SCHOOL OF NURSING
YEAR IN REVIEW | 2020
MESSAGE FROM THE DIRECTOR

While I made every attempt to avoid using a banal or cliched word or phrase to describe this academic year, unprecedented, despite its overuse, still seemed the most appropriate.

The year 2020 found us amid a pandemic unlike we had ever seen in our nursing careers and surrounded by images of violence that seemed to escalate daily. The 2020 killings of George Floyd, Breonna Taylor, and Ahmaud Arbery, followed by the killings of Adam Toledo and Daunte Wright in early 2021, continue to expose the racial and social injustices that have plagued our country since its founding, over 245 years ago. We witnessed the January 6, 2021 attack, by American citizens, on our nation’s Capital and the democracy it symbolizes. Likewise, we have viewed or heard about an increase in anti-Asian hate crimes purportedly due to xenophobic rhetoric related to the COVID-19 virus.

Despite the state of the world, we found ourselves rising to and above the challenges it presented. In many ways, 2020 may prove to be the long-awaited pinnacle of change for nursing education and the profession as a whole. The COVID-19 pandemic shone a spotlight on nursing allowing us to take our rightful place as leaders in public health. We all know that public health has its roots in nursing. Florence Nightingale’s writings on the need for sanitation and disease prevention are foundational to public health, as was her recognition of the impact of poverty and crime on population health. Similarly, Lillian Wald invented the term “public health nurse,” and her work was informed by the understanding that nurses need to treat social and economic problems of populations and care for the sick. The pandemic, which thrust nurses into the spotlight as “frontline workers,” also made visible the roles we perform every day, including primary, secondary, and tertiary prevention efforts, cornerstones of the public health model.

Next, we saw regulatory bodies issue unheard-of practice waivers lifting long-standing, restrictive bans on full practice authority of nurse practitioners in North Carolina. Although the practice waivers are currently deemed “temporary,” the fact is that lifting the restriction helped, and continues to help, effectively manage the pandemic by suspending time-consuming collaboration, supervision, and protocol requirements, thereby improving access to care and saving money. While the fight for full practice authority is far from over, the pandemic may pave the way to the passage of the SAVE Act.

Similarly, in response to the public health crisis, the North Carolina Board of Nursing (NCBON) issued temporary waivers impacting education and licensure. The temporary lifting of education rules related to the amount of simulation used for clinical experiences allowed schools to keep students engaged in clinical activities. When hospitals could no longer accept students due to overcrowding, risk, and lack of sufficient personal protective equipment, clinical education continued through the use of virtual platforms or face-to-face on campus. Additionally, the NCBON issued emergency temporary graduate nurse permits by waiving NCAC 36.0211 (a)(6) and (7), eliminating, albeit temporarily, the Licensure by Examination requirement for six months, or until the graduate passed the NCLEX-RN exam, whichever came first.

And although our 2020 and 2021 graduates may not realize it now, they will look back on this time and their role in this pandemic one day. Hopefully, they will recognize the extraordinary opportunity the pandemic provided to immerse themselves in the theory and practice of community health and participate in emergency management efforts.

Many other examples could be listed that highlight how the pandemic demonstrated the crucial roles nurses play in maintaining a healthy citizenry, crisis management, leading local, state, and national initiatives, advocacy, education, and protecting the public through practice regulation. I challenge each of you to dedicate yourselves to maintaining the visibility of nursing and its many roles. I also implore us to remember the more than 3000 U.S. healthcare workers and 3 million individuals worldwide who have died from this pandemic to date.

“The farther backward you can look, the farther forward you are likely to see.” – Winston Churchill

Sincerely,

Dena Evans, EdD, RN, CNL
Director, School of Nursing
PASS RATES AND FACULTY ACCOMPLISHMENTS

GRADUATE PROGRAMS

100% AGACNP
100% FNP
100% Nurse Anesthesia

UNDERGRADUATE PROGRAMS

95.6% NCLEX
**Willie M. Abel, PhD, RN, FAHA**  
- submitted three manuscripts which were accepted for publication  
- conducted three Webinar presentations

**Jamie Brandon, DNP, RN, CNE**  
- received 2020 Faculty Excellence Award in Promoting Diversity and Appreciating Differences  
- completed recertification for national Certified Nurse Educator (CNE)

**Maren J. Coffman, PhD, RN, CNE**  
- invited to review grant proposals for METAvivor, a national non-profit organization that funds clinical trials for stage 4 metastatic breast cancer research.  
- awarded 2020 UNC Charlotte, CHHS, Faculty Excellence Award in Research

**Patricia Crane, PhD, RN, FAHA, FNAP**  
- received Excellence in Mentorship Award Beta Nu Chapter Of Sigma Theta Tau International

**Teresa Gaston, DNP, MSN, CNE, RN, BC (NI)**  
- appointed to the American Nursing Informatics Association Carolinas Chapter (ANIA)

**Lee-Ann T. Kenny, DNP, RN**  
- appointed to a two-year term to serve on the Nurse Family Partnership Community Advisory Board.

**Jhordin James C. Montegrico, Ph.D., MSN, RN**  
- defended his dissertation, "The Experiences of Internationally Educated Nurses while Preparing for the NCLEX-RN," at UNC-Greensboro  
- earned certification as a Medical-Surgical Registered Nurse  
- selected to serve as a reviewer for the Academy of Medical-Surgical Nurses (AMSN) Core Curriculum, 6th ed. (2021).

**Colette Townsend-Chambers, DNP, MSN, RN, CHSE**  
- accepted to AACN’s 2021 Diversity Leadership Institute  
- nominated to serve as the School’s e representative on AACNs newly formed Diversity, Equity, and Inclusion Group (DEIG).

**Kelly Powers, PhD, RN, CNE**  
- appointed to the Journal of Professional Nursing editorial board  
- recertified with Certified Nurse Educator (CNE) credentials  
- awarded CHHS 2020 Faculty Excellence Award for Online Teaching  
- appointed to Executive Board of North Carolina Interprofessional Education Leaders Collaborative (NC-IPELC)

**Jyotsana Parajuli, PhD, RN**  
- received one of only two 2020 Center for Geriatric Nursing Excellence (CGNE) Student Champion Award from Penn State College of Nursing.

**Meredith Troutman-Jordan, PhD, PMHCNS-BC**  
- awarded fellow status in the Gerontological Society of America (GSA).

**Florence Okoro, PhD, MScN, RN**  
- accepted as a participant in the Summer Institute Program to Increase Diversity Among Individuals Engaged in Health-Related Research

**Charlene Whitaker-Brown, DNP, MSN, FNP-C, CHFN**  
- passed the Psych/Mental Health Nurse Practitioner Boards  
- featured in Ebony magazine, as one of several invited guest speakers for “**[Fighting Injustice in Health Care for Black Women and Diverse Rare Disease Patients](https://example.com)**.”
PRESENTATIONS 2020

Jamie Brandon, DNP, RN, CNE

Teresa Cating, DNP, AG, NP-C

Judith B. Cornelius, PhD, MS, RN

Dena Evans, EdD, MSN, RN, CNL, CNE

Teresa Gaston, DNP, RN

Kathleen S. Jordan, DNP, MS, FNP-BC, ENP-C, SANE-P, FAEN

Lee-Ann T. Kenny, DNP, RN
**Peggy MacKay, DNP, MSN, RN, CNS-APRN, CPN, CNE**

**Florence Okoro, PhD, MScN, RN**

**Melinda Pierce, MSN, RN, CHSE**

**Katherine Shue-McGuffin, DNP, MSN, FNP-C**

**Meredith Troutman-Jordan, PhD, PMHCNS-BC**

**Charlene Whitaker-Brown, DNP, MSN, FNP-C, CHFN**

**PUBLICATIONS 2020**

**Maren Coffman, PhD, RN, CNE**
Patricia Crane, PhD, RN, FAHA, FNAP

Teresa Gaston, DNP, RN

Kathleen S. Jordan, DNP, MS, FNP-BC, ENP-C, SANE-P, FAEN

Donna Kazemi, PhD, RN , FIAAN

Susan Lynch, PhD, RN, CNE

Jhordin James C. Montegrico, MSN, RN

Florence Okoro, PhD, MScN, RN
Kelly Powers, PhD, RN, CNE


Jyotsana Parajuli, PhD, RN

- **Parajuli, J., & Hupcey, J.** (2021). Oncology nurses’ identified educational needs for providing palliative care. Western Journal of Nursing Research.

Meredith Troutman-Jordan, PhD, PMHCNS-BC


Charlene Whitaker-Brown, DNP, MSN, FNP-C, CHFN

**GRANT FUNDING**

**Kelly Powers, PhD, RN, CNE**  
*Colette Townsend-Chambers, DNP, MSN, RN, CHSE*  
- Teaming Up for Community Health: Mixed Methods Study of an Innovative Interprofessional Simulation Intervention.  
  $25,000 NLN Research in Nursing Education

**Florence Okoro, PhD, MScN, RN**  
- The educational needs of African Americans with type 2 diabetes for reducing the risk of cardiovascular diseases and the barriers that prevent adherence to risk reduction strategies.  
  $12,722 NIH/NHLBI

**Jyotsana Parajuli, PhD, RN**  
- Factors Affecting Advanced Care Planning in Older Adults.  
  $8000. Faculty Research Grant

**Dena Evans, EdD, MSN, RN, CNL, CNE**  
- Hearst Foundation Grant: Pathway for Diverse Healthcare Professionals.  
  $125,000 Hearst Foundation

**Maren J Coffman PhD, RN, CNE**  
- North Carolina Division of Public Health, Physical Activity and Nutrition Developing, Implementing, and Assessing Healthy Food Service Guidelines at the University of North Carolina at Charlotte. CoPrincipal Investigator with Elizabeth Racine.  

**ALUMNI SPOTLIGHTS—ON THE FRONTLINES**

**Tim Setzer** is a graduate of our FNP program and Post-master’s AGACNP program. He serves as the chief advanced practice provider over three critical care units at three different Atrium hospitals. He has worked directly in the COVID units and has been instrumental in much of the planning of the critical units during this pandemic. Additionally, Tim serves as a preceptor for our students during practicum and guest lectures for our didactic courses. MSN Advanced Clinical Majors Graduate

**Nicole Ware ‘18** is very deserving of this recognition. She was selected by the graduate school in 2018 to give the first Doctoral Hooding Speech here at UNCC and she was an Edith Brocker Award winner in May of 2018. Moreover, COVID-19 has required a significant expansion of her role. Quality and Magnet continue to remain her constant focus, however, a global pandemic has provided an opportunity for her to pivot. In March of 2020, she was in the group at Duke that defined what a 24 hour COVID Command center looked like and helped to staff the center. Redeploying nurses and securing supplies that were often in short supply also became a primary concern of the hospital system. While she was not directly involved, her hospital did create large batches of hand sanitizer as well as design a plan for the re-processing of N95 masks to meet the growing need. Dr. Ware’s role was to provide oversight to the training and deployment of symptom screeners for Duke’s employees as well as visitors. In addition, she was a member of a workgroup that transitioned the symptom screening process to an app, freeing up needed staff to return to the clinical areas where patients needed them most. Currently, Dr. Ware serves by administering vaccines to employees in Duke’s hospital-based vaccine clinic, and Duke partners with the Durham County (Southern High School) community vaccine clinics. DNP Graduate

**Carson Bell** was the first student I saw hired at Levine Children’s Hospital on my watch. She continues to inspire me with her level of compassion and intuitive care of children and families. She is admired by peers and is a natural leader. Her work this year on the Covid unit at Levine has been stressful and life-changing, and Carson’s positivity is an inspiration.
Mission
The Academy for Clinical Research & Scholarship (ACRS) is committed to promoting research and scholarship that enhances the health of clinical populations. The primary focus of ACRS is building capacity and interdisciplinary partnerships to develop and translate knowledge to affect health outcomes.

ACES has two primary goals
1. Building research and scholarship capacity for clinical research that improves health.
2. Developing collaborative interdisciplinary partnerships to facilitate research/scholarship affecting health outcomes in clinical populations.

Accomplishments
This fall, ACES was rebranded to the Academy of Clinical Research and Scholarship (ACRS) – pronounced ācers. The mission of our academy is to foster research and scholarship that enhances health. The goals of the academy are: (1) building research and scholarship capacity for clinical research that improves health, and (2) developing collaborative interdisciplinary partnerships to facilitate research/scholarship affecting health outcomes in clinical populations.

ACRS is committed to promoting research and scholarship that enhances health for clinical populations, the primary focus of ACRS is building capacity and interdisciplinary partnerships to develop and translate knowledge to affect health outcomes in clinical populations. We began the year with an interdisciplinary program led by Dr. Kimberly Skarupski from Johns Hopkins on “Writing Accountability Groups”, which are peer-facilitated active writing groups. This was followed by two webinars: One focused on diabetes for Diabetes Awareness Day and led by Dr. Florence Okoro and the second recognizing Worlds AIDS Day with an expert panel led by Dr. Judy Cornelius. In the spring, Dr. Willie Abel organized an interdisciplinary panel to address heart disease during heart month. ACRS also sponsored a speaker, Dr. Kim Larson, from ECU to discuss student engagement in research and scholarship – the good, the bad, the indifferent. This was our first program to provide CEUs. To develop capacity within the SON, we have started a small working group to enhance grant writing with a target of two grant submissions in the fall of 2022 focused on clinical populations. We have also started a first-time primary author WAG and plan to have a couple of manuscripts submitted for publication later this spring.

Many thanks to Dr. Jyotsani Parajuli for her expertise in co-leading this group!

The mission of ACRS requires the support of the faculty. The Research and Scholarship Committee assisted in guiding the programmatic endeavors of ACRS this year and without their support, this academy would not have achieved the successes noted during this year. Thanks to this committee for their hard work!
R1 Commission

Chancellor Gaber has established an R1 Commission to lead efforts in the University’s pursuit of R1 status. The R1 Commission called for nominations among faculty to identify areas of scholarly research and creativity where collaborative networks of UNC Charlotte faculty currently excel or are poised to take a leadership position nationally and internationally. The R1 Commission is a committee of faculty and administrators charged with assessing UNC Charlotte’s potential to advance to “R1 status” according to the Carnegie Classification system.

- Self-nominations were sought from diverse teams or clusters of campus researchers that include both established leaders and rising stars with special interest in identifying:
  - Broad, thematic areas where the university has already achieved a national level of distinction;
  - Areas where continued work, future investments, and new resources will significantly advance our research reputation, raise the profile of our research and scholarly programs, and accelerate our movement to R1.

In response to the call for nominations the School of Nursing submitted a proposal under the target of Areas of Future Opportunity and Investment. The proposal titled “Innovations in Health Care Delivery Across Continuums to Affect Disparate Health Outcomes,” highlighted current innovative research in the areas of Communication, Care Coordination, Interprofessional Health Care Delivery, Self-Management, and Measurement Processes and Clinical Outcomes.

While the Doctor of Nursing Practice (DNP), is a clinical practice doctorate that focuses on clinical expertise and scholarship to improve patient outcomes in both acute and community care settings (such as clinics), the School’s newly proposed PhD program will advance its area of distinction by capitalizing on the strengths of the nursing discipline to address the complex issues facing healthcare in the region and state. By focusing on admitting PhD students with a DNP, the School will expand opportunities that support conducting research in teams that combine the expertise of nurse scientists with the clinical knowledge of advanced practice providers.

DNP and Separation from Western Carolina

As of January 1, 2021, UNC Charlotte and Western Carolina University, are no longer partnering to offer the Dual Doctor of Nursing Practice program. Due to changing needs of each institution’s respective communities of interest, increased market competition for students, and the need for more flexibility in program delivery methods each university will now offer its own DNP Program. Students who remain enrolled in the original Dual DNP program will continue with their plan of study, as each institution is committed to ensuring no interruptions in course delivery and timely program completion.

Beginning in the fall of 2021, UNC Charlotte is pleased to announce that its new DNP in Organizational Leadership will be offered online! Apply now at nursing.uncc.edu

Commission on Collegiate Nursing Education (CCNE) Accreditation Visit

The School of Nursing was very busy the last two years preparing for the re-accreditation of its Doctor of Nursing Practice program. On November 18-20, 2020, during the COVID-19 pandemic, the School hosted its first ever “virtual” accreditation visit. Site evaluators reviewed the curriculum, and hundreds of supporting documents, interviewed students, faculty and members of the community of interest using a variety of virtual platforms. We are pleased to report that the site evaluators found the School of Nursing to be in compliance with all Standards and Key Elements, and no recommendations for improvement were made.
IN THE NEWS

COVID-Related News Interviews

Spectrum News
Nursing School Applications Increase Despite Pandemic

FOX 46 - syndicated on WGHP TV (Fox 8), CBS 17, KCAU (ABC), WCBD TV (NBC)
NC nursing school student and staffer talk COVID-19 challenges

WCNC
UNC Charlotte vaccinates students as state moves into Group 4B

COVID Testing SON Participation

On December 18, 2020 School of Nursing faculty members collaborated with the Student Health Center to conduct COVID surge and mitigation testing for faculty, staff and students prior to winter break.

Vaccination SON Participation

School of Nursing faculty and students collaborated with Atrium Health to provide 2400 COVID-19 vaccinations! On March 31st and April 6th, the Student Activity Center (SAC) was transformed into a Mini Mass Vaccination clinic. Working together, over 100 students and faculty members gathered to provide vaccinations to the Niner Nation community, as North Carolina opened vaccine availability to Group 4b which included students living in dorms.
**NEW FACULTY**

**Patricia Crane, PhD, RN, FAHA, FNAP**
*School of Nursing | Belk Endowed Chair | CHHS 416*
*p.crane2@uncc.edu*

Dr. Patricia Crane joined the SON at UNCC in 2020 and is The Carol Grotnes Belk Distinguished Professor in Nursing and the Director of the Academy of Clinical Research and Scholarship. She has been a nurse for over 40 years with a master's in critical care and nursing administration. Her PhD focused on women with heart disease. Her early work with Dr. Jean McSweeney focused understanding women's symptoms of a heart attack. Her primary research focus is on secondary prevention of myocardial infarction using a biobehavioral model to understand the symptoms of fatigue, depression, and poor sleep and inflammation. In 2015, she was awarded the Southern Nursing Research Society Leadership in Research Award, and in 2007 was the NCNA Nurse Researcher of the Year. She has been funded by the American Nurses Foundation, the National Institutes of Nursing Research, and the National Institute of Minority Health and Health Disparities. She is a fellow in the American Heart Association and the National Academies of Practice.

**Drew McGuffin, DNP, RN**
*School of Nursing | Lecturer | CHHS 446*
*t.mcguffin@uncc.edu*

Dr. Drew McGuffin is a registered nurse with over 10 years of clinical experience. He earned his Bachelor of Science degree in Nursing from The University of South Carolina in 2010 and earned his Master of Science in Nursing with a focus in Organizational Leadership from The University of South Carolina in 2017. He earned his Doctor of Nursing Practice degree from The University of North Carolina at Charlotte in 2020, where he focused on enhancing clinical practice through an evidence-based education intervention.

He spent the first five years of his clinical career in cardiology then transitioned into the perioperative setting. Across his clinical career he has served as a staff nurse, a clinical supervisor, an educator, and mentor to clinical teammates and nursing students. He joined UNC Charlotte as a lecturer in 2020, and concurrently maintains his clinical practice as a bedside nurse.

McGuffin has been inducted into the Golden Key International Honor Society, Sigma Theta Tau International Honor Society, and Phi Kappa Phi National Honor Society. He has served on the UNC Charlotte graduate curriculum committee and as a board member for the American Association of Critical Care Nurses. He is also a member of the American Society of Perianesthesia Nurses, the American Nurses Association, and Atrium Health DNP quality committee. In 2020, he received the Edith Brocker Nursing Excellence Award for his DNP scholarly project and overall academic performance.

**Katryna McCoy, PhD, FNP-C**
*School of Nursing | Associate Professor | CHHS 424B*
*k.mccoy26@uncc.edu*

Dr. McCoy has been in health care for over 20 years. During the last 10 years, she has been involved with teaching undergraduate and graduate level students in nursing and health studies. She has built her research platform around HIV prevention, treatment adherence and symptom management. Her research activities incorporate mixed methods to address the effects of stigmas on the HIV-related health-seeking behaviors of African Americans. Her current study examines the personal, social or environmental factors that influence the use of PrEP by AA women. Along those lines, she has a record of extramural and intramural funding, including the National Institutes of Health. Her mentorship activities include working with undergraduate students, Masters in Nursing students, clinical and tenure track faculty members. Dr. McCoy has spent a majority of her time as a primary care provider and has been working within medically underserved communities. She spent over six years providing preventive health care and urgent care services throughout rural Alaska. She has also worked in the VA Medical system to provide care to U.S. service members and serving in leadership positions within the school, university, and professional organizations at the regional and national levels.

**Jyotsana Parajuli, PhD, RN**
*School of Nursing | Assistant Professor | CHHS 411C*
*j.parajul@uncc.edu*

Dr. Parajuli joined the School of Nursing in Fall 2020. She completed her PhD in Nursing from The Pennsylvania State (Penn State) University with a focus on palliative care. Dr. Parajuli holds a master's degree in gerontology and is passionate about care of older adults. Her research interest area lies in palliative and end of life care in older adults with cancer. Recently she received the Faculty Research Grant (FRG) at UNC Charlotte to conduct a mixed-methods study on “Factors affecting advanced care planning in older adults with cancer”. Dr. Parajuli also has research experiences in multimorbidity, dementia, and long-term care. She has published her research in several peer reviewed journals such as Journal of Geriatric Oncology, Aging & Mental Health, Western Journal of Nursing Research, and Journal of American Journal of Hospice and Palliative Care. Dr. Parajuli is currently teaching Aging & Health and Nursing Research.

Dr. Parajuli was one of the two recipients of the 2020 Center for Geriatric Nursing Excellence (CGNE) Student Champion Award from Penn State College of Nursing. She is a member of several aging, nursing, and palliative care related organizations such as the Gerontological Society of America (GSA), Cancer and Aging Research Group (CARG), Southern Nursing Research Society (SNRS), and Palliative Care Research Cooperative Group (PCRC).
GOAL 1: Expand partnerships and collaborations to support nursing education and research/scholarship

Objective 1.1 - Create new partnerships to support teaching and enrich student learning
- Examine mechanisms which would create mutually beneficial opportunities to share physical and fiscal resources
- Establish service-learning opportunities

Objective 1.2 – Capitalize on partnerships and collaborations to increase research/scholarship productivity.
- Encourage faculty to serve on local, state, and national boards/committees
- Establish avenues to increase awareness of the multifaceted roles and expertise of faculty
- Develop collaborative opportunities within the College of Data Science, Biostatistics Core, and other academic units.
- Expand access to research/scholarship activities and collaborations provided through ACRS

Objective 1.3 – Increase Interprofessional Education and Practice (IPEP) opportunities
- Incorporate IPEP into the mission, vision and goals of the SON
- Provide support to faculty to develop IPEP opportunities
- Integrate IPEP across undergraduate and graduate curricula
- Expand the use of simulation and LRC space to enhance nursing education and promote IPEP opportunities

GOAL 2: Increase research/scholarship productivity in the SON

Objective 2.1 - Increase research/scholarship funding
- Provide educational opportunities to expand faculty expertise in varied funding mechanisms
- Reallocate SON funds for bridge funding of pilot work or equipment
- Provide educational opportunities in scientific and grant writing
- Expand engagement with the Division of University Advancement to ensure SON research/scholarship priorities are articulated to current and potential donors.
- Provide intramural funding opportunities in the SON

Objective 2.2 - Increase research/scholarship dissemination
- Provide funding to support travel
- Promote the use of SON editorial services
- Provide mentoring opportunities through ACRS activities such as Writing Accountability Groups, grant writing workshops, research/scholarship presentations.
- Support matching funds for publication in peer-reviewed, indexed, open-access journals

GOAL 3: Cultivate an environment that enhances student learning and faculty development

Objective 3.1 – Develop formal and informal curricular and co-curricular programs that promote discussions and activities about IDEA
- Complete a unit-based cultural audit
- Evaluate current curricula using valid framework (AACU.org)
- Develop tools and resources for inclusive teaching
- Provide CE courses that focus on IDEA (pending NCNA APS)
Objective 3.2 – Provide students, faculty, and staff, with opportunities to engage in educational, service and community-based opportunities to explore cultures and worldviews other than their own
- Explore opportunities to participate in intra-global, intra-cultural, and international exchanges and collaborations
- Encourage cross cultural and/or comparative research studies
- Collaborate with the Office of International Programs to identify international opportunities for students

Objective 3.3- Develop strategies to recruit and retain a highly qualified, and diverse faculty
- Maintain communication with Academic Affairs regarding options to address salary compression and equity in the SON
- Identify alternate advertising venues to attract a more diverse applicant pool
- Expand engagement with the Division of University Advancement in fundraising and cultivation of donors to support new faculty lines
- Re-Evaluate onboarding and mentoring processes for faculty and students

Objective 3.4- Deliver high-quality educational programs that prepare graduates to serve as leaders, clinicians and scholars
- Promote student:faculty partnerships that enhance graduate and undergraduate research opportunities
- Provide student leadership opportunities through participation in SON governance and professional organizations
- Achieve licensure and certification exam pass rates that meet or exceed national standards
- Respond to changes in accreditation standards, foundational curricula documents, licensure and certification requirements.

Alignment Map CHHS Strategic Plan

Goal 1
Objective 1.1 → CHHS Goal 1 Objective 1.1
Objective 1.2 → CHHS Goal 1 Objective 1.2
Objective 1.3 → CHHS Goal 1 Objective 1.1

Goal 2
Objective 2.1 → CHHS Goal 2 Objective 2.3
Objective 2.2 → CHHS Goal 2 Objective 2.3

Goal 3
Objective 3.1 → CHHS Goal 3 Objective 3.1
Objective 3.2 → CHHS Goal 3 Objective 3.1
Objective 3.3 → CHHS Goal 3 Objective 3.1
Objective 3.4 → CHHS Goal 1 Objective 1.1