

RUTGERS SCHOOL OF NURSING

Historic Merger takes Rutgers Nursing to New Heights

In one of the nation's largest academic mergers, the New Jersey Medical and Health Sciences Education Restructuring Act, which took effect July 1, 2013, disbanded the University of Medicine and Dentistry of New Jersey (UMDNJ) and transferred most of its schools and units to Rutgers, The State University of New Jersey.

Lawmakers established a new division — Rutgers Biomedical and Health Sciences (RBHS) — to house the schools from UMDNJ along with Rutgers' existing College of Nursing, the Ernest Mario School of Pharmacy, and the Institute of

Health, Health Policy, and Aging Research.

There were two separate nursing programs within RBHS, the College of Nursing, led by Dean William L. Holzemer, PhD, RN, FAAN, and the School of Nursing, headed by Dean Susan W. Salmond, EdD, RN, ANEF, FAAN. Immediately, the two deans began working together to guide a merger of the two schools, that was then approved by the Rutgers Board of Governors for July 1, 2014.

"We were committed to making the merger as seamless as possible for students, while ensuring the quality of our academic programs," says Dr. Holzemer. "It was a perfect time to take our programs to the next level of excellence."

Dr. Holzemer would be named dean of the

merged school, and Dr. Salmond would be executive vice dean.

Faculty from both schools served on teams that recommended changes in curricula, admission standards, organizational structure, and related areas. The merged curricula took effect for students entering the school in fall 2014.

In March 2015, *U.S. News & World Report* ranked Rutgers School of Nursing 25th among graduate schools of nursing across the nation.

For the new School of Nursing, the future is an exciting one. ■

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Looking to the Future of Rutgers Nursing



Message from the Dean

Our School of Nursing is built upon a solid foundation. We have the heritage of Rutgers College of Nursing, established nearly 60 years ago in 1956, and the legacy of the former UMDNJ School of Nursing, founded in 1972. We salute those whose efforts have positioned us for this moment in time. Today, nursing is called to lead change to improve health across the globe. Rutgers School of Nursing is preparing nurses to lead in the reinvention of health care delivery. With the support of our expert faculty and staff, dedicated students, and high-achieving alumni, the possibilities are endless.

I hope you enjoy this publication, which provides a snapshot of our School. Your comments are welcome. Feel free to email my office at schoolofnursing@rutgers.edu

Sincerely,

William L. Holzemer, PhD, RN, FAAN
Dean and Distinguished Professor

ON THE COVER

David E. Grandacarpio, a senior in the generic baccalaureate nursing program, practices a patient care scenario with fellow nursing student, Michelle G. Pesce.

CLINICAL ROTATION

Rolando J. Cruz, left, a senior in the generic baccalaureate program, and Raymond J. Scarpa, DNP, RN, AOCN, APN, clinical instructor and supervising advanced practice nurse, adjust an IV pump during a clinical rotation at University Hospital in Newark, NJ.



Student Leaders are *Passionate* about Service

Leadership development is an integral part of the academic experience at the Rutgers School of Nursing (RSN). Graduates culminate their educational experience with an understanding and sharpened skillset, enabling them to become influencers and leaders within health care.

Sakura R. Ando is one of the many promising honors graduates of the May 2015 class. While pursuing a four-year BS in Nursing, Ando was able to earn top grades, volunteer within urban communities, and assist with a faculty research study, while working at a hospital on weekends.

Ando served as the president of the Rutgers School of Nursing Student Senate. Under her leadership, the Senate played a critical role in the integration of the student population and served as a voice for the entire student body.

Kyle D. Warren, MA Ed., senior associate dean for administration and student services, serves as a mentor and cultivator for all RSON student groups. "It starts with the curricula for all our programs, they emphasize leadership in nursing," says Dean Warren. "Our hard-working students take the next step and show a passion for greatness as they prepare to be members of health care teams, from the bedside to the boardroom."

In addition to the Student Senate, leadership and service opportunities at the School include campus-based student government associations, community ambassador groups, peer mentor and peer tutor programs, an advanced practice student mentoring group, and school chapters of the National Student Nurses Association and the American Assembly of Men in Nursing. ■



STUDENT LEADERS
Student Senate leaders work closely with the dean of students and other school administrators. Pictured (L-R) are Kevin C. Lo, treasurer; Sakura R. Ando, president; Maria Di Diego, vice president; Rachel N. Sison, secretary; Millicent F. Mosery, student services liaison (seated on table); Kyle D. Warren, MA Ed., senior associate dean for administration and student services; Julie-Anne R. Tiangco, university senator; and Kathleen Peñaflorida, community outreach coordinator (seated in chair).

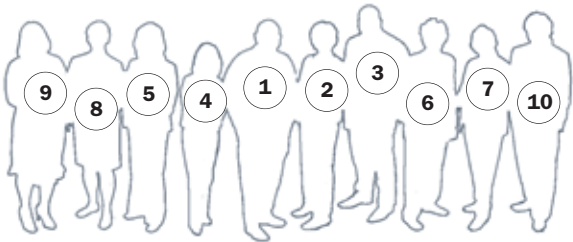
A Unique Organizational Structure

With the merger of the two nursing schools came the opportunity to establish an innovative organizational structure. As opposed to traditional academic departments, the School introduced three functional divisions: (1) Entry to Baccalaureate Nursing Practice, which covers all paths to the BS in Nursing degree; (2) Advanced Nursing Practice, which covers master’s, post-master’s, and DNP programs; and (3) Nursing Science, which unites PhD programs with the School’s centers of faculty research.

Special care was taken to avoid the creation of “silos,” as faculty members teach and collaborate on research within and across all three divisions. This emphasis on collaboration is also supported by the new faculty committee structure, which guides ongoing review of curriculum, policies and procedures, school goals, and student outcomes. ■

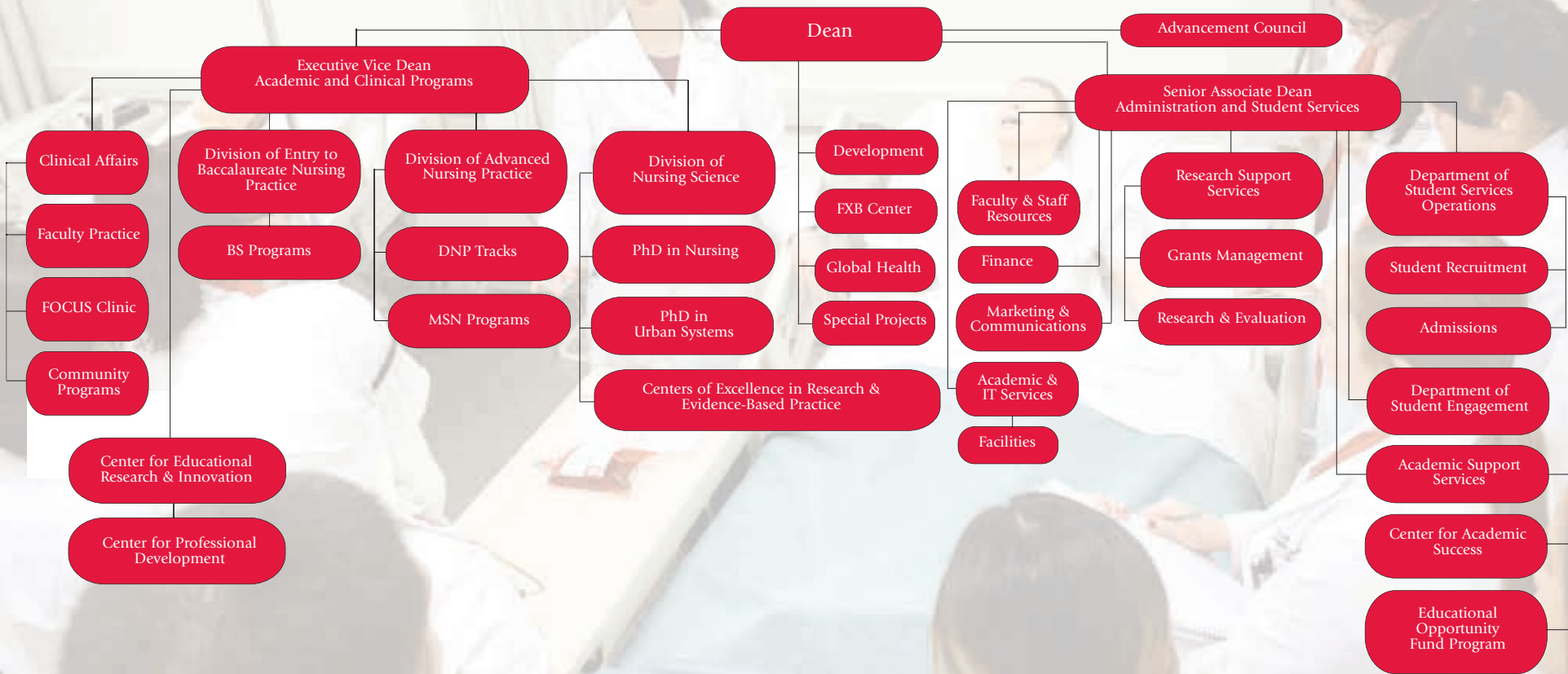


- 1. William L. Holzemer, PhD, RN, FAAN, Dean
- 2. Susan W. Salmond, EdD, RN, ANEF, FAAN, Executive Vice Dean
- 3. Kyle D. Warren, MA Ed., Senior Associate Dean, Administration and Student Services
- 4. Maria C. Peralta, Chief Business Officer
- 5. Mercedes Echevarria, DNP, APNC, Associate Dean, Advanced Nursing Practice
- 6. Margaret W. Sullivan, PhD, Associate Dean for Research Services
- 7. Suzanne Willard, PhD, RN, APN-c, FAAN, Associate Dean for Global Health
- 8. Karen T. D'Alonzo, PhD, RN, APN-C, FAAN, Associate Dean, PhD in Nursing Program
- 9. Valerie Smith Stephens, EdD, LCSW, Assistant Dean for Academic Support Services/Director of EOF
- 10. Patrick L. Mattis, DNP, MSN, MSCS, CPHIMS, CNE, RN-BC, Assistant Dean for Academic and Information Technologies and Services



Not shown: Maureen Esteves, PhD, RN, Associate Dean for Special Projects; Cheryl Holly, EdD, RN, ANEF, Associate Dean, Entry to Baccalaureate Practice; Janet Bowne, BA, CRA, Assistant Dean for Research/Director of Grants and Contract Management; and Ann Marie Mauro PhD, RN, CNL, CNE, Assistant Dean and Director of the Center for Educational Research and Innovation

Rutgers School of Nursing Organizational Structure



Faculty Clinical Practice Initiatives

Rutgers School of Nursing serves some of New Jersey's most vulnerable and at-risk children, youth, and adults through its faculty clinical practice programs.

A NATIONAL MODEL FOR CHILD WELFARE NURSING

Children entering foster care have extraordinary health care needs, nearly all have significant physical health problems and chronic conditions are rampant. Behavioral health is a major concern. The François-Xavier Bagnoud Center's Child Health Program (CHP), in partnership with the New Jersey Department of Children and Families, Division of Child Protection and Permanency, works to address the needs of children statewide.

Nina Colabelli, MSN, RN, CPNP-PC, directs the CHP, which has child health units at 46 local child protection offices. With a team of 13 regional nurse administrators providing program oversight, each unit is comprised of a clinical nurse coordinator, a BSN-prepared health care case manager, and a staff assistant. The health care case managers assess the physical and mental health needs of the children through medical record analysis and home visits. This leads to the development of personalized health plans and delivery of care to children in need.

Viewed as a national model, the CHP has achieved notable outcomes for children in foster care. Due to the program's success, the CHP has received additional state funds to establish a child and family nursing program for communities hard hit by Super Storm Sandy. The program serves families that are struggling but still intact, in an effort to forestall the need for foster care.

COMMUNITY-BASED CARE FOR PEOPLE WITH HIV

More than 400 families receive multidisciplinary HIV health care and social services from the François-Xavier Bagnoud (FXB) Center Clinic, housed within University Hospital in Newark, NJ. Peter Oates, MSN, RN, ACRN, NP-C, directs the program with support from an active community advisory board. The Family Place and Health Care Connections, two clinical and social service programs, reach out to the community to facilitate comprehensive care of HIV-infected and affected persons. Services include HIV testing and treatment, psychiatric care, medical nutrition therapy, HIV education and prevention, case management, home visits, and 24-hour on-call access to a physician. Clinical drug trials are also available.

WELLNESS CENTER'S FOCUS IS INTERPROFESSIONAL CARE

At Rutgers FOCUS Wellness Center in Newark, NJ, patients benefit from a cross-disciplinary approach that views them from physical, mental, and social perspectives to provide targeted treatment. Kathy Gunkel, DNP, APN, clinical assistant professor and director of the Center, leads the collaborative care effort uniting faculty members and students from various schools across Rutgers University, such as the School of Nursing, School of Social Work, and the Ernest Mario School of Pharmacy, to provide a full range of services under one roof.

HEALTH CARE AT PUBLIC HOUSING DEVELOPMENTS

The Jordan and Harris Community Health Center provides on-site health services at four public housing developments in Newark, NJ. Cindy Sickora, DNP, RN, associate professor and director of community programs, is the Center's founding director. The Center's registered nurses and community health workers see clients in the office and make home visits. The School's mobile health clinic brings a team of advanced practice nurses and other health professionals to the four housing developments each week to provide primary care. A \$1.5 million grant received in 2015 from the U.S. Health Resources and Services Administration (HRSA) supported the program's expansion to its fourth site as well as the addition of a psychiatric nurse practitioner to address mental health issues.

NEW JERSEY CHILDREN'S HEALTH PROJECT

The New Jersey Children's Health Project (NJCHP) is part of the Children's Health Fund national network of 50 mobile health clinics serving 83,000 children each year. The NJCHP mobile unit features fully equipped exam rooms and a convertible chair that can be used for medical and dental exams. It makes regularly scheduled stops at public housing developments, schools, and early childhood programs to provide interdisciplinary primary care to children and their families.

According to Cindy Sickora, DNP, RN, associate professor and director of community programs, a major focus of the NJCHP is making certain that local children have annual medical exams, can manage chronic conditions, and are up-to-date on their immunizations. ■



HEALTHY GENERATIONS

A major goal of the School of Nursing's health programs is to ensure that children like this young boy receive needed immunizations.

NURSES ON THE MOVE

The School of Nursing's mobile clinic brings health care to cities such as Newark, NJ. Pictured (L-R) are Cindy Sickora, DNP, RN, associate professor and director of community programs; Mary DiGiulio, DNP, APN, assistant professor and director of clinical practice; Susan A. Pepe, MSN, APN, nurse practitioner; Myriande Metellus, BSN, RN, clinical coordinator; and Hilda Aluko, MSN, FNP-BC, nurse practitioner.



Rutgers School of Nursing *At-A-Glance*

The Big Picture

115 Full-time Faculty

Finance

\$74 Million Annual Budget

Faculty

75% of Faculty are Doctoral
43%(n=49) PhD
3%(n=3) other Doctoral

10%(n=11) of Faculty are

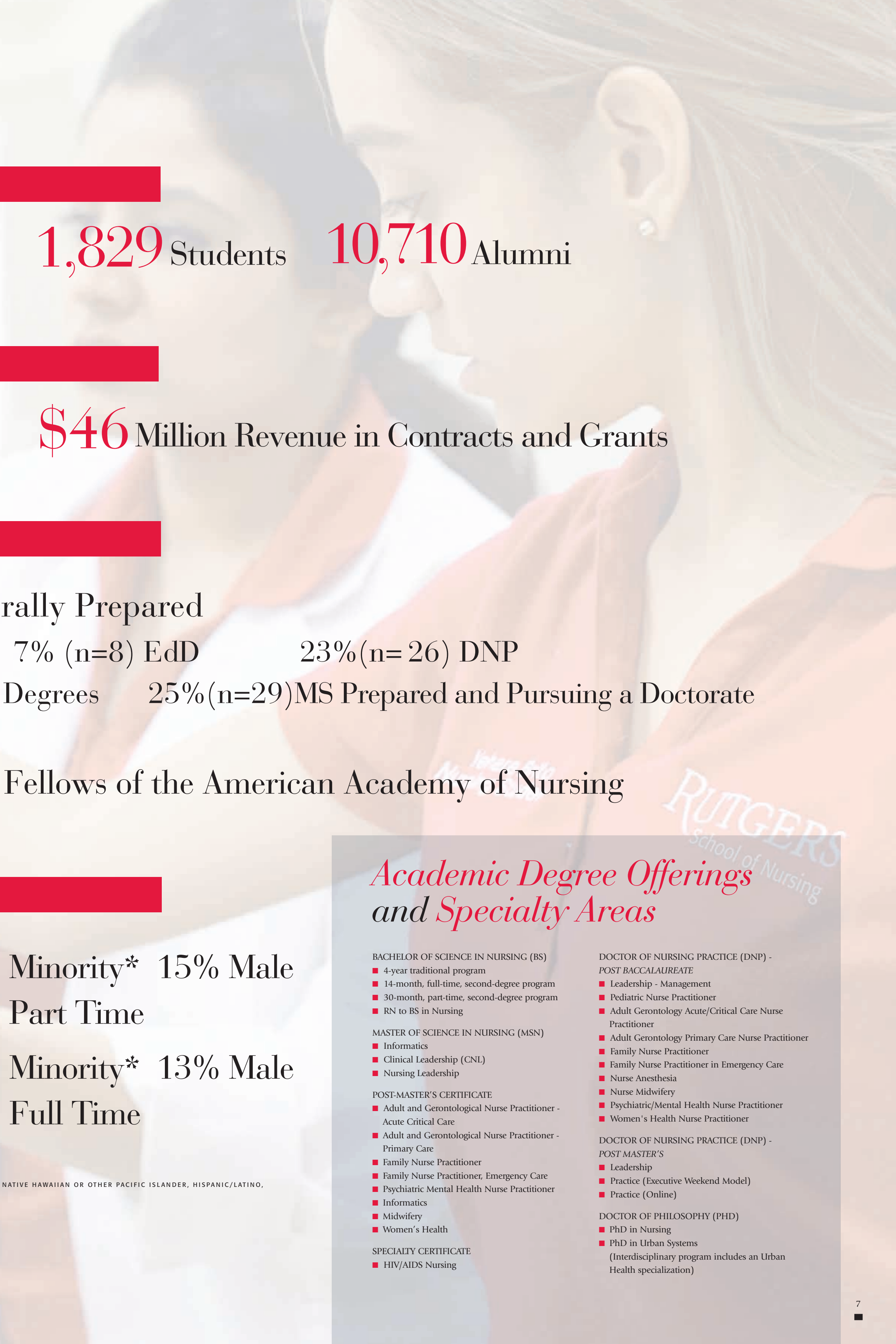
Student Enrollment

745 Undergraduate 49%
27%

1,084 Graduate 47%
78%

ALL REPORTED DATA ARE FROM FALL 2014

*MINORITY INCLUDES BLACK OR AFRICAN AMERICAN, ASIAN, AMERICAN INDIAN OR ALASKAN NATIVE, AND TWO OR MORE RACES.



1,829 Students

10,710 Alumni



\$46 Million Revenue in Contracts and Grants



rally Prepared

7% (n=8) EdD Degrees

23%(n= 26) DNP

25%(n=29)MS Prepared and Pursuing a Doctorate

Fellows of the American Academy of Nursing



Minority* 15% Male

Part Time

Minority* 13% Male

Full Time

NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER, HISPANIC/LATINO,

*Academic Degree Offerings
and Specialty Areas*

- BACHELOR OF SCIENCE IN NURSING (BS)
- 4-year traditional program
 - 14-month, full-time, second-degree program
 - 30-month, part-time, second-degree program
 - RN to BS in Nursing
- MASTER OF SCIENCE IN NURSING (MSN)
- Informatics
 - Clinical Leadership (CNL)
 - Nursing Leadership
- POST-MASTER'S CERTIFICATE
- Adult and Gerontological Nurse Practitioner - Acute Critical Care
 - Adult and Gerontological Nurse Practitioner - Primary Care
 - Family Nurse Practitioner
 - Family Nurse Practitioner, Emergency Care
 - Psychiatric Mental Health Nurse Practitioner
 - Informatics
 - Midwifery
 - Women's Health
- SPECIALTY CERTIFICATE
- HIV/AIDS Nursing

- DOCTOR OF NURSING PRACTICE (DNP) - POST BACCALAUREATE
- Leadership - Management
 - Pediatric Nurse Practitioner
 - Adult Gerontology Acute/Critical Care Nurse Practitioner
 - Adult Gerontology Primary Care Nurse Practitioner
 - Family Nurse Practitioner
 - Family Nurse Practitioner in Emergency Care
 - Nurse Anesthesia
 - Nurse Midwifery
 - Psychiatric/Mental Health Nurse Practitioner
 - Women's Health Nurse Practitioner
- DOCTOR OF NURSING PRACTICE (DNP) - POST MASTER'S
- Leadership
 - Practice (Executive Weekend Model)
 - Practice (Online)
- DOCTOR OF PHILOSOPHY (PHD)
- PhD in Nursing
 - PhD in Urban Systems (Interdisciplinary program includes an Urban Health specialization)



Centers of Excellence in Research and Practice

CENTER LEADERS

Our centers for evidenced-based practice and research are headed by experts in their fields. Pictured (clockwise, starting from bottom left) are Ann Bagchi, PhD, RN, co-director, HIV Research Collaborative; Yuri T. Jadotte, MD, assistant director, Northeast Institute for Evidence Synthesis and Translation; John A. Nelson, PhD, CNS, CPNP, co-director, HIV Research Collaborative; Edna M. Cadmus, PhD, RN, NEA-BC, FAAN; director, New Jersey Collaborating Center for Nursing; Susan Caplan, PhD, RN, FNP-BC, co-director, Center for Community Health Partnerships; Karen T. D'Alonzo, director, Center for Community Health Partnerships; Sarah Kelly, PhD, RN, co-director, Center for Community Health Partnerships; Andrea Norberg, MSN, RN, executive director, François-Xavier Bagnoud Center; Charlotte Thomas-Hawkins, PhD, RN, director, Center for Healthcare Quality.

Also pictured (center of photo from top to bottom), are Mary L. Johansen, PhD, NE-BC, RN, associate director, New Jersey Collaborating Center for Nursing; and Susan W. Salmond, EdD, RN, ANEF, FAAN, co-director, Northeast Institute for Evidence Synthesis and Translation.

Not shown: Felesia R. Bowen, PhD, RN, APN-BC, director, Center for Urban Youth and Families, and Cheryl Holly, EdD, RN, ANEF, co-director, Northeast Institute for Evidence Synthesis and Translation.

Faculty members, with the participation of students, conduct interventional studies designed to reduce health disparities; enhance patient safety and quality outcomes; and promote health and well-being across the lifespan. This work is facilitated through the School of Nursing's Centers of Excellence in Research and Evidence-Based Practice.

CENTER FOR COMMUNITY HEALTH PARTNERSHIPS (CCHP)

Director: Karen T. D'Alonzo, PhD, RN, APN-c, FAAN
Co-Directors: Sarah Kelly, PhD, RN, and Susan Caplan, PhD, RN, FNP-BC

The CCHP develops sustainable efforts to improve health outcomes. Community-based participatory research unites community organizations, local health care providers, and academic researchers.

CENTER FOR HEALTHCARE QUALITY (CHQ)

Director: Charlotte Thomas-Hawkins, PhD, RN
An example of recently funded research at the CHQ is a study by Jill Cox, PhD, RN, APN-c, CWOCN, assistant professor and principal investigator, entitled, "Using Thermography to Detect Deep Tissue Injury in Pressure Related Areas of Discolored Intact Skin in Long Term Care Patients." This one-year grant of \$225,870 was awarded by the New Jersey Department of Health in September 2014.

CENTER FOR URBAN YOUTH AND FAMILIES (CUYF)

Director: Felesia R. Bowen, PhD, RN, APN-BC
The CUYF addresses various issues of pediatric health disparities through interprofessional research on asthma, oral health, obesity, and adverse childhood experiences.

FRANÇOIS-XAVIER BAGNOUD CENTER (FXB CENTER)

Executive Director: Andrea Norberg, MS, RN
With a staff of more than 400 professionals, the FXB Center contributes to the body of knowledge and offers expertise in HIV care and prevention; child welfare nursing; clinical education, training, and mentoring; and program development, monitoring and evaluation.

HIV RESEARCH COLLABORATIVE

Co-Directors: Ann Bagchi, PhD, RN, and John Nelson, PhD, CNS, CPNP
The HIV Research Collaborative unites faculty, staff, and students interested in conducting research related to HIV. Topics include diagnostic and treatment modalities and quality of life issues.

NEW JERSEY COLLABORATING CENTER FOR NURSING (NJCCN)

Executive Director: Edna Cadmus, PhD, RN, NEA-BC, FAAN
Associate Director: Mary L. Johansen, PhD, RN, NE-BC
Established by the New Jersey legislature, the NJCCN conducts research on the state's nursing workforce to inform policymaking, education, and practice.

NORTHEAST INSTITUTE FOR EVIDENCE SYNTHESIS AND TRANSLATION (NEST)

Co-Directors: Cheryl Holly, EdD, RN, ANEF, and Susan W. Salmond, EdD, RN, ANEF, FAAN
Assistant Director: Yuri T. Jadotte, MD
A collaborating center of the international Joanna Briggs Institute, NEST promotes the development and dissemination of evidence-based "best practices" in critical areas of health care. ■

Center for Urban Youth and Families

Colleagues at the Center for Urban Youth and Families (CUYF) hail from nursing, medicine, dentistry, social work, social services, and other professional backgrounds. They combine efforts and expertise to tackle pediatric health disparities in urban centers like Newark, NJ.

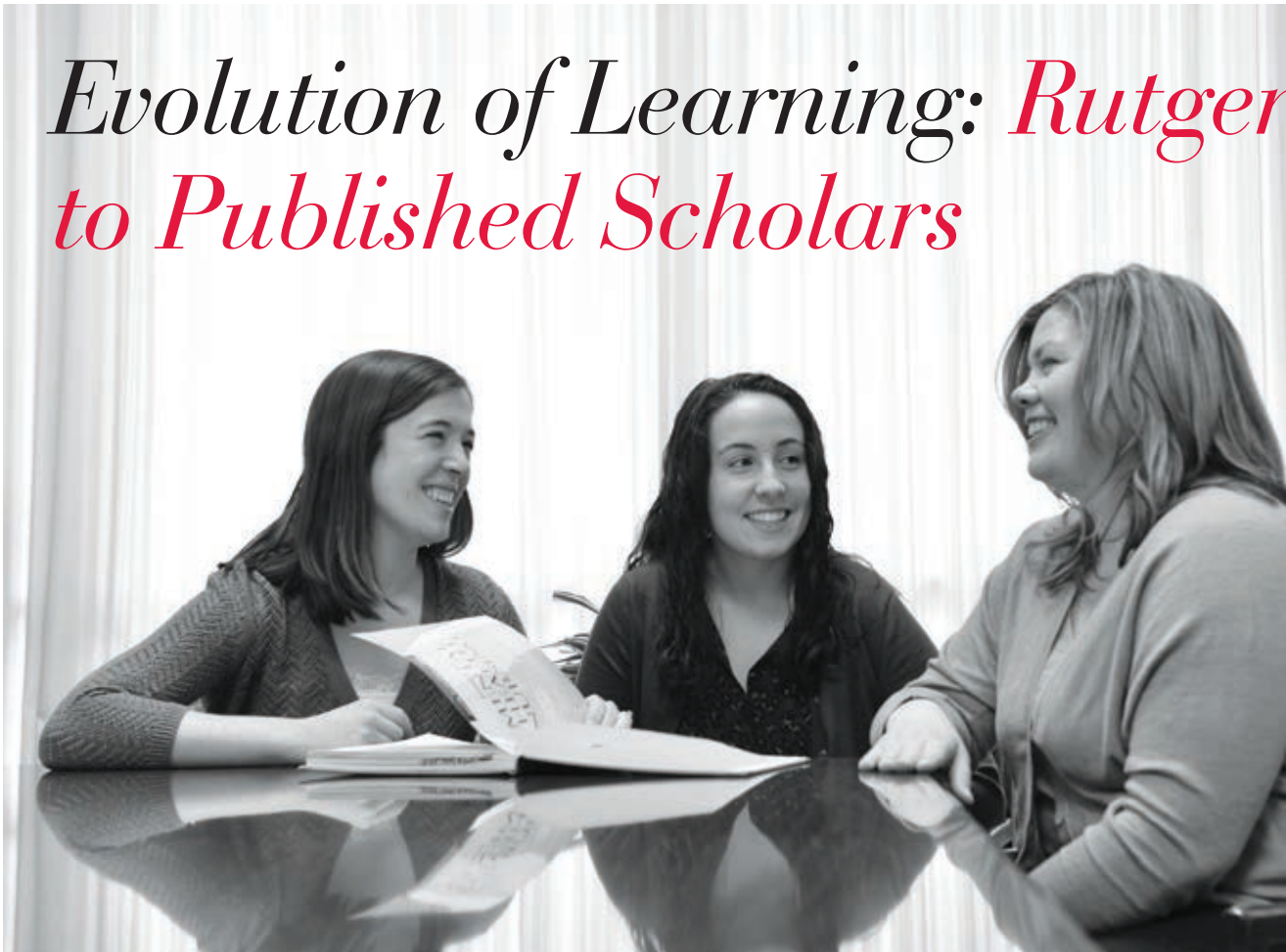
Felesia R. Bowen, PhD, RN, APN-BC, is the director of CUYF and the François-Xavier Bagnoud Endowed Chair of Pediatric Nursing. She is studying the effectiveness of a pediatric asthma intervention that provides personalized care to children at a school-based clinic and in their homes. The study is funded by a \$350,000 grant she received as a 2014 Robert Wood Johnson Foundation Nurse Faculty Scholar.

The CUYF is also managing an interdisciplinary pilot project that views youth violence as a public health disease in need of treatment. Supported by a \$175,000 grant from the New Jersey Attorney General’s office, the study investigates whether tailored success plans and specific afterschool activities can prevent at-risk Newark youngsters from engaging in violent behavior. ■



Felesia R. Bowen, PhD, RN, APN-BC, director, Center for Urban Youth and Families, examines a young patient.

Evolution of Learning: Rutgers Nursing Students to Published Scholars



While in pursuit of any academic degree offered within the Rutgers School of Nursing, students are encouraged to not only grow within their local nursing community but to become industry influencers and future leaders in the field of global health care.

Mentored by assistant professor and program director of the generic baccalaureate program, Sarah Kelly, PhD, RN, two of our most recent graduates became lead authors on articles accepted for publication in *Issues in Mental Health Nursing*. Katherine Anatale and Rachel Gart, then students in the generic baccalaureate program, worked tirelessly to shed light and raise public awareness on the topic of adolescent suicide. ■

Pictured (L-R) are recent graduates Katherine Anatale, BS, RN, and Rachel Gart, BS, RN, with Sarah Kelly, PhD, RN, assistant professor and program director of the generic baccalaureate program.



Reducing Nurse Turnover in Long-Term Care

Arthur Onofre, BSN, RN, a new nurse participating in the long-term care nurse residency program, received advanced training in caring for patients like Janet Griffen, a resident of the Job Haines Home in Bloomfield, NJ.

Watching Arthur Onofre, BSN, RN, at work at the Job Haines Home, it is easy to see he has built strong relationships with his patients at this long-term care (LTC) facility in Bloomfield, NJ.

Onofre is one of 35 new nurses paired with 35 experienced nurses (preceptors) in a trailblazing, 12-month nurse residency program led by the Rutgers School of Nursing on behalf of the New Jersey Action Coalition (NJAC).

Supported by \$1.6 million in funds from the Centers for Medicare and Medicaid Services, the residency is the first of its kind. It aims to increase patient safety, boost job satisfaction, and reduce LTC facility nurse turnover in New Jersey, which hovers at 40 percent.

The program matches nurses who have graduated within a year or less with experienced colleagues at the participating facilities. It includes immersive training sessions, monthly collaborative learning days, and faculty visits to the facilities. It launched in May 2014 with its first

cohort of 12 nurse resident and preceptor pairs; the second cohort of 23 pairs started the program in January 2015.

The leadership team consists of Rutgers School of Nursing faculty Edna M. Cadmus, PhD, RN, NEA-BC, FAAN, clinical professor, specialty director, and co-lead of the NJAC, and Susan W. Salmond, EdD, RN, ANEF, FAAN, executive vice dean, professor, and co-chair of the NJAC's education pillar. Linda Hassler, MS, RN, GCNS-BC, FNGNA, clinical associate professor and program director, is assisted by two nursing faculty.

Partners in the program include the Healthcare Association of New Jersey, the New Jersey Department of Health, New York University's Nurses Improving Care for Healthsystem Elders, and Rutgers' Heldrich Center. ■



Shown celebrating the merger are Raymond J. Scarpa, DNP, RN, AOCN, APN, vice president, and Judith T. Caruso, DNP, MBA, RN, NEA-BC, FACHE, president, of the newly formed Rutgers University School of Nursing Alumni Association.

Alumni Association Merger Creates New Opportunities

The newly founded Rutgers University School of Nursing Alumni Association (RSONAA) continues to grow as an organization. Looking to leverage the increased resources and distinction brought about through the integration of the Rutgers University College of Nursing and School of Nursing (formerly UMDNJ), the respective alumni leaders enacted a merger of their own and created a unified association to represent and serve nearly 11,000 alumni.

Bylaws have been adopted, and a new executive board takes office July 1, 2015. Opportunities for additional alumni involvement include, but are not limited to, joining committees in the areas of mentoring and student relations, events, and membership.

The inaugural Fall Awards Reception was held October 2014. The night served not only as an organizational introduction but also as an awards program recognizing two outstanding alumni—Barbara Niedz, PhD ('96), MS ('87), BS ('71), and Jamile Nagtalon-Ramos, BS ('01).

To learn more about the RSONAA and opportunities to get involved, please visit nursing.rutgers.edu/alumni, or contact Kofi Polley, senior executive associate, office of administration and student services, at rsonaa@rutgers.edu or 973-353-5415. ■

Giving to Rutgers School of Nursing

You can help secure the future of nursing at Rutgers University by becoming a giving partner. Your generous gift can support important areas such as scholarships for nursing students, health care programs in underserved communities, or faculty research to help improve global health.

For additional insight please contact Marianne Wiatroski, BSN, RN, director of development, at marianne.wiatroski@rutgers.edu or 973-353-5060.

You can also learn more and make your donation online at nursing.rutgers.edu/giving. ■

IN THE LEARNING LAB
Nour Alayan, MSN, RN, a student in the PhD in Nursing program and teaching assistant (left), offers instruction on transfusion techniques to Shivali Ghai, a junior in the generic baccalaureate program, during a session in one of our learning labs.



RANKED 25TH BEST GRADUATE NURSING SCHOOL

— *US News & World Report, 2015*

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School of Nursing

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