



Item: AS: A-2

COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS

Tuesday, November 19, 2019

**SUBJECT: REQUEST FOR APPROVAL OF PROGRAM REVIEW – CHRISTINE E. LYNN
COLLEGE OF NURSING**

PROPOSED COMMITTEE ACTION

Request approval of program review for programs in the Christine E. Lynn College of Nursing.

BACKGROUND INFORMATION

Under Florida Board of Governors Regulation 6C-8.015 adopted March 29, 2007, all academic degree programs in State universities must be reviewed at least every seven years. Program reviews ensure that academic programs are administered and delivered effectively, efficiently, and consistent with FAU's mission and the Board of Governors' strategic priorities. The results of program reviews are expected to inform strategic planning, program development, and budgeting decisions at the university level, and, when appropriate, at the state level.

Academic Program Review at FAU includes a few additional steps:

- The self-study prepared by the program's department will be submitted to an independent review committee comprised of 2-5 individuals. The committee will include at least one external reviewer who will serve as a content expert in the discipline. Other members will include nominees of the head of the academic unit in consultation with the unit's faculty.
- The external reviewer will conduct a day and a half site-visit. A written report of the reviewer's findings will be submitted to the program's review committee.
- In addition to self-studies and external reviewer reports, action plans will be submitted to the Board of Trustees for approval.

Academic degree programs in the following departments were reviewed this year:

Christine E. Lynn College of Nursing:

1. BSN – Freshman Direct Admit; Accelerated BSN, RN-BSN; Traditional BSN
2. MSN – Adult Gerontological Nurse Practitioner; Family Nurse Practitioner; Advanced Holistic Nursing; Nursing Administration and Financial Leadership; Nurse Educator; Psychiatric Mental Nurse Practitioner; Clinical Nurse Leader
3. DNP – BSN-DNP; Post-Masters DNP
4. PHD

IMPLEMENTATION PLAN/DATE

Academic Program Review summaries will be submitted to the BOG in November 2019 pending full Board approval.

FISCAL IMPLICATIONS

N/A

Supporting Documentation: 2019 Academic Program Reviews

Presented by: Dr. Safiya George, Dean of the Christine E. Lynn College of Nursing

Phone: 561.297.6261



2019 Academic Program Review Summary

Three invited reviewers, Drs. Victoria Neiderhauser, Jacqueline Fawcett and Evonne Rezler, performed a site visit at the Christine E. Lynn College of Nursing during February 6 - 8, 2019. After their visit, they provided a comprehensive list of recommendations in six categories: Curriculum, Faculty, Research, Resources, Program Evaluation, and General Recommendations. On May 6, 2019, Dr. Marlaine Smith, former Dean, of FAU's Christine E. Lynn College of Nursing provided Dr. Russ Ivy, FAU's Senior Associate Provost for Academic Affairs, with a written memorandum, "Response to Recommendations from Reviewers for 2019 Program Review". This current 2018 Academic Program Review (APR) Summary is a reflection of and response to the original Academic Program Review and appendices submitted February 2019, the Program Review Report prepared by the reviewers, and Dr. Smith's response to recommendations from reviewers for the 2019 program review.

Part 1: Overview

A. Degree Programs by Level

Bachelor's (BSN): At the time of the review, the College had one BSN program with four tracks/pathways: Freshman Direct Admit (for high school seniors - 4 years) Accelerated BSN (full-time)

RN-BSN (3, 4, 5, or 6 semesters) Traditional BSN

Master's (MSN):

Adult Gerontological Nurse Practitioner Family Nurse Practitioner

Advanced Holistic Nursing

Nursing Administration and Financial Leadership Nurse Educator

Psychiatric Mental Nurse Practitioner Clinical Nurse Leader

Doctoral:

Doctor of Nursing Practice (DNP)

(DNP Program is comprised of two tracks: BSN-DNP and Post-Master's DNP)

Doctor of Philosophy (PhD)

B. Mission and Purpose

The Christine E. Lynn College of Nursing, as an integral part of Florida Atlantic University, is committed to the pursuit of higher education grounded in the arts, sciences and humanities. Faculty of

the College support the University mission of teaching, research/scholarship and service within an environment that fosters inclusiveness. The mission of the Christine E. Lynn College of Nursing is dedicated to caring; advancing the science, studying the meaning, practicing the art, and living caring day-to-day .

C. Major changes since the last program review

The college no longer offers the traditional BSN program. The college developed a new BSN Track for working professionals with a previous bachelor's degree or higher that will be launching Fall 2019. This Second Degree BSN Track is a part time option to be completed across 6 semesters. We have suspended admission to the Clinical Nurse Leader concentration in the MSN program, but still have students completing the concentration

Part 2: Findings

A. Strengths

During the site visit, the review team reported being impressed with: 1) students' and faculty's commitment to Caring Science; 2) students' high level of satisfaction with their faculty and our College of Nursing programs; 3) CEL CON's strong student applicant pool, 4) stable faculty teaching assignments; 5) strong program outcomes for our BSN program as evidenced by high NCLEX pass rates which are at the top 1% in

Florida and among the highest in the nation (96.3% in 2016, 100% in 2017 and 97% in 2018); 6) strong program outcomes for our advance practice nursing programs per our great national certification rates (or 2016 - 2018, > 97% for Family Nurse Practitioner Program and > 85% for Adult Gerontology Nurse Practitioner program); 7) our high quality, dedicated faculty; and 8) the college's well-staffed research office and resources to support faculty research. The reviewers also expressed being impressed by the College of Nursing building, which is inspired by a Feng-Shui philosophy, and provides state-of-the-art classrooms and multi-purpose space for students, faculty and staff for studying, and healing arts, including meditation.

B. Weaknesses

No explicit weaknesses were identified by reviewers.

C. Recommendations

The reviewers stated that they provided recommendations in response to request from FAU "for identified areas of concern and potential opportunities in the CON, particularly with respect to: curriculum, research, growing enrollments, faculty salaries and workloads, new revenue, and physical resources and facilities. Therefore, the reviewers organized their recommendations into six broad categories: Curriculum recommendations, resources recommendations, faculty recommendations, research recommendations, program evaluation recommendations and general recommendations.

Curriculum Recommendations:

1. Transitioning Some Programs to Concentrations. The reviewers recommended transitioning three concentrations in the Master's Program (Nurse Educator, Nursing Administration and Financial Leadership and Advanced Holistic Nursing) to certificate programs. They suggested that with this move faculty and facilities resources could be shifted to support remaining programs. As previously communicated, we have considered this recommendation carefully, and believe that it is counterproductive in several ways: (1) there would be no advantage to potential applicants to seek a certificate rather than a Master's degree in these concentrations; (2) we already have Post-Masters certificate programs available in each of these concentrations for those with a Master's degree who want specialty knowledge and expertise in any of these concentrations; (3) this recommendation would decrease the "number of graduate degrees awarded" from the CON, which is one of the Florida Board of Governor's; (4) the core courses in these concentrations are already offered; therefore, removing the degree program would not decrease the number of courses to be taught, but would instead decrease enrollment in those courses; and (5) certificate courses focused on the specialty content would require faculty and facilities so these resources would not be spared. We agree that we cannot afford to offer concentrations with sustained low enrollments. We suspended enrollment to the Clinical Nurse Leader concentration in the Master's program this past year because of low enrollment. We have considered this option for the Advanced Holistic Nursing concentration for the same reason, however, based on our college's history and focus on caring and holistic care and current opportunities that we are exploring related to this concentration, we believe that it would be more advantageous to enhance marketing of this concentration. The two concentrations cited (Administration and Financial Leadership and Advanced Holistic Nursing) are fully online options, and if we had a greater ability to market these programs it is probable that they could have healthy enrollments.

2. Moving Nurse Practitioner MSN Programs to DNP Programs. The reviewers recommended moving all the nurse practitioner concentrations (FNP, AGNP and PMHNP) from the Master's level to the Doctor of Nursing Practice degree program. They noted that enrollment increased in the BSN to DNP program in the past three years. Since 2010 when the American Association of Colleges of Nursing (AACN) first called for all advanced practice education to be at the Doctor of Nursing Practice level, the college considered this transition. While we agree with this recommendation in principle, in our opinion it is not prudent to make this transition at this time. First, our competitors (University of Miami, Florida International University, Barry University, Nova Southeastern University, Palm Beach Atlantic University) still offer advanced practice programs at the Master's level, so moving all advanced practice to the BSN to DNP level would disadvantage us in the marketplace and threaten enrollment. Moving in this direction would also negatively impact the metric of "graduate degrees awarded". During Spring 2019, there were 197 students enrolled in the MSN FNP and AGNP concentrations with only 77 enrolled in the BSN to DNP. By shifting to only a BSN to DNP program for the nurse practitioner concentrations we would most likely lose over 100 nurse practitioner students. Since some of the DNP courses are only offered on the Boca Raton campus, we would not have fully accessible programs in the FNP concentration on the Davie and HBOI campuses if we transitioned to offer them only in the BSN to DNP program. Retaining the Master's for advanced practice allows us to award a Masters along the way for our BSN to DNP students and this increases the "graduate degrees awarded" metric.

3. Synergy between DNP and PhD Program Curricula. The reviewers recommended that faculty examine the DNP and PhD curricula for synergies. The college holds joint DNP and PhD mixers each semester so that the students can get to know each other and learn more about each others' research and doctoral projects. The faculty will continue to encourage PhD and DNP student partnerships on projects and

dissertations. Faculty will also be asked to examine DNP and PhD curricula for synergy and to offer any necessary curriculum change recommendations.

4. Number of Credits for Doctoral Programs. The reviewers recommended that the number of credits for the PhD and DNP program be reviewed, since they appear higher than at least some other programs in the US. The CON recently completed a PhD program review with external reviewers. The curriculum was revised and the number of credits decreased slightly. Based on a review of websites of DNP programs across the country, our DNP program (both post Masters and BSN to DNP) is in the average range of credits for these programs across the country. Equally important, our number of PhD and DNP credits are aligned with the number of credits required by FAU.

5. BSN Outcome Benchmarks. The reviewers recommended that the BSN Outcome benchmarks (given in percentages) be revised to align with realistic percentages for the goals, with a plan for incremental and realistic increases in goals percentages. We agreed and the outcome benchmarks were revised to be more realistic.

6. Alignment of Didactic Content with Clinical Experiences and Insufficient Simulation Space and Equipment. Reviewers recommended that didactic content should be aligned with clinical experiences and that an increase in high and low fidelity simulation be used as an adjunct to clinical learning. We have always aligned didactic content and clinical experiences so this recommendation seems to be unwarranted. Regarding their recommendation to increase simulation, unfortunately, our simulation lab is too small for the number of students that we currently have in the program. In addition, we have too few simulators for the number of students in the pre-licensure program. This is a critical situation for the CON and a priority need for our students. We need a larger space for simulation with additional simulators for the over 400 pre-licensure students enrolled.

7. Evaluate Clinical Placements. The reviewers recommended that all clinical placements be evaluated to identify optimal learning experiences. We agree that this is important. The CON has always evaluated clinical placements. We are now instituting a new system for reporting that will allow for more centralized data that will assist in reviewing and decision-making about clinical site selection.

In summary, the action plans to address the recommendations by the reviewers in the area of Curriculum are:

1. Develop and implement a marketing plan for the Master's programs (Nurse Educator, Nursing Administration) and Masters degree fully online Advanced Holistic Nursing concentration. If enrollment does not increase to a sustainable level, suspend admissions and transition to program closure for the Advanced Holistic Nursing concentration.
2. Encourage synergies between PhD research and DNP projects.
3. Review all outcome benchmarks for the BSN program so that they promote excellence while being realistic and achievable.
4. Obtain support for a new building or larger space for a College of Nursing simulation lab. This is a top priority for the College of Nursing.
5. Develop an online evaluation of all clinical sites for more centralized review and evaluation of the quality of clinical placements.

Faculty Recommendations:

1. **Faculty Workload Reduction.** Reviewers recommended a reduction in tenure and tenure-track faculty teaching workloads to 2/2 and for a reduction to the teaching workload for new assistant professors on the tenure track to (1/1) for at least 1 and preferably 2 years. In addition, they recommended the percentage given for faculty workload for service be increased from 5% since this percentage doesn't reflect the actual amount of service to the CON, FAU, community and profession. The CON agrees that the faculty workload in the CON is greater than other STEM FAU colleges and inhibits research productivity. Because the CON is a smaller college, our average service metric is significantly higher than the mean per faculty member across FAU (7.6 as compared to 4.8 in 2016-17). The reviewers' proposed workload is more typical in Research 1 colleges of nursing across the US and is an aspirational goal. In order to accomplish this, the CON would need at least 8 to 10 additional faculty lines to cover the teaching needs. We are implementing a new differentiated workload for tenure track faculty not engaged in research; it will be a 3/3 teaching assignment. There may be some ability to assign new tenure track assistant professors to a 1:1 in the first year. However, additional funding in the Education and General budget would be required to achieve this goal.
2. **Faculty Governance.** The reviewers recommended that the Faculty Bylaws be revised such that administrative personnel (Deans, Associate Deans, Assistant Deans) are not voting members. The administrative personnel are already ex-officio (non-voting members) of standing committees. They are voting members of Faculty Assembly since they all hold faculty positions. Administrators chair the program committees that they oversee and they do vote on these committees in case of a tie; however, any curricular changes go through the Committee on Programs where administrators are ex-officio.
3. **Faculty Annual Review.** The reviewers recommended that the faculty annual review process be revised to reduce the length of time required to complete the annual written report. The Committee on Faculty (COF) was involved in creating the process and the detailed rubric that meets the University requirements. The COF evaluates the process annually and will continue to revise it.
4. **Aggregate outcomes.** The reviewers recommended that faculty aggregate outcomes be developed for scholarly activities and be monitored annually. This is currently being done and was reported in the Program Review. It is part of our Dashboard reports. We collect it monthly and aggregate the data annually and monitor progress.

In summary, the action plans to address the recommendations by the reviewers in the area of faculty are:

1. Develop strategies to decrease faculty workload to enable research productivity by implementing the differentiated workload policy, seeking additional E&G support for faculty lines so that the CON aligns with other FAU STEM colleges.
2. Committee on Faculty will continue to evaluate and suggest revisions to the annual report based on faculty evaluations.

Research Recommendations:

1. **Indirect Costs.** Since the CON has a robust Office of Nursing Research and Scholarship (ONRS) and uses minimal central resources for pre and post awards, the reviewers recommended that the F&A

returns to the CON be increased to 30%-40%. The CON agrees that an increase in F&A returns to the College could stimulate research productivity. For example, the CON is requesting a new staff position for editing grants and manuscripts. An increase in the percentage of F&A returns could provide the resources necessary for this additional staff position.

2. Alignment of Strategic Plan with FAU Pillars. The reviewers recommended aligning the CON Strategic Plan's (2016-2021) research goals/objectives more closely with the FAU pillars and establishing clearer pathways for CON faculty to work within pillars by interpreting each pillar in the broadest way possible. Currently, the CON has linkages with all four of the pillars, and the CON is committed to expanding these linkages. The new Dean, Dr. Safiya George, and the Interim Associate Dean for Research and Scholarship, Dr. Patricia Liehr will meet with each pillar leader to facilitate the increased engagement by faculty and doctoral students in the research within each of the pillars. Each pillar director will be invited to the CON Research Advisory Council to co-create strategies to increase CON engagement with the pillars.

3. CON Faculty and FAU Research Pillars. Reviewers recommended that CON faculty be "at the table" in each research pillar to take advantage of multidisciplinary partnerships and the research support within each pillar. The CON has a goal of hiring at least one CON researcher in a joint position in each pillar. At this point, faculty are engaged with the pillars. For example: (1) Ors. Ruth Tappen and Maria Ordonez who are funded to improve assessment and care of those with memory disorders (I-Brain); (2) Dr. Cheryl Krause-Parello who has a joint appointment with the former I-HeAL and conducts research on veteran health including the effects of service and therapy dogs on decreasing post-traumatic stress; (3) Dr. Deanna Gray-Miceli who has a joint appointment with I-SENSE (until 8/31/19) and studies the use of sensing devices to improve elder care including fall prevention; and (4) Dr. Shirley Gordon who is working with HBOI scientists to study the health effects of blue-green algae blooms. Connections to research in the pillars can be increased with additional faculty joint hires and increased engagement with the pillars by existing faculty.

4. CON Excellence in Caring Science. The reviewers applauded the CON's national and international reputation for excellence in Caring Science and recommended that the CON continues to build on this reputation within the FAU pillars and externally. Faculty are encouraged to relate their research to Caring Science and the ONRS will continue to cultivate a more explicit connection of faculty research to Caring Science. This is a unique niche for the CON that increases visibility and prominence in the discipline. Dean George and Associate Dean for Research and Scholarship (Dr. Liehr) and staff will support faculty's continued pursuit of external funding for and dissemination of this area of research.

In summary, the action plans to address reviewers' recommendations in the area of research are:

1. Engage in discussions with FAU VP of research to negotiate increase F&A return to the CON to support key staff positions that have potential to increase research productivity.
2. Schedule strategic meetings between the Dean and Associate Dean for Research and Scholarship with pillar directors with the goal of increasing faculty engagement within the pillars.
3. Invite each pillar director to the CON Research Advisory Council with the purpose of facilitating synergies between the pillar and CON faculty research.
4. Plan joint hires between CON and the pillars.
5. Explicitly relate faculty and doctoral student research and QI projects to Caring Science.

Resource Recommendations:

1. **Succession Planning.** The reviewers cited the CON Succession Planning Task Force Report that a majority of CON faculty were approaching retirement age and that there is a national nursing faculty shortage creating a difficult recruiting environment. They recommended that increasing faculty salaries to at least the AACN mean should be a top priority. Over the past four years the College has lost at least 16 faculty to retirement and resignations to higher paying positions in practice or in other universities. In February, 2019 Dean Smith addressed some salary inequity through equity increases; however, with other than a few exceptions, faculty salaries remain significantly below the AACN mean for public universities in the South with doctoral programs, and are below our local/regional/state peers. The CON will benchmark its salaries against key regional, state and national peers and aspirational peers; engage with the Provost to create a plan to increase CON faculty salaries, and implement the recommendations from the CON Succession Planning Task Force Report.
2. **Fundraising.** The reviewers recommended fundraising for endowments to support Professorships and Chairs to assist with senior faculty recruitment. This is one of the priorities for CON fundraising for the new capital campaign.
3. **Insufficient Full-Time Faculty.** The reviewers stated that the CON has an inadequate number of full-time faculty given the number of students. They recommended a "right size" approach. This might be accomplished by: benchmarking the CON faculty/student ratios to regional, state and national peers and aspirational peers. Based on this analysis, changes may be needed to either decrease enrollment (i.e. freshman direct admit program) or receive increased budget for faculty positions, which would be preferred in order to meet the demand for nursing education and to help address the national (and Florida) nursing shortage.
4. **Teaching Incentives.** The reviewers recommended that the CON provide incentives (financial or decreased workload) to faculty teaching large classes instead of teaching multiple sections of the same course. While the CON is committed to increasing efficiencies some class sizes cannot be increased. For example, online classes with significant writing assignments and undergraduate writing intensive courses require lower enrollments. The number of students that can be accommodated in our labs and available classrooms limit the size of classes. The CON classes must be offered in three hour blocks due to clinical scheduling; this eliminates the CON from using the auditorium for large classes. It may be time for FAU to consider implementing a model for more courses to be taught in three hour blocks. This would open the auditorium to the CON and enable us to teach larger classes.
5. **Additional Programs.** The reviewers recommended seeking more entrepreneurial opportunities such as offering continuing education or certificate programs. The CON is launching a self-supporting 2nd degree track for working adults Fall 2019. This track is offered in partnership with the College of Business (COB) and the COB and CON will share revenue. The CON will explore other revenue generating opportunities related to offering degree or certificate programs in a self-supporting model. The COB is willing to assist the CON to transition to managing the self-supporting program(s) on its own in the future.
6. **Tuition.** The reviewers recommended differential tuition for CON students, with 100% return of added tuition going back to the CON to support additional faculty lines. This is a model used throughout the US since colleges of nursing have increased expenses and require a lower faculty-to-student ratio in

clinical and lab classes. The CON would enthusiastically support this suggestion; however, it may need to originate at the Board of Governors level.

7. **Clinical Fee.** The reviewers recommended that a clinical fee be added to all clinical courses to support simulation and the lower student-to-faculty ratio (1:8) required for clinical courses. Again, this is done in other colleges of nursing throughout the country. We recommend proposing a clinical fee for all undergraduate and graduate clinical courses.
8. **CON Auxiliaries/Clinical Centers.** The reviewers recommended that an administrative "tax" be levied on the two CON Centers. This "tax" would be used to partially cover salaries of the CON administrators and staff who indirectly support the Centers. This "tax" is common in colleges of nursing with faculty practices. At this time the margins in the Community Health Center would not accommodate this. Over 50% of the clients do not have health insurance. Therefore, funds are not available for a tax.
9. **Staff Nurse Buy-out.** The reviewers recommended "buying out" one day/week of a staff nurse's salary at a practice site to cover a clinical group. The CON has discussed this already with several Chief Nursing Officers; however, there is a shortage of well-qualified staff and for the most part it wasn't viewed as desirable at this time. In addition, it is more costly to buy out one day/week than it is to hire an adjunct faculty member.
10. **Overload and Adjunct Faculty.** The reviewers recommended that the funds used for adjunct and overload teaching be used to hire up to five full-time faculty lines. The administrators reviewed this recommendation carefully. Unfortunately, because of the mix of specialty needs for clinical teaching this solution would not be cost-effective. The CON would still have to hire additional adjunct faculty.
11. **Simulation Resources.** The reviewers recommended that space for simulation must be increased. This could be accomplished with a new simulation building or sharing COM simulation space. There is a critical need for additional space for simulation at the Boca Campus. Since the lab space was designed in 2003, the undergraduate pre-licensure enrollment has nearly quadrupled and graduate enrollment in the nurse practitioner concentrations doubled. The space for simulation is woefully inadequate and this needs attention immediately. Every college of nursing in the area has more simulation space than FAU.

In summary, the action plans to address the recommendations by the reviewers in the area of resources are:

1. **Benchmark CON salaries** against regional, state and national peers and aspirational peers, engage with the Provost to create a plan to increase CON faculty salaries, and implement the recommendations from the CON Succession Planning Task Force Report.
2. **Fundraise for professorships and chairs** to supplement salaries.
3. **Benchmark CON faculty/student ratios** against regional, state and national peers and aspirational peers. Based on this analysis, actions could be proposed to decrease enrollment {for example in the freshman direct admit track) or increase budget from the Provost for faculty positions.
4. **Explore with the Provost's Office** the possibility of increasing the number of classes scheduled in three hour blocks to allow CON to schedule larger classroom and increase efficiencies.

5. Consider possibilities of other self-supporting or certificate programs that could produce revenue for the CON. After 3-5 years of the COB managing the self-supporting program, the CON would take on total responsibilities of running the program, eliminating the revenue share.
6. Pursue possibility of differential tuition for College of Nursing at the BOG.
7. Propose a fee added to each of the undergraduate and graduate clinical courses to support lower student-to-faculty ratios.
8. If the Community Health Center (CHC) receives FQHC new access point status, the new dean can consider levying a "dean's tax" on the CHC and Memory and Wellness Center (MWC) to support CON infrastructure and staff time used to support the activities of the CHC and MWC.
9. The need for simulation space is the most critical need right now in the CON. This need should be elevated as a fundraising priority. Meet with FAU COM Dean Boiselle and simulation director related to sharing simulation resources, or other creative solutions.

Program Evaluation Recommendations:

1. Comprehensive Program Evaluation. The reviewers recommended that a CON Comprehensive Program Evaluation Plan be created or updated with at least annual monitoring of progress. There is already a CON Comprehensive Program Evaluation Plan. Data are collected and monitored annually and included in the annual report by the Dean to the Provost and CON faculty.
2. Increasing Employer and Alumni Response Rates. The reviewers recommended exploring ways of achieving higher rates for employer and alumni surveys and to consider having focus groups and/or interviews to obtain employer and alumni feedback and data. The CON uses AACN-EBI Benchmarking surveys for graduates, alumni and employers. It is true that the response rate is low. We do use focus group interviews of students and the Dean, Associate and Assistant Deans meet with Chief Nursing Officers of hospitals in the region to obtain feedback about our graduates. There are no action plans related to this area.

General Recommendations:

1. Maximize CON Space. Reviewers recommended that the use of space within the CON be maximized by re-examining the possibility of converting under-utilized spaces, such as areas dedicated for meditation, yoga or social functions, to multi-purpose spaces. The building was designed intentionally to uniquely reflect the holistic wellness and caring focus of the College. The donor, Christine Lynn, was involved in the design decisions, and dismantling spaces that were so purposefully planned would threaten our relationship to her. The spaces to which the reviewers are referring are used; however, this recommendation has spurred discussions about even greater utilization. Two faculty (Drs. Gordon and France) have offered to co-lead the Initiative for Intentional Health and will serve as interim Co-Directors. During the Fall semester, they will communicate with faculty, staff and students to conduct a needs assessment in order to plan holistic wellness-focused programming that will meet the needs and interests of students, staff and faculty at the CON and in the FAU community.
2. Administrative Structure. The reviewers recommended evaluating the administrative structure in relation to administrative roles and the necessity for the multiple layers of administrative faculty (Associate Deans, Assistant Deans, Program Directors and Coordinators). The CON does not have departments. With 1100 students and 100 faculty and staff, three campus locations, and two centers that

deliver care, this structure has worked to facilitate the fulfillment of our missions. As the new dean, I will evaluate the college's structure and make decisions about an organizational structure.

3. **Space, Resources and Faculty Lines.** The reviewers recommended that the new incoming Dean take a strong lead in negotiating and advocating for space, resources and faculty lines. As the new incoming Dean, I will assess the college's needs in these areas and make consistent, concerted efforts to address them.