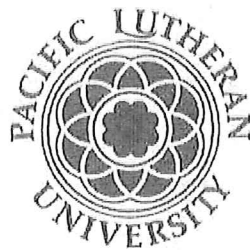


ACCREDITATION  
SELF-STUDY REPORT  
Prepared for the Commission on Collegiate  
Nursing Education



Pacific Lutheran University  
School of Nursing  
March 2013

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## Introduction

### Pacific Lutheran University

Pacific Lutheran University (PLU) is a comprehensive private university located in on a on a 156-acre woodland campus six miles south of Tacoma in suburban Parkland, Washington. The mission of the university is: *PLU seeks to educate students for lives of thoughtful inquiry, service, leadership and care – for other people, for their communities, and for the earth.*

Pacific Lutheran University was founded in 1890 by a group of mostly Norwegian Lutherans from the Puget Sound area. They wanted the institution to help immigrants adjust to their new land and find jobs, but they also wanted it to produce graduates who would serve church and community. Education—and educating for service—was a venerated part of the Scandinavian traditions from which these pioneers came.

A detailed account of the first one hundred years of Pacific Lutheran University is well documented in Dr. Philip Nordquist's *Educating for Service (1990)*. The original school opened as Pacific Lutheran Academy and became a community college in 1921. Ten years later, it was organized into a three-year normal school that, in 1939, became a college of education. The institution continued to develop and, in 1941, changed its name to Pacific Lutheran College (PLC). PLC became PLU in 1960 when the institution was reorganized as a university. It presently includes a College of Arts and Sciences; professional schools of Arts and Communication, Business, Education and Movement Studies, and Nursing; and both graduate and continuing education programs.

Throughout its history, PLU has remained closely affiliated with the Lutheran church and is now one of 26 member universities of the Evangelical Lutheran Church in America (ELCA). Members and information about ELCA institutions is available at <http://www.elca.org/Growing-In-Faith/Education/Colleges-and-Universities.aspx>. PLU is a nonprofit corporation owned by more than 600 congregations of Region 1 of the ELCA. The Washington state corporation consists of a 37 member Board of Regents as the governing body who has ultimate authority over university administrative decisions. The Board of Regents consists of three Bishops and eighteen members of Region 1 of the ELCA, three alumni and twelve at-large members ([www.plu.edu/president/regents/home.php](http://www.plu.edu/president/regents/home.php)). Charlene Tachibana, (BSN '77) joined the Board in 2012. The university's President, who is appointed by and accountable to the PLU Board of Regents, leads PLU and is an ex-officio member of the Board of Regents.

Thomas W. Krise became the 13th president of Pacific Lutheran University on June 1, 2012. He also holds a full professorship with tenure in the Department of English. Prior to his appointment as PLU's president, he was Dean of the College of the Pacific at the University of the Pacific in Stockton, California, and served as Chair of the Department of English at the University of Central Florida in Orlando. President Krise is a retired Lieutenant Colonel after serving 22 years on active duty in the U.S. Air Force as a regular commissioned officer. He was the founder and first director of the Air Force Humanities Institute and deputy head of the Department of English and Fine Arts at the Air Force Academy, also serving as president of the faculty senate there.

Prior to President Krise, Dr. Loren J. Anderson served for 20 years as PLU President. Under President Anderson the university became more financially solid, gained national stature in global education, sustainability, and helping students explore their passion and purpose in life and their role as world citizens. President Anderson led two major drives that raised over \$175 million to create an endowment and financial aid reserves to admit

students from all income levels, and lead the development of three 10-year long-range plans, *PLU 2000: Embracing the 21<sup>st</sup> Century* and *PLU 2010, PLU 2010: The Next Level of Distinction*, and *PLU 2020: Affirming Our Commitments, Shaping Our Future* ([www.plu.edu/PLU2020](http://www.plu.edu/PLU2020)).

*PLU 2020* took three years to develop and involved hundreds of the PLU community. The report seeks to define the context of our times and identify the challenges and opportunities that lie ahead. *PLU 2020* provides the framework, foundation and direction for strategic plans in five areas: 1) *identity and mission* as a regional university committed to liberal and purposeful learning and to the discernment of vocations that care for individuals, their communities, and the earth; 2) *social and economic context* of the period (global economic stress and uncertainty, rapid and continual technological change, major demographic changes, and increased public scrutiny of higher education); 3) academic excellence and engaging each student in an education that opens her or him to the life of the mind through *academic and co-curricular activities*; 4) a diverse, just and sustainable *learning community*; and 5) expanding the *financial* resource base and finding new sources of revenue to support our mission.

In PLU 2010, PLU has set out three pathways to academic distinction: global education and service to the world, student-faculty research and creative projects and helping students discern meaning and purpose in their lives. The Wang Center for Global Education was established in 2002 and focuses on PLU's efforts to educate for a just, healthy, sustainable and peaceful world. The Wang Center has been successful in its mission, being publicly recognized in 2009 when PLU became the first university in Washington state – and the first private university on the West Coast – to receive the prestigious Senator Paul Simon Award for Campus Internationalization. Today, two-thirds of the faculty have international expertise and experience, and nearly 50 percent of all students participate in at least one study-away experience while at PLU. In J-terms 2011 and 2013, nursing faculty took students to China and the Dean will be visiting Namibia in Spring 2013 to assess the potential for future nursing student experiences abroad.

There are now several endowments for student-faculty collaborative research: the Kelmer Roe Research Fellowship in the humanities; the Severtson/Forest Foundation Fellowship in the social sciences; as well as Undergraduate Research Funds in the natural sciences, the School of Arts and Communication, the School of Nursing and the Wang Center for Global Education. The “Wild Hope” project derives its name from the Mary Oliver poem and PLU invites students to ponder, “What will you do with your one wild and precious life?” PLU’s commitment to reflection on vocation – meaning and purpose – has contributed to PLU being a more intellectually rigorous, developmentally astute, theologically rich, and world-informed environment for students.

PLU offers approximately 3,500 students a unique blend of academically rigorous liberal arts and professional programs. In 2012-2013 there are 3,195 undergraduate students and 266 graduate students. The student body is 62 percent female, 38 percent male, 21 percent students of color, and 4 percent are international students representing 24 countries. PLU administers nearly \$83 million in financial aid from all sources and commits more than \$40 million in grants and scholarships to students each year. Ninety-seven percent of all students receive financial assistance from at least one source.

The academic sector of PLU consists of the College of Arts and Sciences that includes the Division of Humanities, the Division of Natural Sciences, and the Division of Social Sciences, the School of Arts and

Communication, the School of Business, the School of Education and Movement Studies, the School of Nursing, and the Special Academic Programs (Summer programs, International Core, Freshman Experience Program, Honors Program and Summer Scholars). Each of these academic entities has a Dean as the administrative head of the unit. The Schools of Business, Education, Nursing and Physical Education do not have departmental chairs, and the Deans are recommended, but not elected, by the faculty. The Provost, Dr. Steven Starkovich is the Chief Academic Officer for the University (Appendix A).

PLU has 246 full-time and 37 part-time faculty members to provide an overall student/faculty ratio of 15 to one. The university uses a 4-1-4 calendar that consists of two fifteen-week semesters bridged by a four-week January term. Course credit is computed by hours. Each undergraduate degree candidate is expected to complete a minimum of 128 hours with a minimum overall grade point average of 2.00. Departments or schools may set higher grade point requirements, and nursing does for all of its programs.

Degree requirements are specifically stated in the *PLU Catalog*. Successful undergraduates may earn one or more of 35 undergraduate degrees, including the Bachelor of Science in Nursing (BSN). Successful graduate students may earn one or more of six graduate degrees, including the Master of Science in Nursing (MSN). PLU's graduate programs in business, education, nursing, and marriage and family counseling strengthen the essential undergraduate character of the university community. The majors and minors available to PLU undergraduate students are listed in the *PLU Online Catalog* <http://www.plu.edu/catalog/2012-2013/undergraduate-program/program-curriculum-information/home.php>, with graduate degrees also listed in the online catalog <http://www.plu.edu/catalog/2012-2013/graduate/degrees/home.php>.

The university has an annual budget of approximately \$112 million and an endowment value of \$74.7 million. Total grants and gifts received 2010-2011 were \$25.4 million. For this academic year tuition & fees were \$30,950, and room & board: \$9,250, to total \$40,200 for a full-time student residing on campus.

PLU has many notable alumni including: Rep. Lois Capps, (BSN) '59: United States Representative, 22nd Congressional District, California; Dr. William Foege (BS) '57: who worked with World Health Organization to eradicate smallpox, is former director of U.S. Centers for Disease Control and the Carter Center, and an advisor to the Bill and Melinda Gates Foundation; Joyce A. Barr '76: Former United States Ambassador to the Republic of Namibia; Bradley Tilden '83: President and Chief Executive Officer of Alaska Airlines, CEO of Horizon Air; Sean Parnell '84: Twelfth Governor of Alaska; Ingrid Ford (BSN) '97, who works with Doctors Without Borders, conducting AIDS research in Africa; and Crystal Aikin '97: gospel singer-songwriter and daughter of Faculty Emeriti Shirley Aikin.

#### **Accreditations and Approvals**

Pacific Lutheran University is fully accredited by the Northwest Commission on Colleges and Universities (NWCCU) as a four-year institution of higher education ([www.nwccu.org](http://www.nwccu.org)). Since 1987 *U.S. News & World Report* has identified PLU as one of the finest small comprehensive universities in the country. PLU is the only university in the Northwest region ranked every year as one of the top 15 western region universities in the "Best Colleges" survey. In 2012 PLU was ranked number 12 in the *U.S. News and World Report* regional university rankings.



In addition to accreditation being affirmed by NWCCU, many of PLU's programs, including nursing, hold specialized accreditations and approvals. Professional accrediting bodies approving programs at Pacific Lutheran University include; program accreditation with The Association to Advance Collegiate Schools of Business (AACSB International), American Chemical Society, Computing Sciences Accreditation (BS degree), Engineering Accreditation Commission (computer engineering BS degree), National Council for the Accreditation of Teacher Education, Commission on Accreditation for Marriage and Family Therapy Education of the American Association for Marriage and Family Therapy, National Association of Schools of Music, National League for Nursing Accrediting Commission, and the Council on Social Work Education. These accreditations and approvals are listed in the *PLU Online Catalog* (<http://www.plu.edu/catalog/2012-2013/university-information/home.php#Accreditation>).

### **PLU School of Nursing**

The PLU School of Nursing (SON) is the only traditional BSN program in the South Puget Sound area. The SON is housed in Ramstad Hall, close to the Anderson University Center, the Morken Library and Student Services in the Hauge Administration building. The School has a rich history spanning more than 6 decades and currently has three major academic programs: BSN, MSN and Continuing Nursing Education. Current enrollment is 240 BSN students and 50 MSN students to constitute more than 8% of PLU's enrollment, not including those intending nursing as a major, or conditionally admitted to the major as freshmen. The demographic profile of the School of Nursing programs is found in Appendix B.

**History.** Pacific Lutheran University School of Nursing was established in 1951 as the Department of Nursing Education at Pacific Lutheran College (PLC). From 1951 until 1960 there was a cooperative agreement with Emanuel Hospital in Portland, Oregon to provide clinical education to PLC nursing students. Students spent their first and last semester at Pacific Lutheran College, with the rest of their education at Emanuel and its affiliated agencies. In 1959, in consultation with the National Nursing Accrediting Service, a four-year on-campus program was proposed and approved in December 1959. Graduates qualified for the Bachelor of Science in Nursing (BSN) degree and were eligible to sit for the certifying examination for licensure as registered nurses. In June 1960, Pacific Lutheran College became Pacific Lutheran University and the Department of Nursing Education became the School of Nursing. In 1982, the title of the Director was changed to Dean with expanded responsibilities and greater accountability.

Throughout its history the SON has been responsive to the needs of the local community for professional nurses. To address the needs of the Key Peninsula, an RN to BSN program was created and offered in cooperation with Harrison Memorial Hospital in Bremerton in 1993. The RN to BSN program was replaced with an RN to MSN program in 1999, with the last RN to BSN students graduating in August 1998. In 1990 PLU SON became the first school in Washington to offer an LPN to BSN program. This program was highly successful with the majority of the students in each LPN to BSN cohort being supported by military funding. The formal LPN to BSN cohort model was phased out in 2002, although the SON continues to offer an LPN to BSN path to degree enrolling two or more students a year.



In 1989, the faculty and Board of Regents approved a proposal for a program of study leading to the Master of Science in Nursing degree. Nine students began their first graduate courses in the spring of 1990, with the first graduates completing the requirements for the MSN degree in May of 1992. The two tracks in the MSN program have been the Family Nurse Practitioner and the Care and Outcomes throughout its history. There was one cohort of post-masters FNP students educated through Continuing Nursing Education in 1996 and 1997 to meet the need of nursing faculty who wanted to be nurse practitioners.

In 2003, the School of Nursing enrolled its first cohort in the Entry-Level MSN (ELMSN) program. The ELMSN program consists of 15 months of intensive pre-licensure coursework, which qualifies students for the NCLEX-RN exam in Washington State and progresses directly into the MSN Care and Outcomes coursework. The entire sequence of courses for this generalist program requires 27 months of study to complete. The program enters 20 students per year and consistently has a 100% pass rate on the NCLEX-RN exam with only one student failing the NCLEX-RN on first take since ELMSN program implementation. ELMSN students may apply to the FNP MSN program on a space-available basis once they have completed the pre-licensure coursework and have passed the RN exam. In Fall 2012, five ELMSN students applied to the FNP program.

The SON operated the PLU Wellness center for 23 years providing low-cost health care to the local community. The nurse-managed center made a major contribution to the School of Nursing and the University, as well as to the Parkland Community. The Wellness Center closed in 2009 due to lack of sustainable community and state funding, as well as shift in university priorities.

In 2011 the School of Nursing celebrated its 60<sup>th</sup> anniversary. To celebrate the milestone a book titled *Pacific Lutheran University School of Nursing: Celebrating Sixty Years* (Finseth and Miller, 2011) was published. The book commemorates the history of the SON and honors alumni, including distinguished alumni such as Dr. Shirley Hanson '60, leading family nursing author and Professor Emeriti Oregon Health Sciences University School of Nursing; Dr. Lori Loan '82, Chief of Nursing Research at Madigan Army Medical Center; Dr. Terris Kennedy '75, former Associate Dean for Academic Affairs at Duke University School of Nursing and currently Senior Vice President and Chief Nursing Officer for Riverside Health System in Newport News, VA; and Charleen Tachibana '77, Senior Vice President, Hospital Administrator and Chief Nursing Officer at Virginia Mason Medical Center in Seattle, WA. The School of Nursing also hosted a celebration with over 300 alumni and friends attending to honor the anniversary.

**Administration of the School of Nursing.** The SON has enjoyed stable leadership with Dr. Terry Miller serving as Dean since 1998. In 2012 an Associate Dean for Graduate Nursing Programs was hired, and Dr. Teri Moser Woo serves as Associate Dean for Graduate Nursing Programs. Dr. Patsy Maloney has served as Director of Continuing Nursing Education since 1994, as well as being a full-time member of the nursing faculty. Also, there are five full-time staff members who support the School of Nursing Faculty. (Appendix C)

**Academic Programs.** PLU has offered the Bachelor of Science in Nursing (BSN) degree since 1951 and the Master of Science in Nursing (MSN) degree since 1990. Like the University, the SON has modified existing programs and developed new ones in fulfillment of its essential mission of service to others in the Lutheran tradition.

The degree programs in nursing are defined as: the Basic BSN program, the LPN to BSN program, and RN to MSN program, BSN to MSN program, and Entry-Level MSN program. The MSN has two concentrations, the Family Nurse Practitioner track and the Care and Outcomes track. The SON also has a dual degree program with the PLU Business School the MSN/MBA degree, which is currently under-enrolled. Options for marketing the MSN/MBA program are being explored as it fits a need in the current healthcare market.

All applicants to the BSN program must apply and be admitted to the University before their application to nursing is evaluated by the SON Recruitment, Admissions and Progression (RAP) committee. All applicants to the MSN program apply to the SON and recommendations from RAP regarding admissions are made to the Dean. Successful candidates in the degree programs fulfill the requirements for admission, progression, and graduation as presented in the *PLU Online Catalog*. For BSN students the requirements are found

<http://www.plu.edu/catalog/2012-2013/undergraduate-program/program-curriculum-information/nursing-school-of.php> and for MSN students the requirements are found <http://www.plu.edu/catalog/2012-2013/graduate/policies/home.php> and <http://www.plu.edu/catalog/2012-2013/graduate/degrees/nursing-MSN.php>.

Both the BSN and MSN FNP program meet the requirements for initial licensure. BSN graduates meet all requirements to take the NCLEX-RN exam in the State of Washington as set out by the Washington Administrative Code [246-840-025](#). Our NCLEX-RN pass rate is one of the highest in the region with a benchmark of 95 percent and our retention from entry into the major to BSN completion and MSN completion is greater than 95 percent. MSN Family Nurse Practitioner graduates are eligible to sit for a national Family Nurse Practitioner Certification Exam (either American Academy of Nurse Practitioners or American Nurses Credentialing Center), which qualifies them for licensure as an Advanced Registered Nurse Practitioner (ARNP) by Washington Administrative Code [246-840-304](#).

PLU nursing graduates are noted for clinical excellence and service, coupled with a strong liberal arts foundation and its integration throughout the programming. We do not substitute simulation and observation for direct patient care. All of our students complete over 1,000 hours of direct patient care at the undergraduate level through rotations in adult health, pediatrics, maternal-child (including labor and delivery), community health, psychiatric/mental health, and a preceptorship with specialization or general practice. Most of our students are active in Delta Iota Chi is PLU's chapter of the National Student Nurses Association, Luther Associates, and/or as Gero Scholars. The mission of Delta Iota Chi is "to promote and encourage leadership through networking, community service and advocacy." Nursing students are involved with multiple service projects including food baskets at Thanksgiving, blood drives, NAMI walk, Relay for Life and volunteering at the American Heart Association Heart Ball and Auction.

Our Comprehensive Gerontologic Education Program (CGEP) has gained national prominence and our model for Transition Care of Heart Failure Patients has been adopted by Vanderbilt's Colleges of Nursing and Medicine under Dr. Linda K. Norman, who was our Partner in Nursing-external evaluator from 2009-2011. The School of Nursing was given the President's Award for Excellence in Community Partnership in 2009. The School is underway with expanded community health educational opportunities for our students with the donation of a Mobile Health Unit Van. A new Associate Dean for Graduate Studies, Dr. Teri Woo joined us to work with the

Dean and faculty in developing and hopefully implementing a DNP program, as well as expanding our MSN capacity.

The SON has received multiple Advanced Education Nursing Traineeship (AENT) grants. In Fall 2012 the SON was awarded a grant of \$256,000 to fully fund tuition for all current 2012-2013 FNP students. This full funding relieves the economic burden for our FNP students and provides additional opportunities for FNP students to provide care to underserved in the community. The objectives of the project include: 1) Educate FNP students on health promotion within the chronic disease care model; 2) Plan health outreach service projects (HOSP) that incorporate the role of the FNP with underserved communities; 3) Provide graduate and undergraduate community based health promotion education, selected health screenings, chronic disease education and referrals to primary care providers from a mobile health unit; 4) Increase the number of underrepresented minority students currently enrolled in the baccalaureate program to seek graduate education as a primary care ARNP. Through the use of a mobile health unit, FNP students will be able to use the chronic disease care model to plan and implement a culturally competent, evidence-based, and patient centered health outreach service project (HOSP) that nursing student can apply to selected communities designated as medically underserved areas (MUA) and health professions shortage areas (HPSA). The FNP lead faculty has scheduled four site visits with the van and FNP students for Spring 2013. The grant is renewable for 2013-2014 for \$318,000.

Working closely with Teri Moore in Development and Kathy Moisio, the School of Nursing has raised over 1.7 million in funding over the past five years, including \$1.1 million from the Milgard Foundation to endow the gero-scholars program, close to \$150,000 in Advanced Nurse Education Traineeships (HRSA), \$45,000 from the Dimmer Foundation in support of CGEP, \$162,000 from Allenmore Foundation, \$6,000 from Franke Tobey Jones, \$6,000 from Gilpin Family Foundation, \$250,000 from Robert Woods Johnson and Northwest Health Foundation, \$10,000 from MultiCare, \$10,000 from Franciscan Health System, \$300,000 from Cornelsen Family Foundation.

**FUTURE CHALLENGES:** Even with all of our successes, challenges are significant.

*Qualified faculty:* Over half of our nursing faculty members are clinically current and in active practice, as well as focused in scholarship and/or community service, but most of all, they are excellent teachers. Our faculty are leaders in the area, chairing inter-professional groups to include a multiagency asthma coalition and the Pierce County Emergency Medical Services Training and Development Committee to name a few. Yet we compete for the limited supply of master's and doctoral prepared faculty with the other schools in the areas and hospitals who now value highly educated nurses. We are 'growing our own', but it is a slow process and puts a mentoring burden on the two tenured, doctoral prepared faculty that we have.

*Clinical placement:* We compete with 14 other schools in the area for the limited agency placements and have increasing competition from out of state for the graduate student placements. Faculty members work long hours trying to place students, and then arrange for their clinical orientation. The requirements for placement and orientation have also grown and include multiple immunizations, national and state background checks, agency online courses, etc. There is now a cost of \$50 per year for each student per year to be placed in clinical agencies.

*Time demands:* Our program has become so competitive that far more are not accepted than are. For the coming academic year we have had over 300 completed applications for the BSN program and over 70 completed

applications for the ELMSN program to date, and they are still coming. Our goal is to work closely with applicants to help them be realistic, explore all their options and to be successful. Unfortunately, we upset many who do not are competitive and our wait list is 70 for the BSN program already.

*Fatigued faculty:* We have an incredibly loyal and dedicated faculty, but due to the difficulty in finding qualified faculty, the tenured and tenure-track faculty members carry the leadership burden of nursing and university committees. This demand as we support our colleagues has prevented two tenured faculty members from taking sabbaticals.

*Academic spaces:* Ramstad has housed Nursing since 1985, when the Sciences moved to the new Rieke building. There has not been a major remodel of this building since that time, with the exception of the nursing laboratories. The large classrooms are furnished with traditional hard seat desks. The windows leak and the cranks are broken. The space truly needs to be updated and improved.

Regardless of these challenges, the faculty and administration in the School of Nursing are dedicated teacher/scholar/ service providers, actively involved in advancing the university as a whole, as well as committed to vision articulated in both PLU 2010 and PLU 2020. We have excellent students and our alumni are raising the quality of health care regionally and nationally. We believe and support the university's mission whole heartedly and look forward to working with the new President to make the future even better than the past.