

STAFF ANALYSIS
Proposed Doctor of Nursing Practice
University of North Florida
(CIP #51.1601)

Estimated Costs:

	Total	% & \$ Current	% & \$ New	% & \$ C&G	Cost per FTE	SUS 04-05 Average Cost per FTE
Year 1	\$461,202	%93 \$426,627	%8 \$34,575	%0	\$23,060	\$24,174 for CIP 51.1601 at Doctoral Level
Year 5	\$970,174	%88 \$853,374	%12 \$116,800	%0	\$18,354	

Projected FTE and headcount are:

	Projected Headcount	Student FTE
First Year	20	12.35
Second Year	40	29.25
Third Year	67	46.95
Fourth Year	66	46.15
Fifth Year	76	52.86

On April 30, 2003, the Florida Board of Governors approved eight criteria, divided into the two categories of Readiness and Accountability, by which implementation authorization of new doctorates were to be assessed. The following is an analysis of the University's proposal based on further delineations of those eight criteria.

Summary of Approval Criteria

READINESS					ACCOUNTABILITY		
Mission & Strength	Program Quality	Curriculum	Faculty	Resources	Need	Budget	Productivity
2-3	3-4	4-5	5-6	7-8	8-10	10-11	11

READINESS

1. Mission and Strength - *The goals of the program are aligned with the university's mission and relate to specific institutional strengths. The program is aligned with goals identified within the State University Strategic Plan.*

Evidence that the proposed program is responsive to the goals of the current State University System Strategic Plan and the goals of the proposed program relate to the institutional mission statement as contained in the Strategic Plan

The University of North Florida's proposed DNP degree will help to address the state's critical workforce shortage in nursing in that it would produce more nursing faculty who are qualified to teach at a more advanced level than before. The proposal states that the main barrier to addressing this shortage is the lack of qualified faculty to teach. One of the tracks in UNF's DNP degree is in nursing education for those who wish to pursue a career in teaching.

The Board of Governors *Strategic Plan 2005-2013* specifically identifies health care as an area of critical need. It cites a May 2003 report from the American Association of Colleges of Nurses that reports nursing faculty shortages in the state of Florida. This continues to be a barrier to capacity expansion in undergraduate nursing programs. The December 2003 Florida Hospital Association reported that, "Florida will need 61,000 more nurses in 2020 than are currently forecasted to be available as determined by the National Center for Health Workforce Analysis." To address this critical need, the Board of Governors adopted a recommendation in its March 2005 meeting to "Support universities' planned growth, and new programs in doctorate fields in critical needs or high-wage areas (e.g. Physical Therapy, Nursing, Special Education)."

According to this proposal, the University of North Florida's mission is 1) a commitment to excellence, 2) a commitment to focus, 3) a commitment to relevance, and 4) a commitment to accountability. The proposal uses generalities to explain the connection between its mission and how this proposed DNP will further it. It does state that the program will:

- prepare its students for faculty needs of the future
- focus resources appropriately by maximizing courses already offered within the university
- educate advanced level nurses at the highest level of practice
- help meet the increasing demand for nursing faculty

Evidence of a relationship to specific institutional strengths

According to the proposal, the University of North Florida currently offers one other doctoral program, which is in Education, as well as advanced practice degrees at the master's level in the School of Nursing. Courses from the College of Education and the Public Health Program will be used in the DNP curriculum. Additionally, the Physical

Therapy program and the School of Nursing are developing courses for the DNP program. The combination of courses and faculty from these programs is expected to provide a strong foundation to launch and implement the DNP.

2. Program Quality - Planning activities have been sufficient and responses to any recommendations to program reviews or accreditation activities in the discipline pertinent to the proposed program have been addressed.

Evidence that planning for the proposed program has been a collaborative process involving academic units and offices of planning and budgeting at the institutional level, as well as external consultants, representatives of the community, etc.

The University of North Florida's proposed DNP program resulted in response to the 2004 American Association of Colleges of Nursing's (AACN) position statement to raise the advanced practice programs from master's to doctoral level by 2015. The university garnered support from the AACN, the Florida Hospital Association, and the Florida Center of Nursing. It then developed a curriculum committee in the School of Nursing to develop the curriculum, program objectives, and admission criteria. The new program proposal was approved by the School of Nursing as well as the Brooks College of Health.

As further evidence of collaboration with the community, the proposal mentions its participation in a PhD consortium between the School of Nursing at UNF and the University of Florida's College of Nursing whereby students living in Jacksonville can take some of their doctoral course work at UNF. A similar arrangement is under discussion for the DNP. What is not clearly addressed in the proposal is the distinction between UNF's DNP program and UF's DNP and why such collaboration would be both appropriate and necessary.

Lastly, the proposal says that discussion is underway for Master of Nursing students at Jacksonville University to feed into UNF's DNP. Again, it is not clear that there is a significant difference between UNF's proposed DNP program and the University of Florida's recently implemented post-MSN DNP program located at the Shands Jacksonville campus.

Evidence of an appropriate timetable of events leading to the implementation of the proposed program

The proposal states that admissions applications will be reviewed beginning in June 2007 with the selection of students being done in July 2007. The first semester will begin in August 2007 with only part-time students who are expected to graduate in four years. Beginning with the second year, new part-time and full-time students will be admitted. Full-time students will be expected to graduate in two years, while part-time students will take four years to complete the degree.

Evidence that progress has been made in implementing the recommendations from program reviews or accreditation activities in the discipline pertinent to the proposed program

The proposal states that the University of North Florida's School of Nursing received full accreditation without recommendations and with multiple strengths identified in October 2005 by the Commission on Collegiate Nursing Education (CCNE). The CCNE is developing accreditation standards for DNP programs to maintain standards within the curriculum of various programs.

As explained in the proposal, the University of North Florida asked Dr. Georgia Narsavage, Associate Dean for Academic Affairs Medical College of Georgia (MCG), to review the content for their proposed DNP program. MCG currently offers a DNP program, and Dr. Narsavage was previously at Case-Western University, which is one of the first universities to offer a DNP. Dr. Narsavage reviewed UNF's DNP proposed program for content, relativity to institutional mission, and overall ability to education at the doctorate level. She reviewed the curriculum, resources, and faculty vitas and concluded that "...Some important faculty resources needed to launch a DNP program are already in place: faculty members with a wealth of experience in nursing practice, hence who can well mentor students in the advanced practice of nursing; exceptionally strong basic and master's education nursing programs that are fully accredited by CCNE; and a Nursing Program director who is well-grounded in nurse-practitioner education."

3. Curriculum - The proposal describes an appropriate and sequenced course of study, admissions and graduation criteria are clearly specified and appropriate, and the appropriateness of specialized accreditation is addressed.

Evidence of an appropriate, sequenced, and fully described course of study; evidence of specific learning outcomes and industry driven competencies are discussed for any science and technology programs

The University of North Florida's DNP curriculum appears to be comparable to those of the University of Florida and the University of South Florida (two Florida universities offering a DNP program). Because this is a practice-based rather than research-based degree, students are required to complete the program's requirements, including a Doctoral Project and a Residency in Advanced Nursing Practice.

The proposal lists program objectives and outcomes based upon the American Association of Colleges of Nursing for Doctoral Education for Advanced Practice (2006). It builds upon the stated objectives for the masters in nursing program. Similar to the stated outcomes for the DNP programs at the University of Florida and the University of South Florida, UNF's DNP program students will be able to:

1. Develop, implement and evaluate new practice approaches based on

scientific knowledge.

2. Ensure accountability for quality care and patient safety for populations with whom they work.
3. Demonstrate analytical methodologies for the evaluation of clinical practice and the application of scientific evidence.
4. Utilize technological information systems to evaluate outcomes of care, health care delivery, and quality improvement.
5. Develop, evaluate and provide leadership for health care policy which shapes health care financing, regulation and delivery.
6. Work collaboratively with transdisciplinary teams to meet health care needs of individuals and populations.
7. Analyze epidemiological, biostatistical, environmental, and occupational data for the development, implementation, and evaluation of programs of clinical prevention and population health.
8. Base practice on the application of biophysical, psychosocial, behavioral, sociopolitical, cultural, economic, ethical and nursing science as appropriate to area of specialization.

Evidence that, if appropriate, the bachelor's and master's degree programs associated with the program are accredited and that the institution anticipates seeking accreditation for the proposed program if available

The Commission on Collegiate Nursing Education (CCNE) gave UNF's School of Nursing full accreditation without recommendations in October 2005. The MSN Nurse Anesthesia track also received full accreditation from the Council on Accreditation of Nurse Anesthesia Programs in June 2006. The CCNE is developing accreditation standards for doctoral programs.

Evidence that the institution has analyzed the feasibility of providing all or a portion of the proposed program through distance learning technologies via its own technological capabilities

Initially, the DNP program will deliver courses face-to-face with some course components enhanced by a Learning Management System like Blackboard 6. The university will conduct a needs assessment to determine the need, resources, and faculty ability for distance education methodologies.

4. Faculty – A critical mass of faculty will be available to initiate the program based on estimated enrollments, and faculty in the aggregate has the necessary experience and research activity to sustain a doctoral program.

Evidence that there is a critical mass of faculty available to initiate the program based on estimated enrollments

The proposal states that the School of Nursing has enough faculty to launch the program and teach the earlier courses in the curriculum, although DNP prepared faculty will need to be hired as the program grows. It appears that the student to faculty ratio will be low (approximately 4:1). The program will begin with part-time students and borrowed faculty from the College of Nursing, so it is logical to keep the student-to-faculty ratio low. Full-time students will be admitted beginning in the second year of the program. As reflected in the comparison of Tables Three B and One, as both part-time and full-time enrollments increase, dedicated DNP faculty will also increase (increasing the student-to-faculty ratio to approximately 6:1) with the DNP educated faculty assigned 100% of the workload and the others with 25%. The student-to-faculty ratios of the University of Florida and The University of South Florida are similar to the projected ratio for UNF's new degree program, except that the ratio for UF is greater (at approximately 9:1).

By the time UNF's DNP program is launched, the university expects to hire graduates from the currently-offered DNP programs across the nation (there are 22 such programs with two of them being offered by a Florida university: The University of Florida and the University of South Florida). New faculty will be hired in tenure-track lines at the assistant to associate professor level. Two new faculty will be hired in the second year of the program (one of them is expected to have earned a DNP and the other a PhD in Nursing), one in the third year, and one more new faculty member in the fifth year.

Evidence that the faculty in aggregate have the necessary experience and research activity to sustain the program

As evidenced in the proposal along with the faculty Curriculum Vitae included in the proposal packet, the current faculty appears to be well-credentialed with doctoral degrees in Nursing as well as related health care areas and education. Only one of the 11 current Nursing faculty who will be teaching in the DNP program has published a book. But they all have published numerous articles and abstracts, and a few have also published book chapters.

Evidence that, if appropriate, there is a commitment to hire additional faculty in later years, based on estimated enrollments

The proposal states that new faculty will be hired in tenure-track lines at the assistant to associate professor level. By the second year of the program, one new DNP degree earner will be hired. One more faculty each will be added from other DNP programs in the third and fifth years. It appears then that the university is committed to hiring additional faculty to meet the increase in majors to this program based on the School of Nursing's response to a large increase in enrollment in its nursing programs last year. Furthermore, the proposal states that over \$1 million was obtained last year by the faculty of the School of Nursing; accreditation has been maintained and expanded; and faculty have obtained tenure as the opportunity arises.

5. Resources – The necessary library volumes and serials; classroom, teaching laboratory, research laboratory, office space, equipment, clinical and internship sites, fellowships, scholarships, and graduate assistantships will be sufficient to initiate the program.

Evidence that library volumes and serials are sufficient to initiate the program

The proposal states that the current collection of library materials is sufficient for their bachelor's and master's degree programs in Nursing and that those resources will be available for DNP students as well. In addition to UNF library's resources, students will have access to the library at Shands hospital in Jacksonville.

While it appears that the holdings at UNF's library system are not as extensive as the University of Florida's or the University of South Florida's library systems, the possibility of using interlibrary loan services can narrow the gap. To bolster library resources available to DNP students, the proposal says that the Director of the Library has been informed of additional resources needed. Furthermore, it states that funds (amount unspecified) have been requested for the first year to defray some of these additional expenses.

Evidence that classroom, teaching laboratory, research laboratory, office, and any other type of space that is necessary for the proposed program is sufficient to initiate the program

The proposal provides details of the classroom space, skills laboratory, nursing computer laboratory, building space, and IT support that will be available for students in the DNP program. It does not give any indication that sufficient classroom space is available for this new program, nor does it provide information about how much time students might spend in a regular classroom setting as opposed to a skills or nursing computer laboratory. With the addition of its new building, which will be ready in 2008, it appears that classroom space will not be a concern. Because the university currently offers a Master of Nursing program, classroom and laboratory space are already equipped for this type of program. The new building will dedicate 32,000 square feet to the School of Nursing and will be a state of the art facility. The building will also house the university's Student Health Services, which will allow DNP students to complete practice hours or do evidence-based research.

Evidence that necessary and sufficient equipment to initiate the program is available

The proposal lists in detail the type of equipment that will be available to DNP students:

- Patient care units with electric beds
- Bedside stands and over-bed tables
- Wall-mounted aneroid sphygmomanometers and oto-ophthalmoscopes
- Critical care area
- Examination room

- Manikins for use in various nursing procedures
- Manikins for use in heart and lung sounds for learning assessment skills
- Four computer labs: one with Cath-Sim catheter simulator program, two for working on CD/disk/laser instructional program, and one with internet connection
- Virtual reality station (for adult as well as pediatric patients)

Additionally, the new building will have a graduate student area with computer work stations. The proposal states that all current equipment will be upgraded.

Evidence that, if appropriate, fellowships, scholarships, and graduate assistantships are sufficient to initiate the program

While several fellowships, grants, and endowments that have been secured for graduate students will be available for DNP students, the Director of the School of Nursing will work with the Brooks College of Health Dean and the Director of Development to seek additional funding sources.

Evidence that, if appropriate, clinical and internship sites have been arranged

Students will secure their own sites for residency with assistance from the School of Nursing. The proposal states that securing such sites is not expected to present a problem as they predict that many students will seek residency sites in areas where they wish to be employed. Or they may want to teach in UNF's School of Nursing and use it as the site for their residency.

ACCOUNTABILITY

6. Need – *There is a need for more people to be educated in this program at this level and if the program duplicates other professional and doctorate degrees in Florida, a convincing rationale for doing so is provided.*

Evidence that there is a need for more people to be educated in this program at this level

With the push from the American Association of Colleges of Nursing (AACN) to elevate advanced practice programs from MSN to DNP as the recognized degree for advanced practice by 2015 comes the concern that MSN programs will diminish. UNF's DNP proposal states that their current MSN program will remain in place and will function as a feeder into the DNP program. As stated in the proposal, demand for this program comes from:

- Graduates from UNF's MSN program,
- Practicing Certified Nurse Anesthetists in the community, and
- Nurse administrators from local Jacksonville area hospitals

The University of North Florida predicts that with the eventual availability of the program via distance learning and blended courses and with proper marketing, demand for the

DNP will continue to grow.

Evidence that the proposed program does not duplicate other SUS or independent college offerings or, otherwise, provides an adequate rationale for doing so

This proposal states that while there are numerous PhD programs in nursing across the state, they are research focused. In contrast, DNP programs are practice based for the student interested more in teaching or nursing practice instead of research. According to this proposal, the other two DNP programs in Florida (one at the University of Florida and the other at the University of South Florida) differ from UNF's in that they are a post-BSN and post-MSN degree respectively, with concentrations in education and practice.

What is missing from the proposal is a description of what differentiates UNF's DNP from the state's other DNP programs, specifically the University of Florida's DNP program located at the Shands Jacksonville campus. That program was launched in the fall term, 2006 and currently has 10 students enrolled. Enrollments are projected to increase steadily, and UF's post-MSN DNP will be completely web-based starting in 2007-2008.

It appears there may be further duplication of UNF's program with the others offered in the state in the education track and eventually in USF's administrative track when it is implemented. While this possible duplication was not acknowledged in the UNF proposal, it does emphasize that each of its planned tracks (the Core program with three tracks in Practice, Administration, and Education) will benefit the state and mitigate the state's nursing faculty shortage.

Worthy of mention is that the Jacksonville metropolitan area alone has an estimated population of over one million and continues to grow. The city is home to approximately 20 hospitals, including the well-known Shands Jacksonville hospital and the Mayo Clinic, so there is strong health care demand in that area alone.

Evidence of reasonable estimates of student headcount and FTE who will major in the proposed program, and commitment to a diverse student body

The proposal gives enrollment projections along with attrition rates. The first students accepted into the program will be part-time. According to Table Three B, these students will most likely be older returning students from the local service area as well as students transferring from other graduate programs in the university (the EdD program, where a few nurses are currently studying, is specifically mentioned as one that students might migrate from), those who may have recently graduated from preceding degree programs at UNF or other Florida public or non-public universities.

In the second year, they expect the students from year one to continue part-time and will begin accepting full-time students along with new part-time students.

By year three, UNF predicts that two part-time students and perhaps one full-time student will drop-out of the program. They expect to accept new part-time and full-time students. At this time, the distance learning and/or blended course option will be available.

In year four, the original part-time students and some of the full-timers from the second year are expected to graduate. Again, attrition of a couple of students is included in enrollment projections. This cycle is expected to continue in year 5.

For the five years described in this proposal, the acceptance of part-time students is double that of full-time students. While not specifically mentioned in this proposal, one can assume that many older returning students might be working and cannot afford to go to school full-time.

The UNF DNP program will recruit students with diverse backgrounds. Because this is a post-MSN program, students have already proven that they can complete graduate-level work. The GRE, while required for admission into a graduate-level program, will not be a determinant in the admissions decision (minority students typically do not score as well on standardized tests as non-minority students). Instead, the admissions criteria will be based on the presentation of a portfolio containing:

- Graduate transcript and educational background
- Past clinical experiences including role and function
- Scholarly endeavors
- Professional and community activities
- Essay of professional goals and how the program will further them
- Current nursing license and certification in the practice area

*7. **Budget** - A complete and realistic budget for the program is provided, and any redirection of funding will not have an unjustified negative impact on other needed programs.*

Evidence of a budget for the program that is complete and reasonable, and comparable to the budgets of similar programs at other SUS institutions, and reflective of the proposal's text

In comparing the Costs for Proposed Program table (Table Four) for the University of North Florida, the University of Florida, and the University of South Florida DNP proposals, it appears that the budget in UNF's proposal is in line with its sister programs. It appears that the UF program will be approximately four times larger in enrollment and salary rate than either USF's or UNF's

As with the proposals for UF and USF, UNF states that no negative impact is expected on other programs in the College or University. Faculty from the School of Nursing will be shifted during the first year of the DNP program, and some faculty will choose to teach overloads in launching the new program.

External funding sources have not been approached as yet. Based on previous interest and support shown for UNF's School of Nursing, UNF expects to solicit funds from:

- Capital Campaign and Institutional Development efforts
- The Brooks College of Health Dean's Council
- Area hospitals
- Private donations for nursing scholarships and program enhancements
- Blue Cross/Blue Shield of Florida
- Brooks Rehabilitation

Evidence that, in the event that resources within the institution are redirected to support the new program, such a redirection will not have a negative impact on undergraduate education

The proposal states that there are no foreseen negative impacts on the undergraduate faculty or program. They believe the DNP program will actually enhance the undergraduate program in that doctoral students will want to teach undergraduate classes on a part-time basis, and they will serve as motivators for undergraduates who may wish to continue their education.

8. Productivity - The academic unit(s) associated with this new degree have been productive in teaching, research, and service.

Evidence that the academic unit(s) associated with this new degree have been productive in teaching, research, and service

The proposal states that UNF's School of Nursing has been highly productive. Enrollments have almost doubled in the past seven years. As a result, program offerings and faculty FTE have also increased. According to the proposal, student pass rates remain steady for national certification exams. Additionally the School of Nursing was able to obtain over \$1 million in grant money. Lastly, the School of Nursing was named the first Flagship program at UNF in July 2005.