity and inclusivity. (*DEIAPC Goal 3*)

Note: This goal and function is shared with the DEI Committee.

Goal #2: Manage SON faculty development activities.

Function:

- A. Include DEI into faculty and staff annual self-evaluations.

Summary of 2021-22 Activities:

- Added a reflection question to the annual faculty self-evaluation form
- Planned two forums for SON faculty:
 - Inclusive Excellence—Universal Classroom Design
 - Decolonizing Your Syllabus
- Planned two forums for SON faculty and staff:
 - 8 Tools to Mitigate Implicit Bias
 - Bystander intervention on College Campus
- Administered a survey to determine faculty learning/development needs for 2022-23

Diversity, Equity, and Inclusion Committee

Committee Purpose: Responsible for the implementation and evaluation of the **SON DEI Action Plan for Change** (DEIAPC).

2021-22 Chair: Dr. Layla Garrigues

2021-22 Committee Goals & Functions:

Goal #1: Enhance commitment to meeting our school's DEI goals for students, faculty, and staff with shared accountability with the university. *(DEIAPC Goal 1)*

Functions:

- A. Create a dashboard on the School of Nursing (SON) website to reflect DEI goals and progress.
- B. Host ongoing student focus groups.

Goal #2: Engage in radical listening to raise up the BIPOC and LGBTQIA+ voices and others who are often silenced and unheard. *(DEIAPC Goal 2)*

Functions:

- A. Manage the anonymous bias reporting system for students that was implemented in Spring 2021.
- B. Amplify BIPOC and LGTBIA+ voices.
- C. Mandatory training on brave spaces and radical listening for faculty to strengthen academic advising for SON students.
- D. Provide more space for students to reflect and share in the classroom and in simulation.
- E. Continue to create brave spaces for BIPOC and LGBTQIA+ students.

Goal #3: Support the implementation of the **SON DEI Action Plan for Change** (DEIAPC).

Function:

- A. Provide mandatory foundational learning opportunities for faculty and staff of the School of Nursing grounded in racial and social justice to contribute to an anti-racist culture of equity and inclusivity. *(DEIAPC Goal 3)*

Note: This goal and function is shared with the Teaching & Learning Committee.

Goal #4: Broadly share the work of the UPSON Diversity, Equity, & Inclusion (DEI) Committee. *(DEIAPC Goal 10)*

Functions:

- A. Encourage student participation on SON Committees.
- B. Highlight the work of the DEI Committee.

Note: More information about the DEI Committee is available [here](#).

Summary of 2021-22 Activities:

- Increased engagement and participation in learning opportunities that foster a culture of equity and inclusivity.
- Facilitated a Social Justice Study Group for faculty and staff.
- Managed the anonymous bias reporting system for students. Ensured information about the anonymous bias reporting system is included on all SON syllabi and Moodle pages.

- DEI Curriculum Subcommittee conducted a variety of projects to review the BSN curriculum.
 - DEI Student Subcommittee (DEISS) held regular meetings/events and supported the SON students throughout the academic year.
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Initiative for Vital Practice Committee

Committee Purpose: Aims to reduce the incidence and effects of perceived stress, compassion fatigue, and burnout among the SON Community, thereby improving professional quality of life and workplace motivation. Research and propagate evidence-based best practices for both individuals and organizations.

2021-22 Chair: Dr. Corey Pressman

2021-22 Committee Goals & Functions:

Goal #1: Support the implementation of the [SON DEI Action Plan for Change](#).

Function:

A. Provide experiential learning opportunities that support a sense of “belonging” versus “fitting in.”

Goal #2: Monitor and help to improve the professional quality of life and workplace motivation among SON faculty, staff, and students.

Functions:

A. Measure SON faculty and staff professional quality of life and workplace motivation.

Provide a report to the SON Community regarding the ProQOL and Motivational Scale data collection and analysis.

B. Learn about and become trained in relevant modalities and frameworks.

C. Lead the implementation of strategies to improve professional quality of life and workplace motivation for SON Community.

Summary of 2021-22 Activities:

- Proposed a plan to the SON dean and University provost for a pilot study and the development of the *Institute for Vital Practice (I4VP)*. I4VP is now considered an Institute and the pilot study will be implemented in Spring of 2023.
 - Successfully implemented “Wellness Week” for the first time in Fall 2021.
 - Implemented “Wellness Week” for the second time in Spring 2022.
 - Developed three Task Forces: Measurements, Activities, and Research.
 - The Measurement Task Force began a literature review, including two IHW students, on the topic of measurements used in research on nurse’s well-being during the COVID-19 pandemic.
 - Successfully integrated I4VP practices into SON Community meetings.
 - Created a workbook that provides an I4VP vital practitioner framework and practical implications to enhance the subjective vitality and well-being of nurses and the environments they work in. Began devising a dissemination plan for the workbook.
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Deans and Directors

Committee Purpose: This Committee provides a forum for UPSON Deans and Directors to continuously monitor, share information about, and address the needs of UPSON programs, teams, and essential functions. This Committee also leads the UPSON Strategic Plan development and implementation.

2021-22 Chair: Dr. Casey Shillam

2021-22 Goals/Functions:

Goal #1: Support the implementation of the **SON DEI Action Plan for Change** (DEIAPC).

Functions:

- A. Commit to recruiting BIPOC and other historically underrepresented and first-generation students by making presentations more accessible, working closely with the Office of Admissions to inform our recruitment strategies, and increasing access to the annual UPSON Nurse Camp. *(DEIAPC Goal 5)*
- B. Improve efforts to support retention of BIPOC and other historically underrepresented and first-generation students by improving academic advising, strengthening and supporting our peer mentorship program, and increasing access to study groups and tutoring. *(DEIAPC Goal 6)*
- C. Collaborate more closely with the Office of Development and the Financial Aid Office to create more scholarship opportunities for BIPOC and other historically underrepresented and first-generation students. *(DEIAPC Goal 7)*
- D. Intentionally recruit and retain BIPOC and other historically underrepresented and first-generation students for leadership positions and professional development opportunities such as UPSNA leadership, research with faculty, and conference attendance opportunities. *(DEIAPC Goal 8)*
- E. Provide equity in access to financial assistance for meeting nursing program requirements (including but not limited to supplies, immunizations, uniforms, make up clinical hours, etc.). *(DEIAPC Goal 9)*

Goal #2: Evaluate needs of all programs to prioritize resource allocation and support.

Function:

- A. Monitor, share information about, and address the needs of the:
 - BSN program
 - IHW program
 - DNP program
 - Center for Clinical Excellence
 - Simulated Health Center
 - Harrington Health Clinic
 - Dean Team
 - Operations Team
 - Student Services Team
 - SON Assessment and Accreditation
 - SON Faculty Research and Scholarship
 - SON Faculty Workload Team

Goal #3: Complete SON 3-year Strategic Plan by end of AY21-22

Functions:

- A. Determine which elements of the 2016-2021 UPSON Strategic Plan may need to be continued in the 2022-2025 UPSON Strategic Plan.
- B. Engage the UPSON faculty, staff, and students, as well as the UPSON community of interest, in the strategic planning process.
- C. Finalize the 2022-2025 UPSON Strategic Plan.

Summary of 2021-22 Activities:

- Engaged a student representative from each program in Deans & Directors meetings and activities
 - Reviewed and provided input on a draft of Community Engagement Values
 - Reviewed the outcomes of the 2016-2021 SON Strategic Plan
 - Established a process for creating the 2022-2025 SON Strategic Plan
 - Reviewed, discussed, and provided feedback on several different drafts of the 2022-25 SON Strategic Plan
 - Received reports from deans, directors, and operations staff and celebrated successes, prioritized goals and needs, and strategized solutions to challenges
 - Monitored and provided support for the implementation of DEIAPC key action steps
 - Provided guiding documents and resources to begin preparing for the CCNE and OSBN Self-Studies due in Fall 2024. Also created a “sign-up sheet” for Deans & Directors to lead the writing of certain sections of the CCNE and OSBN Self-Studies.
 - Reviewed the 2020 Program Outcomes Data report
 - Approved the following time sensitive CQI Proposals:
 - New Continuous Quality Improvement (CQI) Community voting process
 - Provision of aggregate (completely de-identified) end-of-semester course evaluation reports to program directors that include items related to the *course* only (no instructor items)
 - Addition of a reflection on DEI to the CQI Proposal Form
 - Creation of a new “Graduate Nursing Student Development & Improvement Plan” process and form
 - Revision of the BSN dress code
 - Addition of a DEI sidebar to all SON Moodle pages
 - Revision of the DNP course waiver policy
 - Revision of the DNP transfer credit policy
 - Addition of a textbook for NRS 204
 - Revision of textbook list for NRS 216
 - Revision of the NRS 104 exam policy
 - Referred the following time sensitive CQI Proposals to Community for full faculty discussion and resolution:
 - NRS 206/NRS 401 changes
 - Removal of professional practice hours from BSN course descriptions
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Search and Screen Committee

Committee Purpose: Responsible for reviewing application materials from candidates (internal candidates should be treated the same as external candidates) and recommending to the dean the candidates to interview.

2021-22 Chair: Dr. Joane Mocerri

2021-22 Committee Goals & Functions:

Goal #1: Support the implementation of the **SON DEI Action Plan for Change** (DEIAPC).

Function:

A. Commit to the intentional recruitment, hiring, and retention of BIPOC and other historically underrepresented and first-generation faculty and staff. (*DEIAPC Goal 4*)

Goal #2: Establish search and screen operations to support different program needs (i.e. graduate, BSN simulation, off-campus clinical, IHW tenure-track, etc.)

Function:

A. Identify exceptionally qualified faculty candidates to ensure faculty vacancies are filled by May 2022.

Summary of 2021-22 Activities:

- Met with UP's Search Advocate to learning about inclusive hiring practices
- Created an inclusive hiring rubric
- Reviewed four qualified applicants for faculty positions
- Invited two candidates to campus interviews for faculty positions
- Made faculty hiring recommendations to the dean