



UNIVERSITY OF WASHINGTON

June 10, 2011

School of Nursing Steering Committee

Edwina Uehara, Dean, School of Social Work, *Chair*

Ann Anderson, Associate Vice President and Controller, Financial Management, Finance and Facilities

Cheryl Cameron, Vice Provost for Academic Personnel

Dave Eaton, Interim Vice Provost for Research

Amy Floit, Director of Budget Operations, Office of Planning and Budgeting

Ruth Johnston, Associate Vice President, Finance and Facilities

Tom Sparks, Financial Administrator, College of Engineering

David Szatmary, Vice Provost for UW Educational Outreach

Kelli Trosvig, Interim Vice President and Vice Provost, UW Information Technology

Dear Colleagues:

Thank you for your willingness to serve on the School of Nursing Steering Committee. A preliminary assessment of the School conducted at the request of Dean Marla Salmon by external consultants MacDonald Boyd found strategies, operations, decision making, and finances were not well coordinated or implemented, and the work climate is challenging to many. Your work to advise the School, beginning this month and lasting through the academic year, will help maintain its competitiveness and improve its effectiveness. The UW is committed to helping the School meet its current challenges and thrive.

As you are aware, Dean Marla Salmon has decided to resign from her position in June 2012. A Dean's search will begin in the coming academic year, with the goal of a new dean's appointment to begin on July 1, 2012.

The Steering Committee's role, chaired by Edwina Uehara, Dean of the School of Social Work, is to oversee and advise a small UW Working Team, led by Ruth Johnston, Special Assistant to the Provost and Associate Vice President in Finance & Facilities, and working with a School Coordinating Team made up of faculty leadership, project leads and administration, to identify issues and improve work processes. The Steering Team will oversee the improvement of work processes, focusing on budget, work processes, compliance, strategic planning, grants administration, governance, and work climate.

Additionally, during the coming academic year a peer review by Deans from similar institutions will explore and then make recommendations to the Steering Committee on how the School (faculty and staff) should best be organized to determine curriculum, enrollments, and resource allocation to match the School's strategic direction. The student experience and academic support will also be an area for their consideration.

This Steering Committee is accountable to the Provost and will provide updates as needed or requested, and suggest recommendations for change.

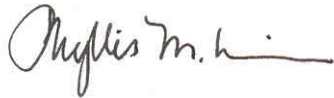
Expectations:

1. Before the end of June or as soon as possible, become acquainted with the consultants' recommendations and other assessments

2. With the Working Team, identify the issues and prioritize the work, in support of the Steering Committee's charge, including solutions for the current financial situation.
3. Develop a long-term sustainable operational and financial model for School operations.
4. Stabilize the School of Nursing organization by clarifying current capabilities, developing strategies to stabilize operations, and engaging staff to work on these efforts.
5. Meet as needed with the Working Team and/or Coordinating Team to provide guidance, support and assistance.
6. Identify a small number of peers to visit the school and conduct a review, primarily of the academic functions: curriculum, teaching loads/assignments, research activities, by laws, etc.
7. Create a viable work plan proposal by the end of Fall Quarter.
8. Oversee the Working Team to begin implementation of the work plan.

We thank you for your assistance and look forward to your plan.

Sincerely,



Phyllis M. Wise
Interim President



Mary E. Lidstrom
Interim Provost and Executive Vice President

c: Marla Salmon