



**COLLEGE
OF NURSING**

**College of Nursing
Faculty Handbook**

2019

Faculty Approved: December 20, 2019

Table of Contents

Introduction	1
Vision, Mission, Values, & Diversity and Inclusion	1
Organization, Administration, & Governance.....	2
University Faculty Governance	2
Health Sciences Center (HSC) Faculty Governance.....	2
CON Faculty Governance.....	2
CON Organizational Structure & Administrative Leadership	2
Faculty Governance Resources.....	3
Faculty Responsibilities & Expectations	3
Faculty Expectations	3
Curriculum & Teaching	6
Curriculum & Teaching Related Resources.....	8
Student Admission, Progression, & Graduation Standards	11
Research and Scholarly Work	12
Research and Scholarly Work Resources.....	13
Clinical Practice	15
Institutional, Community, & Professional Service	17
Maintaining Faculty Activity Records	17
Faculty Contracts, Appointment, and Promotion	18
Faculty Contracts	18
Promotion & Tenure	19
Other Types of Faculty Review.....	19
Human Resources & Faculty Benefits	20
Faculty Administrative Roles	21
Diversity & Inclusion.....	22
Equity and Inclusion Related Resources.....	23
Faculty Support Services	24
Faculty Resources	25
Appendixes	26

Introduction

As the flagship nursing school for New Mexico, the College of Nursing (CON) represents a vital resource for the state through its participation in each of the four missions of the university, i.e., education, scholarly work, practice, and service. Providing nursing education since 1955, the CON offers a full range of programs. The undergraduate program includes a pre-licensure Bachelor of Science in Nursing (BSN) and the RN-to-Bachelor of science in nursing (RN-BSN) options. Graduate Master of Science in Nursing degree (MSN) and Post-Master's certificate (PMC) programs offer a number of concentrations leading to advanced practice registered nurse certification, nursing education, and nursing administration. Doctoral programs include a Doctorate of Philosophy in Nursing (PhD) and a Post-Master's Doctor of Nursing Practice (DNP).

Vision, Mission, Values, & Diversity and Inclusion

Vision

The Vision of the College of Nursing is to develop solutions for the most important nursing challenges pertaining to human health and health equity in our communities through education, scholarship, practice, and service.

Mission

The Mission of the College of Nursing is to provide exemplary and innovative education, research, practice, service, and leadership that improve state, national, and global health. The college's efforts focus on the scholarship of nursing education, research, practice, and policy to inform and lead in the delivery and analysis of nursing and health care.

Values

Academic Excellence, Diversity & Inclusion, Innovation, Integrity, Respect

Diversity and Inclusion

As a College of Nursing at a research-intensive, federally-designated Hispanic-serving institution situated on indigenous lands, we benefit both from the manifold opportunities and the responsibilities we carry. Consistent with our mission, vision, and values, we strive to openly support and deeply respect our diverse students, staff, and faculty. We expect our faculty to benefit from and contribute to an inclusive environment that facilitates equity in research, scholarship, service, education, and practice.

Organization, Administration, & Governance

University Faculty Governance

Faculty have broad powers assigned to it by the Board of Regents and the Faculty Constitution and as stated in the Constitution. See A50: The Faculty's Role in the University's Academic Mission (<https://handbook.unm.edu/a50/>), A51: Faculty Constitution (<https://handbook.unm.edu/a51/>), and A82: Faculty Membership and Powers (<https://handbook.unm.edu/a82/>) for additional details of the faculty member's role in governance.

Faculty of the CON are encouraged to actively participate in faculty governance (e.g. Interviews for open university positions, viewing Board of Regents or Faculty Senate meetings). CON faculty are also encouraged to run for open positions on the Academic Freedom and Tenure Committee, Committee on Governance, and Faculty Senate.

The University Faculty Handbook.

The Faculty Handbook provides the University of New Mexico (UNM) faculty with a written record of faculty policies and procedures. Policies in the Faculty Handbook are unifying documents that describe academic principles, the reasoning behind the principles, and institutional procedures necessary for implementation. Faculty Handbook policies contain governing principles and procedures that mandate or constrain actions and apply to UNM faculty; therefore, the development of policies requires input from faculty members who have extensive knowledge on the subject matter and review by faculty members from a variety of academic disciplines at UNM. Click [here to view the UNM Faculty Handbook](#).

The College of Nursing faculty handbook provides additional specific information and resources for College of Nursing faculty.

Health Sciences Center (HSC) Faculty Governance

Members of the CON are encouraged to actively participate in faculty governance (e.g. Interviews for open HSC positions, HSC Committee, or HSC Council meetings). CON faculty who are members of the Faculty Senate also serve as members of the HSC Council. CON faculty are encouraged to run for open 'At Large' vacancies on the HSC Council.

CON Faculty Governance

Under The University of New Mexico faculty constitution and the College of Nursing Faculty Bylaws, the faculty have the right of review and action over several areas within the College. See the [College of Nursing Bylaws Article II, Section 2](#) for further details.

CON faculty assemble as a "faculty of the whole" for faculty business meetings and other discussion and decision-making. The [College of Nursing Bylaws](#) describes faculty committees and faculty governance processes.

CON Organizational Structure & Administrative Leadership

The College of Nursing is a fully-accredited component of The University of New Mexico. The Dean of the College of Nursing oversees the unit. The dean has oversight for matters involving organizational structure, finance, personnel, strategic planning, fundraising/development, and general policies within the College. Under the dean, three associate deans provide administrative leadership in specific areas.

- The Associate Dean for Research and Scholarship is responsible for supporting and mentoring faculty in the creation and dissemination of scholarly activity and for advancing the scholarship mission of the College. The PhD program reports to this position.
- The Associate Dean for Education and Innovation is responsible for the undergraduate, Master of Science in Nursing, Post-Master's Certificate, and Doctor of Nursing Practice academic programs; accreditation; and program evaluation.
- The Associate Dean for Clinical Affairs is responsible for all clinical affairs related activities of the College's faculty, staff, and students as well as community relations with clinical partners across the state. A staff team reports directly to this position and is primarily responsible for undergraduate and graduate student clinical placement, preceptor relations, continuing nursing education, and staff clinical practice (i.e., GEHM clinic). Faculty who participate in clinical practice activities as a part of their employment at the College collaborate with the Associate Dean for Clinical Affairs.

Central administrative units are responsible to two senior staff positions, the Senior Advisor to the Dean and the Associate Director of Finance and Administration.

Senior Advisor to the Dean	Director of Finance & Administration
Alumni Relations	Accounting
Development	Facilities Management
Information Technology	Grants Coordination
Marketing and Communications	Human Resources
Strategic Support	
Student Services	

*See Appendix 1 for a descriptive organizational chart.

Faculty Governance Resources

Resources related to faculty and shared governance:

- The National Education Association – Faculty Governance in Higher Education: <http://www.nea.org/home/34743.htm>.
- The American Association of University Professors – Shared Governance: <https://www.aaup.org/our-programs/shared-governance>

Faculty Responsibilities & Expectations

Faculty Expectations

Faculty demonstrate high standards of professional conduct to lead, foster consensus, and motivate others, and are viewed as assets to the College, HSC, University, and the profession. Faculty within the College of Nursing are expected to consistently demonstrate professional conduct, mutual respect, and courtesy while maintaining commitment to scholarly dialogical discourse.

These expectations permeate all aspects of faculty life and mark excellence. Maintaining collegial work relationships with other faculty, students, staff, clients, and communities demonstrates high ethical standards, promotes effective teamwork, and stimulates others to reach optimal performance.

All faculty with primary appointments within the College of Nursing are expected to participate in college-wide events. Faculty may also be requested and invited to participate in

other college and university activities. Faculty with secondary appointments and adjunct/temporary-part-time faculty are encouraged to participate in department, college, and university-wide events as they are able.

Faculty engage in a mix of professional activities that include scholarly work, teaching, practice, and service. Faculty workload is assigned and negotiated according to [CON-302: Faculty Workload Procedure](#).

Faculty Office Hours

The University of New Mexico Faculty Handbook recommends faculty to maintain posted office hours each week. Please refer to the UNM Faculty Handbook for detailed information: <https://handbook.unm.edu/c80/>.

Licensure & Certification.

All faculty who hold degrees in Nursing must maintain their New Mexico licensure at the appropriate level as well as maintaining national certifications for individuals who teach within the APRN programs. Faculty practicing as part of their faculty contract may receive assistance for renewals of DEA licenses. Questions regarding required licensure and/or certification for faculty should be directed to the faculty's supervisor*. Questions regarding support for DEA licensing, should be directed to the Associate Dean for Clinical Affairs.

* Supervisor refers to a person in the immediate position who direct faculty in their performance of assigned and/or delegated tasks.

Faculty Metrics.

In addition to individual performance evaluations, the college faculty as a whole are reviewed based on aggregate data on several performance factors. Per accrediting body requirements, faculty must meet certain metrics as defined by the college. Data is collected and presented in the aggregate and demonstrates program effectiveness. College of Nursing faculty are evaluated as a body on the following four metrics.

- 80% of faculty must obtain a rating of 4.0 or higher out of a 5-point Likert scale for questions 1 and 2 on student evaluations of teaching (EvaluationKIT) for each course.
- 80% or more of the faculty must receive an overall rating of “meets expectations” or higher on their annual performance evaluation.
- 80% of faculty serve on College of Nursing, Health Sciences Center, or University level committees.
- 60% of faculty will present at one or more state, regional, national, and/or international conferences during a rolling three-year period.

Individual faculty not meeting these established metrics should discuss opportunities for improvement with their immediate supervisor.

Curriculum & Teaching

The UNM College of Nursing offers a wide range of academic programs from undergraduate to doctoral degrees and specialties designed to prepare students to achieve the highest level as nursing professionals and scientists. Detailed information about the undergraduate to doctoral programs, specialties, and specific curriculum plans can be found at <https://hsc.unm.edu/college-of-nursing/education/index.html> as well as in the student handbook for each program located at <https://app.box.com/s/vbsxe5179dcasp9xh79dkr1j69nmxi2b>.

Teaching Assignments.

Faculty are assigned to teach individual courses each term by their program director or supervisor. Faculty should speak with their program directors and/or concentration coordinators well in advance regarding specific course scheduling assignments. Program directors collaborate with the concentration coordinators, Education Support Coordinator and Strategic Support Manager to create and submit course schedules.

Course Syllabi.

Each program has a point of contact to submit finalized course syllabi to store centrally on the college's shared network folders. Syllabi must be stored centrally for accreditation requirements as well as for historical student advising and transcript evaluation. The Office of the Provost does update required language within the syllabi templates. Faculty must ensure that their individual syllabi are up to date regarding these university required statements. Questions regarding course syllabi should be directed to lead program faculty and administrative support staff. Syllabi templates are available on the College of Nursing's shared network drive.

Course Development & Curricular Change Forms.

Faculty members interested in pursuing curricular changes/additions should seek out guidance from the appropriate curricular committee chair or program director prior to taking action. In general, curricular changes should be discussed and approved with the relevant program faculty prior to being submitted to the appropriate College of Nursing curriculum committee for approval. All changes to curriculum are voted on by full faculty. Once approved by full faculty, curricular forms are routed to Health Sciences Center administration by the Associate Dean for Education & Innovation.

Changes and additions to curriculum are reviewed and approved by the Faculty Senate and its curriculum related Committees. Only approved courses and programs may appear in the University Catalog. Please refer to the Curricula Forms Process Manual for information on the approval process, and for instructions on completing request forms. You may direct questions to the Office of the HSC Registrar, 272-8900.

Curriculum Forms:

- **Form A - Change an Existing Course**
- **Form B - New Course Request**
- **Form C - Degree/Program Change**
- **Form D - New Graduate Degree**

Precepting & Site Visits.

Faculty expectations for site visits are set by course coordinators, concentration coordinators, and program directors dependent upon the degree program. Faculty maintaining a College of Nursing contracted clinical practice may be requested to precept students in their practice. They should coordinate this with their individual program directors and clinical site manager.

Interprofessional Healthcare Simulation Center.

Simulation activities are integrated into the curriculum to give students the ability to learn and make mistakes without harm to patients. Simulation is used to bridge the gap between didactic learning and real-life experiences. The UNM CON Simulation team utilizes the resources provided by the Interprofessional Healthcare Simulation Center (IHSC) at UNM. Overview of the UNM College of Nursing Simulation team: <https://hsc.unm.edu/college-of-nursing/practice/simulation.html>.

IHSC General Facility Information:

<https://hslic.unm.edu/iHSC/General%20Facility%20Information.html>

Textbook Orders.

Prior to each term, course instructors receive an e-mail from unm@verbasoftware.com for each course they are teaching. This e-mail contains the term, course number, instructor's name, and a link to the UNM Bookstore's Verbasoft website. By using this link, instructors can input their requests or indicate that a textbook is no longer required. Once this is completed, the information is available to students registered for the course. For faculty teaching in the pre-licensure program, the Bookstore manages levels 1 through 5 courses. Pre-licensure faculty receive a Verbasoft link for levels 1 through 5 updates, but if changes are not needed, no action is required.

Faculty may request desk copies of textbooks by submitting a form to the Education and Innovation Program Coordinator. This form is located on the College's shared network folder: <O:\Nursing\Faculty and Staff Resources\Forms\Smartsheet Request Forms>.

Instructional Design Support.

Instructional design support is available from the College of Nursing's Instructional Design Team (part of the College of Nursing's Information Technology office). Support includes online course development including strategies and solutions to best support all students in the online environment. All courses—online, hybrid, and web-enhanced—are supported by this team. To request support, call 272-8112 or email hsc-con-it@salud.unm.edu.

UNM Learn/Blackboard.

Blackboard Learn is UNM's officially supported online course management platform. Information for faculty about UNM Learn can be found at <http://online.unm.edu/help/learn/faculty/index.html>.

Quality Matters/Golden Paw.

UNM's Online Course Best Practice Certification Initiative convenes an annual process of application, rigorous review, and redesign for online courses seeking to become more aligned with research-based best practices for online learning. Courses which complete this process and meet UNM Best Practice Certification requirements receive a UNM Best Practice Golden

PAW Seal of Approval and are submitted for a National Quality Matters Review. Several courses at the College of Nursing have completed the process to acquire UNM's 'Golden Paw' and a National Quality Matters Review Standard.

More information about this annual certification process can be found at <https://extendedlearning.unm.edu/faculty/best-practices.html>. More information about Quality Matters can be found at <https://extendedlearning.unm.edu/faculty/quality-matters.html>.

Student Evaluation of Teaching.

EvaluationKIT is used by Course Feedback at UNM as our student evaluation of teaching (SET) platform. Information about Course Feedback at UNM, including how to add custom questions and dates/deadlines for the distribution of course evaluations to students for the current semester, can be found at <https://coursefeedback.unm.edu/>.

A formal statement from the American Sociological Association on SETs; their limitations, including being "biased in against women and people of color"; and recommendations for their use can be found [here](#).

Student Academic Advisement and Student Success.

Students are advised by the College of Nursing advisement team, as well as UNM main campus, depending on the student's individual program when seeking a nursing degree. Students are advised on the nursing program and curriculum through the student services office by appointment and walk-ins on appointed days. Appointments can be requested online by students: <https://hsc.unm.edu/college-of-nursing/education/admissions/index.html>. Faculty are recommended to send students to the student services office when plans of study and schedule planning needs arise. Issues such as curriculum advisement, credit hours and changes, courses needed for graduation, and on occasion financial aid questions (which are referred to the financial aid office on HSC Campus) are handled in the student academic advisement office.

The Student Success Coordinators advise on all the nursing programs offered at the college based on student need. The Student Success Coordinators are utilized by both students and faculty to assist in student success and progression issues. Faculty can advise students and refer to the Student Success Coordinators for issues such as low test scores and poor performance in course work. The Student Success Coordinators will meet with students and create study plans, as well as provide workshops based on student needs. The responsibility is placed on the student to seek out assistance, and the faculty role is to review exams and provide study guides to a student meeting with the Student Success Coordinators. Additional information and contact information for Student Success team faculty can be found online: <https://hsc.unm.edu/college-of-nursing/education/student-affairs/student-success.html>.

Curriculum & Teaching Related Resources.

Room Reservations for courses and events.

Room reservations for classrooms are assigned during the course schedule creation process. Questions or specific requests for course scheduling should be addressed with your program director or the Education Support Coordinator.

Non-course reservations should be made at least 72 business hours in advance of the event. Please allow 24 business hours from the time you submitted your request to receive a

response. Requests will be processed in the order received. Rooms can be reserved at: <http://nursing-apps.unm.edu/reservations/>.

Room reservations for simulation and/or OSCEs should be submitted well in advance. Requests are submitted by the lead instructor for the course or the OSCE coordinator for the program. The University of New Mexico Virtual Event Management System (EMS) can be used to verify room reservations and location of events. Event locations and reservation can be verified at: <http://ems.unm.edu/EmsWebApp/BrowseForSpace.aspx>.

Typhon.

Typhon is an online tool used to track a multitude of clinical requirements for graduation. This tool includes the ability to track clinical hours and specialty skills performed by the student. It contains clinical evaluations and information regarding preceptors, sites, site visitors, and students. It can also be used to review student clinical schedules and their most current curriculum vitae.

To request a new Typhon account, please contact the CON Office of Clinical Affairs. To log in, visit <https://www.typhongroup.net/unm/>

Standardized Testing

Standardized specialty exams (i.e. HESI, ATI, Kaplan, or other designated standardized testing products) are utilized throughout the program as an evaluation and instructional method for students. These exams and preparation activities are embedded in the program to correspond with information taught. The standardized exams identify students' areas of weakness to prepare students for the NCLEX.

ExamSoft.

ExamSoft is software used to develop, administer, and evaluate exams. It is able to store, share, and analyze questions. Exemplify is the student interface for working with ExamSoft. <https://ei.examsoft.com/GKWeb/login/unmnursing>.

To request an ExamSoft account, please submit a ticket to the CON Information Technology Office at <https://hsc.unm.edu/college-of-nursing/about/support-resources/index.html>.

Zoom Accounts.

Zoom is a high definition video conferencing and desktop sharing platform. All faculty have access to user Zoom accounts through the HSC, <https://hsc.unm.edu/about/cio/user-support/support/Zoom.html>. When you go to this site, click on "How to Get a Zoom license." It's a two-step process: first set up a Basic account, and then you can request to upgrade to a Pro account. If you need/want help with getting your Zoom account, please let CON IT know. CON IT can also help you learn how to set up sessions/meetings on your Zoom account. If you need assistance with setting up your Zoom account, CON IT can be reached at 505-272-8112 or submit a ticket at

<https://hsc.unm.edu/college-of-nursing/about/support-resources/index.html>

HSC Registrar's Office.

The Office of the HSC Registrar provides a variety of services to students, faculty, and staff in relation to student academic records and degrees, course schedule and registration deadlines, academic calendar, graduation, etc. In particular, it provides faculty and staff

information about curriculum forms to request course changes or new courses, end-of-term grading process and grade submission deadlines, forms related to grade change and removal of incompletes, etc. More detail information about these services and additional functions associated with the Registrar's Office can be found at <http://registrar.unm.edu/index.html>.

Health Sciences Library and Informatics Center (HSLIC) & Reserved Course Readings.

HSLIC provides many resources for students and faculty for the HSC North Campus. Faculty may access purchased nursing resources, reserve materials for courses, request additional materials through interlibrary loan, and gain assistance from the librarian for guest lectures and research assistance. Faculty requests can be made through links available on the HSLIC homepage.

<https://hslic.unm.edu/index.html>

<http://libguides.health.unm.edu/nursing>

Office for Continuous Professional Learning.

As a part of the Office for Continuous Professional Learning, the mission of the Office for Medical Educator Development (OMED) is to guide and support the professional development and advancement of medical educators. OMED provides workshops, online resources, individual consultation, and customized learning opportunities to faculty and residents, programs and departments. OMED offers a variety of programs including workshops, learn @ lunch, online learning, and drop-in sessions. Information and a calendar with upcoming programs and links to "online learning" can be found at <https://hsc.unm.edu/school-of-medicine/EDUCATION/pro-dev/omed/index.html>.

For more information, visit: <http://Hscmoodle.health.unm.edu>.

FERPA & Student Privacy.

The Family Educational Rights and Privacy Act of 1974 (FERPA), also known as the Buckley Amendment, is the federal statute that governs student educational records. Everyone who works with student records should be familiar with the law's provisions governing students' rights to access their records, students' rights to amend their records, and students' rights to limit disclosure of personally identifiable information. The Office of the Registrar offers a workshop that covers these aspects of the federal law, as well as our responsibilities to protect the confidentiality of student education records.

Faculty providing letters of recommendation for students and/or alumni must receive permission from the requestor to include information protected by FERPA. The Letter of Recommendation FERPA Release form can be found on the CON's shared network drive:

<o://Nursing/Faculty and Staff Resources/Forms/Release Forms>.

Information regarding FERPA can be found on the University Registrar's website:

<https://registrar.unm.edu/privacy-rights/ferpa.html>.

Title IX Reporting Obligations.

Information about alleged sexual violence or misconduct that is shared by an individual with most University faculty or staff is required to be reported to the Office of Equal Opportunity (OEO) by law and UNM Policy. However, it is still the full choice of the individual who has

experienced sexual violence or misconduct to make a report with UNM Police Department or to participate in an administrative investigation with OEO.

Individuals who have experienced misconduct and are not initially interested in reporting to OEO or the UNM Police Department may access one of the Confidential Advocacy Centers on campus. On the HSC Campus, this includes the Vassar House Advocacy Center, 917 Vassar NE. There are several Confidential Advocacy Centers on main campus, including Lobo Respect Advocacy Center, the LGBTQ Advocacy Center, and the Women's Resource Center. More information about these resources is available at: <https://students.unm.edu/find-your-pack/resource-centers.html>.

In an effort to meet obligations under Title IX, UNM faculty, Teaching Assistants, and Graduate Assistants are generally considered "responsible employees." This designation requires that any report of gender discrimination which includes sexual harassment, sexual misconduct, and sexual violence made to a faculty member, TA, or GA must be reported to the Title IX Coordinator at the Office of Equal Opportunity. While faculty and staff must report this information to OEO, this information is still considered confidential and will only be shared by OEO with those who have a legitimate need-to-know and as authorized by University policy and applicable federal and state law.

For more information on the university policy regarding sexual misconduct, see: <https://policy.unm.edu/university-policies/2000/2740.html>. For more information on Title IX and reporting requirements, see: <https://oee.unm.edu/title-ix/title-ix-reporting-obligations.html>.

Student Admission, Progression, & Graduation Standards

Detailed information about student admission requirements, process, and application deadlines can be found on the CON website at <https://hsc.unm.edu/college-of-nursing/education/admissions/index.html>.

Detailed information about general academic regulations and policies that govern progress towards completion of a degree, such as catalog requirements, satisfactory academic progress, readmission process and requirements, graduation requirements, etc., can be found on the Registrar's Office at <http://registrar.unm.edu/UNM%20Catalog/index.html>. Additional information about program and/or concentration-specific academic progress and graduation requirements can be found in their corresponding student handbooks located at <https://app.box.com/s/vbsxe5179dcasp9xh79dkr1j69nmxi2b>.

Detailed information about other general academic regulations and policies, including student grievance procedures, graduate student grievance procedures, student code of conduct, campus policies, etc. can be found at <http://pathfinder.unm.edu/index.html>.

Research and Scholarly Work

At the College of Nursing (CON), scholarship criteria vary according to the faculty rank (see CON Faculty Bylaws). The tenured and tenure-track faculty have the highest scholarly productivity expectations among the faculty ranks which reflects productivity appropriate for a Research I University.

Faculty and research personnel must familiarize themselves with UNM's research related policies within the UNM Faculty Handbook: <https://handbook.unm.edu/section-e/>.

Health Sciences Center Office of Research.

The HSC Office of Research provides research support for HSC faculty including training, educational, and mentoring opportunities; guidance on research compliance; cross-disciplinary research; internal and external grant funding opportunities; and serves as the overarching office for the HSC's three designated research centers, signature research programs as well as a number of other faculty support opportunities.

<https://hsc.unm.edu/research/>

Research Space and HSC Resources.

Faculty and students who require a research laboratory, research space, and/or staff support must work with the Associate Dean for Research and Scholarship to secure access to the CON biologic laboratory or to seek a collaborative arrangement with other entities, either on the HSC Campus or Main Campus for research activities. No written or oral contract for securing such space may be entered into without the expressed written permission of both the Associate Dean for Research and Scholarship and the Dean of the CON.

The UNM Clinical Translational Science Center (CTSC) also provides a wealth of resources relating to funding, programs, services, and training for investigators are well described on the [website](#).

Conducting Research with Human Subjects.

UNM HSC HRPO coordinates approvals for all research projects involving human subjects at UNM HSC. Information regarding the Click IRB submission system, compliance, conflict of interest, trainings, and HRRC submission guidelines can be found online at:

<http://hsc.unm.edu/research/hrpo>.

Do not hesitate to contact the HRPO at 272-1129 with any questions or by email at HRPO@salud.unm.edu.

Conducting Non-Human Subjects Research.

UNM HSC Office of Animal Care Compliance (OACC) coordinates approvals for all research projects involving animal subjects at UNM HSC. Information regarding the TOPAZ submission system, compliance, trainings, animal resource facility, and IACUC submission guidelines can be found online at: <https://hsc.unm.edu/research/oacc/>.

The American Association for Laboratory Animal Science Learning Library can be found online at <https://www.aalaslearninglibrary.org/>. UNM Health Sciences Center Medical Clearance to Work with Animals: <https://hsc.unm.edu/research/oacc/medical-clearance/index.html>

Conflicts of Interest

The HSC applies conflict of interest (COI) definitions, thresholds, and disclosure and reporting requirements to all research, regardless of sponsorship (including non-sponsored research) based on 42 CFR Part 50 subpart F for grants and cooperative agreements and 45 CFR Part 94 for research contracts.

The mandatory COI training (“HSC Financial Conflicts of Interest Training—HSC 104-002”) must be taken by new faculty and research staff (or students involved in research) prior to submitting research to HRRC for review. HSC Conflict of Interest Training must be renewed every four years. The training is available in Learning Central (under Grants and Research for HSC Investigators) or by searching for the course code, HSC 104-002. The Lookup for verifying training completion is at:

https://ctsctrials.health.unm.edu/docs/index.php/document/view/coi_training_participation_completion.

Non-UNM investigators and UNM non-HSC investigators have separate training requirements and forms: <http://hsc.unm.edu/research/coi/investigator-tools/investigator-instructions.html>

COI Disclosures are submitted via Click COI (which is linked to Click IRB, but is a separate online system). Instructions for acquiring a Click COI account are at:

<http://hsc.unm.edu/research/coi/investigator-tools/investigator-instructions.html>

(There is a brief Click COI training video in Learning Central that must be completed to get an account).

Do not hesitate to contact the COI Office at 272-6433 with any questions or contact by email at HSC-COI@salud.unm.edu. Additional information regarding HSC policies on conflicts of interest can be found here: <http://hsc.unm.edu/research/coi>.

Extramural & Intramural Proposals, Routing, and Contracts.

College of Nursing faculty must submit an “[Intent to Submit](#)” form for approval when planning to apply for a grant. This form is submitted to the CON’s Grants Coordinator. The Grants Coordinator maintains an ongoing record of all pending and funded research per statutes for records management: <https://univserv.unm.edu/university-services-departments/records.html>.

All research proposals and pre-proposals that have a budget must be routed through the CON Office of Organizational Services. Investigators are strongly encouraged to have a peer review of their proposals before submission.

There are several sources for competitive intramural awards at the UNM HSC. In addition to the options listed below, intramural funding opportunity announcements are communicated to faculty regularly. Faculty are also encouraged to work with their supervisors to identify additional funding opportunities.

Research and Scholarly Work Resources.

Faculty interested in collaborating with external organizations on research initiatives should contact the Associate Dean for Research and Scholarship or designee for information about requirements and potential collaborators at research labs and health care agencies.

Clinical and Translational Science Center Pilot Awards Program.

The UNM CTSC sponsors a robust pilot program for both junior and senior faculty. Calls for proposals are e-mailed to all HSC faculty several times a year. More information about

these awards can be found at the CTSC website: <https://hsc.unm.edu/research/ctsc/pilot-funding/index.html>.

TREE Center Pilot Projects Awards.

The Transdisciplinary Research, Equity, and Engagement Center for Advancing Behavioral Health ([TREE Center](#)) works with New Mexico communities to develop behavioral health interventions for underserved populations. The TREE Center also supports a mini-pilot program that awards grants to under-represented junior faculty and postdoctoral scholars to conduct mental and behavioral health disparities research. Information can be found online: <https://hsc.unm.edu/college-of-population-health/research/research-programs.html>.

Principal Investigator Training.

Principal Investigators at UNM HSC may be required to attend the Grants Management Training provided by the HSC Office of Research that provides information about policies and procedures for managing a grant at UNM HSC. This training is offered in both instructor-led and online formats. Recertification is required every three years. Registration for this mandatory workshop is through UNM Learning Central (under the Grants & Research category).

Clinical Practice

Clinical & Affiliation Agreements.

Professional Services Agreements.

For faculty engaged in or wanting to engage in reimbursed clinical practice arrangements as part of CON workload, a clinical contract (aka Professional Services Agreement) must be completed. This arrangement must first be approved by your Department Chair/immediate supervisor, the Associate Dean of Clinical Affairs, and the Dean to proceed.

Once final approval is received by the Dean and the workload determined by Department Chair/immediate supervisor or designee, the process of obtaining the contract is coordinated with CON Organizational Services, the Department Chair/immediate supervisor, the CON Office of Clinical Affairs, and the Health Sciences Center (HSC) Office of Clinical Contracts.

Responsibilities

- The process can be initiated by faculty, interested clinical sites, or the Department Chair/immediate supervisor.
- The Department Chair/immediate supervisor or designee is responsible for championing the process (coordination with CON Associate Dean of Clinical Affairs, CON Organizational Services, HSC Office of Clinical Contracts, and Office of University Counsel) on negotiations, HSC IT Security Review, and legal review through contract completion.
- HSC Office of Clinical Contracts directs the process and is responsible for finalizing negotiations between the site and the University.
- The completed contract is kept on file in CON Organizational Services and the Office of Clinical Affairs.

Clinical Site Affiliation Agreements

All clinical/fieldwork sites used by CON students must have in place a completed Student Affiliation Agreement. These agreements are completed in collaboration with the HSC Clinical Contracts department. There is a standard template agreement, approved by HSC Clinical Contracts, that is used for most sites. Some sites have additional requirements that must be met.

Responsibilities

Responsibility for obtaining agreements, communication, and coordination of facility requirements for students and/or faculty, and maintaining the database is designated to the Office of Clinical Affairs staff.

It is the responsibility of faculty to coordinate with the Office of Clinical Affairs staff to ensure that an agreement is in place prior to placing a student. It is also the responsibility of faculty to coordinate with the Office of Clinical Affairs staff to ensure that student/faculty professional documentation requirements are completed as required by CON and the clinical site.

External Faculty Practice

College of Nursing faculty who engage in clinical practice activities outside of their assigned FTE with the College may do so as long as it does not conflict with their responsibilities at the

college. Faculty engaging in any outside employment should review the following university and health sciences policies regarding outside employment and speak with their immediate supervisor.

- UNM Faculty Handbook Policy C130: Outside Employment and Conflicts of Commitment (<https://handbook.unm.edu/c130/>)
- UNM Health Sciences Center Policy: Health Sciences Center Faculty Outside Professional Activities (<http://hsc.unm.edu/research/coi/common/pdf/hsc-faculty-outside-activities-policy-10nov30.pdf>)

Faculty seeking external practice arrangements must negotiate and receive prior approval by the Dean.

Related policies and a presentation regarding external faculty employment and possible conflicts of interest can be found on the College's shared network folders under "Faculty Resources": <O:\Nursing\Faculty and Staff Resources\Faculty Resources\Outside Employment and Conflicts of Interest Information>.

Faculty Clinical Requirements

HIPAA

The federal Health Insurance Portability and Accountability Act of 1996 ("HIPAA") protects the privacy and confidentiality of an individual's health information. Known as "protected health information" or "PHI," the health information generally cannot be used or disclosed unless the individual who is the subject of the PHI has given prior written authorization or permission.

Information regarding HIPAA can be found on the Health Sciences Center Compliance Office website: <https://hsc.unm.edu/admin/compliance>.

Clinical Site Requirements

Faculty who participate in clinical activities or provide clinical services as a part of their assigned workload, including but not limited to clinical contracts, preceptorships, and site visitors, must comply with the specific clinical site's requirements for care providers. This includes all licensing, certification, training, and immunizations. Basic requirements may include the following:

- Basic Life Support Certification
- Hepatitis B Screening/Vaccination
- Immunizations
- TB Screening
- Fingerprint background clearances
- Urine Drug Screen
- Other as required by clinical site

Faculty who hold a clinical contract as a part of their workload, must verify these and other possible requirements with their clinical supervisor. Faculty who serve as preceptors or site visitors, please work with the Office of Clinical Affairs staff to identify what requirements are necessary for their assigned site.

Advanced Practice Clinician Faculty (e.g., Certified Nurse-Midwife and Nurse Practitioner) providing clinical services (e.g., CON advanced practice sites, clinical services contracts) have

additional requirements related to Credentialing and Appointment/Reappointment processes as well as potential for additional facility contractual requirements. Due to the wide variety of potential practice arrangements and facility requirements, faculty engaging in clinical faculty practice arrangements will need to consult with the Associate Dean for Clinical Affairs and the practice site for further instruction.

Institutional, Community, & Professional Service

A portion of the faculty workload is dedicated to service. Service time not only facilitates the work of the CON, but also enriches the nursing profession. Faculty must demonstrate a record of progressive participation and initiative in institutional, professional, and community service at the appropriate level based on rank. Various service opportunities, particularly with committee involvement, exist within the CON, HSC, and UNM. In addition, senior ranked faculty are expected to be active participants in state/national/international committees and organizations as a part of their service.

Maintaining Faculty Activity Records

All faculty at the College are expected to maintain an updated CV. Faculty are responsible for recording and ensuring accuracy for individual professional activities within the CON's Digital Measures by Watermark system ("Digital Measures"). Digital Measures is a faculty activity reporting software platform that is utilized by the CON to record and track faculty activity related to teaching and education, scholarly work, clinical practice, and professional and university service. The system is cloud-based, allowing faculty to securely access and record information regarding their professional activities and allowing administrators to provide individual and aggregate reports on faculty achievements. Digital Measures is used to facilitate annual faculty reviews, promotion and/or tenure processes, and accreditation reporting. Faculty should ensure their activity data is up-to-date.

Digital Measures is administered centrally by the CON's Strategic Support Manager. Resource information for faculty regarding Digital Measures can be found in the CON's shared network drive at the following location: \Nursing\Faculty and Staff Resources\Faculty Resources\Digital Measures. To log into the system, visit: <https://www.digitalmeasures.com/login/unm/faculty-nursing/>.

Faculty Contracts, Appointment, and Promotion

Faculty will undergo a number of types of review during their time at the College of Nursing. These reviews provide formative and summative assessments conducted by peers and supervisors dependent upon the type of review.

- Click here to find the University Professional Activities of Faculty and Criteria for Evaluation Policy: <https://handbook.unm.edu/b1/>
- Click here to find the University Faculty Review Policy: <https://handbook.unm.edu/b4/>.

Information specific to the College of Nursing related to faculty expectations as well as resources for faculty are provided below.

Faculty Contracts

Faculty Ranks & Tracks.

All faculty at the College of Nursing are each assigned a rank by track when hired by the University. Faculty are hired at varying ranks dependent upon the individual faculty member's qualifications and expertise. Detailed descriptions of each rank and title may be found in the university Faculty Handbook.

- [UNM Faculty Handbook - B2: Faculty Ranks and Titles](#)

Contract, Appointment Length, & Notice Periods.

Faculty contract and appointment lengths vary depending upon the appointment type. General policies for terminating a contract and for notice periods of these terminal contracts are stated in UNM Faculty Handbook, Sections B.3., B.4., and B.5. For more detailed information, please refer to the [UNM Faculty Handbook](#) and CON Policies.

Related Faculty Contract Policies

- [CON-301: College of Nursing Faculty Compensation Plan](#)
- [CON-306: Faculty Reclassification between Tenure Track and Clinician Educator Track](#)
- [CON-307: Senior Rank Clinician Educator Annual Contract Renewal](#)
- [CON-309: Notice Periods for Nonrenewal of Clinician Educator Assistant Professor Appointment](#)
- [CON-316: Policy on the User of the V Category for Hiring Faculty in the College of Nursing](#)

Promotion & Tenure

Principles for Tenure-Track Advancement.

Criteria for appointment, promotion, and tenure within the Tenure-Track ranks are based on the faculty's performance in teaching, scholarly work, and service, according to the standards specified in the policy of the UNM Faculty Handbook and the criteria of the CON.

Principles for Clinician Educator Track Advancement.

Criteria for appointment and promotion within the Clinician Educator ranks are based on the principle that academic nursing has an imperative to develop and facilitate academic faculty career trajectories based on scholarship, leadership, and collaboration consistent with the values of the discipline and the mission of the institution. Scholarly contributions for those in Clinician Educator roles focus primarily on the scholarship of practice or teaching.

Principles for Lecturer Track Advancement.

Faculty may be appointed to the position of Lecturer I, II, and III, depending on appropriate academic qualification and competence in relevant discipline areas. Criteria for promotion to the rank of Senior Lecturer or Principal Lecturer are based on the standards specified in the policy of the UNM Faculty Handbook and the criteria of the CON.

Related Policies & Documents

- [UNM Faculty Handbook B4: Faculty Reviews](#)
- [CON-303: Appointment, Promotion, and Tenure for Tenure-Track Faculty](#)
- [CON-304: Appointment and Promotion for Clinician Educator Professorial Ranks](#)
- [CON-305: Appointment and Promotion Criteria for Lecturers](#)
- [CON-306: Faculty Reclassification between Tenure Track and Clinician Educator Track](#)
- [Promotion and Tenure Timeline Document for Faculty Seeking Advancement](#)

Other Types of Faculty Review

Annual Review.

Each year, faculty undergo an administrative review of his or her performance with their department chair or immediate supervisor. These reviews are meant to identify strengths and areas of opportunity within the faculty member's performance and to develop goals for the upcoming calendar year. Final annual performance evaluations are stored within the faculty member's personnel file. Dependent upon the faculty track and contract, faculty are reviewed in the following areas Scholarship/Research, Teaching, Service, and Practice.

Research or other original scholarly work of importance to professional audiences is evaluated by the outputs, including peer-reviewed publications, grants, or projects. Consultations and peer-reviewed posters and presentations are included in scholarship as an indicator of the sharing of specific expertise in the professional area.

Merit in teaching reflects scope (as indicated in breadth and voluntarism), quality (reflected in self, peer, and student evaluations), and other indicators. Other ways of demonstrating excellence in teaching (such as student performance on objective indicators) may be included in the evaluation.

Service refers to contributions that maintain and/or advance the mission and goals of the College, HSC, University, and nursing as a profession, or representing the institution in the

community at large. This generally refers to committee work or involvement in projects that move the work of the institution forward (the evaluation form for CON committee work is also attached).

Merit in practice refers to faculty who have a component of their College workload allocated to practice. It is the expectation that all faculty who practice are excellent clinicians, administrators, or educators. Other ways of demonstrating excellence in practice include leading initiatives that result in an evidence-based project that results in improved patient outcomes or a specific process improvement within the setting.

Peer Observation in Support of Effective Teaching (POSET).

POSET provides faculty with an additional and confidential source of feedback in addition to student evaluations of teaching. POSET reviews are completed by peers who provide feedback on the strengths and challenges about the learning environment, learner engagement, session management, and teaching strategies based on a pre-negotiated, standardized assessment tool.

Beginning in calendar year 2020, all faculty will participate in at least one POSET review per year as proposed by the Program Evaluation Committee and adopted by the full faculty.

Human Resources & Faculty Benefits

Faculty Hiring.

As a faculty member, you may be called upon to serve on a search committee for new faculty members. Faculty searches are charged by the Dean and are coordinated through the CON's Human Resources Representatives. Faculty hiring guidelines can be found on the Office of Equal Opportunity website at <http://oeo.unm.edu/hiring/pdf-hiring/faculty-hire-guidelines.pdf>.

Sabbatical and Academic Leave.

Sabbatical and Academic Leave are encouraged among senior faculty to promote professional growth and increase competence among faculty members by subsidizing significant research, scholarship, creative work, or other programs of study that is judged to be of equivalent value.

- Tenured faculty follow The University of New Mexico policy outlined in the university faculty handbook: [C200 – Sabbatical Leave](#).
- Senior ranked Clinician Educator faculty follow the College of Nursing policy: [CON-308 – Academic Leave for Senior Ranked Clinician Educators](#).
- Principal Lecturers follow The University of New Mexico policy outlined in the university faculty handbook: [C250 – Academic Leave for Principal Lecturers](#)

Faculty Benefits.

Some University level policies and Health Sciences Center level policies may differ. Faculty should consult with the College of Nursing's Human Resources Representative and UNM Benefits Office regarding faculty benefits.

Faculty Benefits specific policies can found online:

HSC Policy Office: <https://hsc.unm.edu/policyoffice/>

- Faculty Parental Leave
- Identification Badges
- Managing Private Healthcare Industry Interactions
- Required Immunizations

The UNM Faculty Handbook, Section C details additional benefits and leave policies for university faculty. Please visit: <https://handbook.unm.edu/section-c/>.

Faculty Administrative Roles

Faculty may serve in administrative roles at varying levels within the organization including, associate dean, department chair/immediate supervisor, degree program director, concentration coordinator, student success, simulation, and others. Within these roles, faculty administrators are responsible for the success of their assigned area and may include the supervision of faculty, staff, and student employees; budget management; curriculum management; program evaluation; accreditation requirements; and other administrative duties.

Faculty who are assigned administrative roles may receive workload credit and/or a special administrative component as appropriate for duties relating to the role. For details regarding the College's [Faculty Workload Procedure](#), please see document number [CON-302](#).

Diversity & Inclusion

The UNM College of Nursing strives for an inclusive environment across all areas of the College's mission. Openness and respect for the diverse backgrounds and communities from which we each come enhance insight and learning. Therefore, we ask students to participate in conversations that raise the awareness of and respect for different ways of being and thinking. As a faculty member, you are expected to engage with students who raise concerns related to diversity, equity, and inclusion.

Faculty are encouraged to seek out and advance their knowledge and skills around diversity, equity, and inclusion through University of New Mexico and professional resources, some of which are listed below. If you experience discomfort with comments made in the classroom, online learning environment, or other educational setting you are encouraged to seek support from your immediate supervisor and/or the College's Diversity & Inclusion Advisory Committee.

If you are interested in learning more about our commitments to diversity and inclusion, the College of Nursing Diversity & Inclusion Advisory Committee welcomes your engagement. Practicing these values enables us as a community of learners to be respectful of everyone.

UNM Division for Equity & Inclusion.

The Division for Equity & Inclusion partners with various entities across UNM that are involved in diversity, equity, inclusion, and social justice work. In addition, partnerships are continuously sought to impact institutional transformation toward Inclusive Excellence. As a diverse group of individuals, we all play a role in utilizing diversity as our strength to build capacity to promote a healthy and inclusive campus climate; advance the academic enterprise; and, ultimately, serve our students well so that they may achieve success.

The Division provides direct oversight to the following units within the University:

- [ENLACE Statewide Collaborative](#)
- [The LGBTQ Resource Center](#)

For more information on the Division for Equity & Inclusion and its activities, visit: <http://diverse.unm.edu/>.

UNM Office of Equal Opportunity.

The mission of the Office of Equal Opportunity is to promote equal access and treatment for all and to promote a safe environment free of discrimination and inequity in accordance with University values and policies and with federal and state equal opportunity and affirmative action statutes and regulations.

For more information about The Office of Equal Opportunity, visit: <http://oeo.unm.edu/>.

HSC Office for Diversity, Equity & Inclusion.

The HSC Office for Diversity, Equity & Inclusion serves the needs of students, faculty, staff, and community members through its commitment to increasing and supporting a diverse health workforce for New Mexico. This office provides equity-focused group learning and mentoring, faculty leadership development programming, and networking for minority faculty and students. This office also provides numerous student programs focused on pipeline

initiatives for recruiting students from underrepresented and/or disadvantaged backgrounds into healthcare professional programs.

For more information about the HSC Office for Diversity, Equity & Inclusion, visit:

<https://hsc.unm.edu/programs/diversity/>.

Prohibited Discrimination and Equal Opportunity.

The University prohibits discrimination, harassment, or related retaliation based on protected class in any educational and work environment. Protected class is defined by University policy as those personal traits or characteristics, statuses, and/or beliefs that are defined by applicable law and policy as protected from discrimination or harassment including age, ancestry, color, ethnicity, gender, gender identity (including gender expression), genetic information, national origin, physical or mental disability, pregnancy, race, religion, serious medical condition, sex, sexual orientation, spousal affiliation, and veteran status.

[UNM Administrative Policy 2720: Prohibited Discrimination and Equal Opportunity](#)

Religious Accommodations.

UNM policy prohibits religious discrimination and requires reasonable accommodation of employees and students sincerely held religious beliefs, observances, and practices when requested, unless accommodation would impose an undue hardship on business operations. The UNM Faculty Handbook provides guidance to faculty, supervisors, and students pertaining to requests for religious accommodations through [Policy C260](#).

Please contact the Office of Equal Opportunity at <http://oeo.unm.edu> or 277-5251 to receive guidance regarding requests for, or responses to, religious accommodation requests. <http://diverse.unm.edu/news-events/religious-observances.html>.

Equity and Inclusion Related Resources.

Center for Teaching & Learning @ UNM: <https://ctl.unm.edu/>

Concepts for promoting equity in nursing education can be found on: www.equitymidwifery.org

UNM Veteran's Resource Center: <http://vrc.unm.edu>

LGBTQ Resource Center: <https://lgbtqrc.unm.edu/>

Diversity Nursing.com: <https://diversitynursing.com/>

Faculty Support Services

Staff support for research, education, and practice.

Staff at the College may provide faculty with a variety of support services. For instance, a grant coordinator oversees the grant application and coordinates all grant processes (submission, budget, reports, etc.) for ensuring compliance with the funder guidelines. Designated staff members provide support for submission of research protocol to the UNM Institutional Review Board, faxing documents, printing materials, clinical site arrangement for students' clinical practicum, etc.

Additional support for faculty may be available from administrative staff within the College of Nursing. Faculty should speak with their immediate supervisors to determine the level of support needed and then should coordinate requests for support with staff supervisors prior to approaching individual staff for assistance. Assistance can range from submitting curricular forms, technical editing, grant proposal support, contract and policy development, and other areas of staff specialty. See Appendix 1 for the College of Nursing Organizational Chart and description of staff areas of responsibility.

Office of Information and Technology (IT).

The Office of Information and Technology (IT) at the College of Nursing provides ongoing technical assistance, computer system support, and networking infrastructure (e.g., internet, university networks, and library systems) for faculty. For example, support from IT includes distribution, installation, update, and maintenance of laptop computers and all major software programs (e.g., MS Office, Adobe Acrobat) on a regular basis, and set up of videoconferences. IT also provides support related to instructional media design and course development relevant to Blackboard Learn platform. If there are any technical problems, IT staff are available to fix the problems in person or remotely on request.

Office of Organizational Services.

The Office of Organizational Services at the College has a reliable and responsive resource infrastructure that includes finance, human resources, and facilities. This office provides faculty with support in relation to pre- and post-award financial management for grants and funded projects, travel planning and reimbursements, faculty contracts, facilities, supply ordering, time keeping, etc.

Office of Student Services.

The Office of Student Services at the College provides faculty with a variety of support in relation to student admission, recruitment, graduation, academic advising, and financial aid.

Faculty Resources

Center for Teaching Excellence.

The Center for Teaching Excellence works to cultivate learner-centered teaching across campus. Its mission is to support faculty as they cultivate engagement, equity, and learning in their classrooms. Instructors are introduced to evidence-based pedagogical techniques, a scholarly approach to teaching, and create spaces for thoughtful conversations about teaching and learning in an effort to foster a culture of teaching excellence at UNM. For information on professional development, confidential services, teaching excellence, and other resources, visit: <https://cte.unm.edu/index.php>.

Faculty Mentoring Program.

The [UNM CON Mentoring Toolkit](#) aims to support early and ongoing professional success for CON faculty. Faculty interested in giving or receiving mentorship at the CON are encouraged to speak with their immediate supervisor regarding their goals, needs, and skills.

HSC Faculty Contracts Office.

The Faculty Contracts Office oversees hiring faculty for UNM Health Sciences Center's four academic schools and colleges. They include: the College of Nursing, the College of Pharmacy, the College of Population Health, and the School of Medicine.

This office reviews and processes contracts, recruitment, and hiring. The office also holds benefits orientations. <https://hsc.unm.edu/admin/fco/#Faculty%20Contracts>

UNM Ombuds Office.

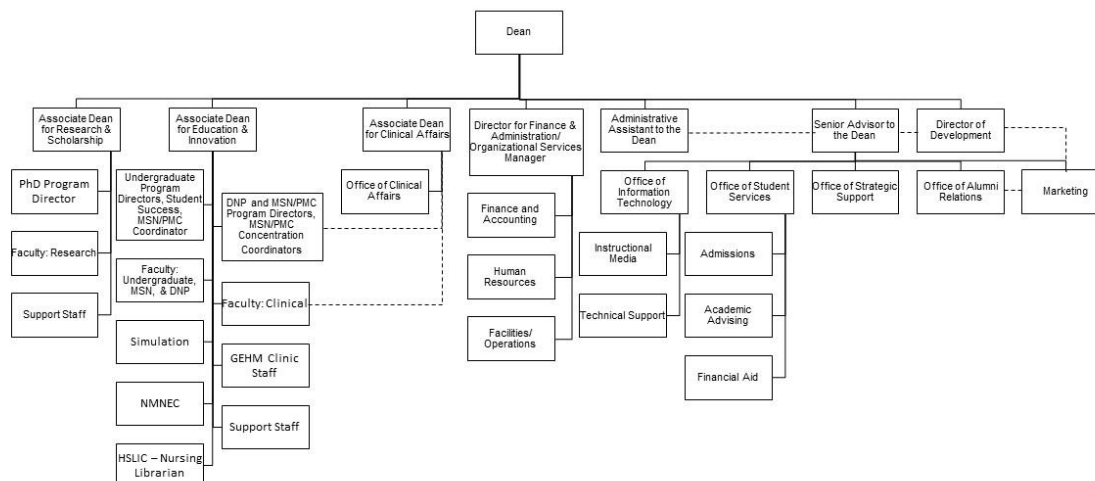
The UNM Ombudsperson for Faculty is a designated neutral or impartial dispute resolution practitioner whose major function is to provide confidential and informal assistance to UNM faculty. For more information regarding services and workshops offered to faculty, please visit: <http://ombudsfac.unm.edu/>.

Appendix

Appendix 1: College of Nursing Organizational Chart and Description



2019 Organizational Chart



Date Edited: 7/8/2019

Description of Administrative Staff Offices

Advancement (Alumni Relations, Development, Marketing): Major areas of responsibility include alumni relations, communications, public relations, marketing, website management/content development, social media, print and electronic collateral development, brand management, annual and major gifts, foundation grant writing support.

Clinical Affairs: Major areas of responsibility include clinical site relations, clinical contracts, clinical placement for undergraduate and graduate students, preceptor recruitment and retention, GEHM clinic, and continuing nursing education programming.

Information Technology: Major areas of responsibility include technical support for work computers and classrooms, supplemental electronic testing support, instructional media design and course development assistance with Blackboard Learn platform.

Organizational Services: Major areas of responsibility include financial management of the organization, supply ordering, time keeping, travel planning and reimbursements, personnel/human resources, faculty contracts liaison, and facilities.

Strategic Support: Major areas of responsibility include accreditation, course scheduling, room reservations, program evaluation, student and faculty data, course evaluations, grant writing support, student handbooks and university catalogs, curricular forms, external reports and surveys, and special projects.

Student Services: Major areas of responsibility include admissions processing, recruitment for all undergraduate and graduate programs, pipeline programming, academic advising, graduation/commencement, financial aid advising, and scholarship awarding.