

CHARTING THE FUTURE

OF ACADEMIC NURSING



American Association
of Colleges of Nursing
The Voice of Academic Nursing

2021 ANNUAL REPORT

HIGHLIGHTS OF THE YEAR

JULY 2020

AACN releases a new set of recommendations for schools to consider as they move ahead with plans to reopen their nursing programs titled *Considerations for Reopening U.S. Schools of Nursing During COVID-19*.

AUGUST 2020

AACN members endorsed a new resolution titled *A Call to Action for Academic Nurse Leaders to Promote Practices to Enhance Optimal Well-being, Resilience and Suicide Prevention in Schools of Nursing across the U.S.*

SEPTEMBER 2020

AACN announces that 107 nursing students will receive \$500 in support to help them overcome hardships linked to the pandemic through the COVID-19 Student Support Fund administered by AACN's Foundation for Academic Nursing.

OCTOBER 2020

Dr. Darrell Kirch, President Emeritus of the Association of American Medical Colleges, is awarded the Geraldine "Polly" Bednash Lectureship Award at AACN's 2020 Academic Nursing Leadership Conference.

NOVEMBER 2020

The End-of-Life Nursing Education Consortium (ELNEC) surpasses a goal established 20 years ago to train more than 1 million nurses and other health professionals using the ELNEC curriculum.

DECEMBER 2020

In keeping with its commitment to advance diversity, equity, and inclusion, AACN's Board of Directors endorses a new white paper titled *Promising Practices in Holistic Admissions Review: Implementation in Academic Nursing*.

JANUARY 2021

The American Nurses Association invites AACN to appoint a representative to the National Commission to Address Racism in Nursing, which was convened to develop action-oriented strategies to eliminating systemic racism in the profession.

FEBRUARY 2021

AACN joins with the National League for Nursing to issue a new statement titled *Vaccinating America Against COVID-19*, which calls for engaging nursing faculty and students in efforts to protect the public during the pandemic.

MARCH 2021

AACN announces that its longtime partner CastleBranch, Inc. has committed \$250,000 in new funding to provide scholarships to nursing students in baccalaureate, master's, and doctoral programs over the next five years.

APRIL 2021

On April 6, 2021, AACN members vote to endorse *The Essentials: Core Competencies for Professional Nursing Education*, which will transform how nurses are educated for entry-level and advanced roles.

MAY 2021

The Tri-Council for Nursing issues a new report, titled *Transforming Together: Implications and Opportunities from the COVID-19 Pandemic for Nursing Education, Practice, and Regulation*, featuring recommendations made at an invitational summit held in December 2020.

JUNE 2021

AACN hosts the first Advancing Nursing Workforce Diversity Impact Summit to showcase best practices and evidence-based strategies for developing inclusive learning environments, including a special emphasis on holistic admissions review.

OUR MEMBERS

In 1969, the American Association of Colleges of Nursing (AACN) was established to answer the need for an organization dedicated exclusively to furthering nursing education in America's universities and four-year colleges. Representing schools of nursing at 839 public and private institutions, AACN provides programs and services to schools offering baccalaureate- and graduate-degree nursing education programs.

OUR MISSION

As the collective voice for academic nursing, AACN serves as the catalyst for excellence and innovation in nursing education, research, and practice.

OUR VISION

Nurses are transforming health care and improving health.

OUR VALUES

Leadership, innovation, diversity and inclusion, and integrity

This report highlights the association's FY 2021 initiatives, milestones, and achievements spanning July 2020 through June 2021.

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FY 2020-2021

STRATEGIC PLAN GOALS AND OBJECTIVES

<p>GOAL 1</p> <p>AACN is the driving force for innovation and excellence in academic nursing.</p>	<p>OBJECTIVE 1: Lead innovation in academic nursing that promotes team-based, interprofessional health care.</p> <p>OBJECTIVE 2: Enhance the influence of academic nursing in the healthcare and higher education arenas.</p> <p>OBJECTIVE 3: Build strategic partnerships to advance academic nursing.</p> <p>OBJECTIVE 4: Advance nursing as a scholarly discipline.</p>
<p>GOAL 2</p> <p>AACN is a leading partner in advancing improvements in health, health care, and higher education.</p>	<p>OBJECTIVE 1: Develop leaders at all levels in academic nursing to better position the profession to transform higher education and health.</p> <p>OBJECTIVE 2: Expand collaborative opportunities with healthcare, higher education, and other stakeholders to improve health and enhance quality outcomes.</p> <p>OBJECTIVE 3: Develop a shared vision and national policies with interprofessional partner organizations to advance healthcare redesign and delivery.</p> <p>OBJECTIVE 4: Expand opportunities for all stakeholders to play a prominent role in achieving AACN's mission and vision.</p>
<p>GOAL 3</p> <p>AACN is a primary advocate for advancing diversity and inclusion within academic nursing.</p>	<p>OBJECTIVE 1: Advance initiatives that facilitate diversity and inclusion.</p> <p>OBJECTIVE 2: Promote policies that advance nursing's role in achieving health equity.</p> <p>OBJECTIVE 3: Create opportunities that bring together all stakeholders to improve equity in health and health care.</p> <p>OBJECTIVE 4: Increase engagement in AACN by constituency groups underrepresented in the profession.</p>
<p>GOAL 4</p> <p>AACN is the authoritative source of knowledge to advance academic nursing through information curation and synthesis.</p>	<p>OBJECTIVE 1: Serve as the leading information resource on issues and trends impacting academic nursing.</p> <p>OBJECTIVE 2: Develop resources to support the development, evaluation, and assessment of nursing education and the needs of the nursing workforce.</p> <p>OBJECTIVE 3: Generate knowledge and produce data-informed communications for strategic decision-making.</p> <p>OBJECTIVE 4: Synthesize data from internal and external sources to advance public policy priorities.</p>

LETTER FROM THE BOARD CHAIR AND PRESIDENT/CEO

The Time for Transformation

While we continue to navigate through the pandemic, we applaud the great fortitude, leadership, and grit that our members have demonstrated over this past year. In times of crisis, nurses persevere. We've seen this in our deans and faculty, and we applaud this in our students.

As we emerge from the pandemic, in some ways stronger for having lived this experience, we come to a pivotal time in academic nursing where fresh ideas and energy are driving us toward a new way of preparing nurses, engaging with partners, building our science base, and advocating for change.

We have seen a number of recent landmark reports with recommendations that will shape future priorities in health care and higher education. These reports include the National Academy of Sciences' [The Future of Nursing 2020-2030](#), the Tri-Council for Nursing's report on [Transforming Together](#), the National Advisory Council on Nursing Education and Practice's report to Congress on [addressing the faculty shortage](#), and, of course, AACN's new [Essentials](#), among others.

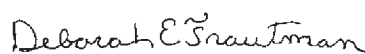
Taken together, we see a convergence of ideas and the opportunity for true transformation. Common themes across reports include the need to strengthen nursing education, with a call for innovative clinical learning experiences and a greater emphasis on teaching around the social determinants of health; health equity and structural racism; resilience and well-being; diversity, equity, and inclusion; innovation; informatics; health technology; and disaster preparedness.

The reports also call for deeper academic-practice partnerships to meet shared goals related to nursing preparation and practice. AACN has been intentional about working with practice leaders throughout the development of the *Essentials*, and we will continue to seek new opportunities for collaboration as the work to implement the new standards moves forward.

Please take a moment to review this annual report and consider where you might like to focus your energies as we move toward a preferred future for academic nursing. AACN's effectiveness is driven by our highly engaged membership, and we are truly grateful for the contribution you all make toward advancing AACN's strategic priorities and mission.



Susan Bakewell-Sachs, PhD, RN, FAAN
Chair, AACN Board of Directors



Deborah Trautman, PhD, RN, FAAN
President and Chief Executive Officer



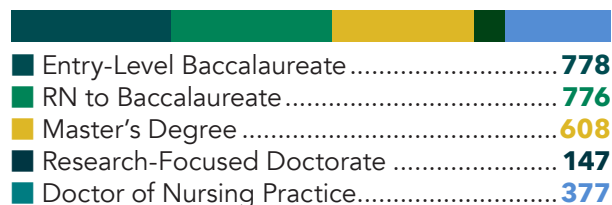
Susan Bakewell-Sachs & Deborah Trautman

ANNUAL STATE OF THE SCHOOLS

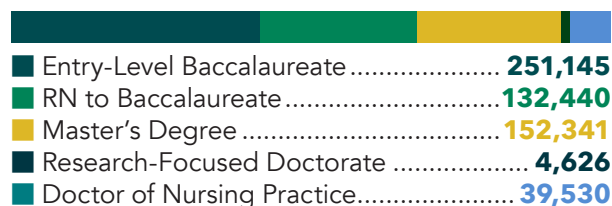
Findings published in the annual State of the Schools are based on responses from 1,035 (92.4%) of the nation's nursing schools with baccalaureate and graduate programs that were surveyed in fall 2020.

HIGHLIGHTS FROM AACN'S 2020 ANNUAL SURVEY

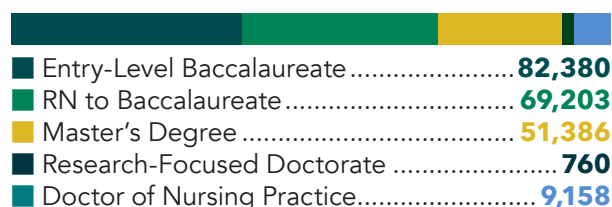
NURSING PROGRAMS



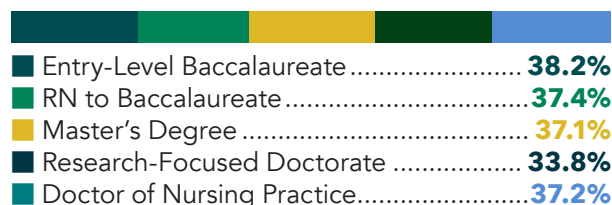
ENROLLMENT



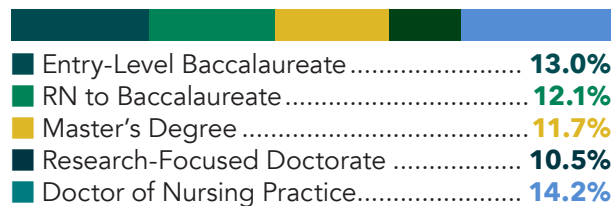
GRADUATIONS



STUDENTS FROM UNDERREPRESENTED GROUPS

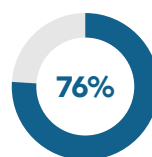


MALE STUDENTS

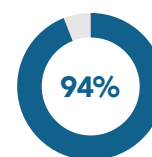


EMPLOYMENT OF NEW GRADUATES

Entry-Level Baccalaureate

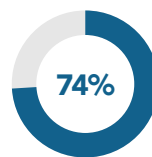


Employed at Graduation

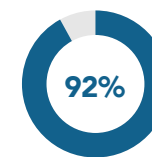


Employed 4-6 Months After Graduation

Entry-Level Master's

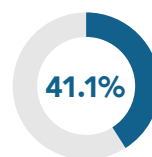


Employed at Graduation

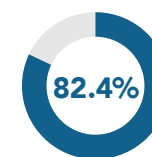


Employed 4-6 Months After Graduation

Employer Education Expectation for New Nurses



Employers Requiring New Nurses to Have a BSN



Employers Preferring New Nurses with a BSN

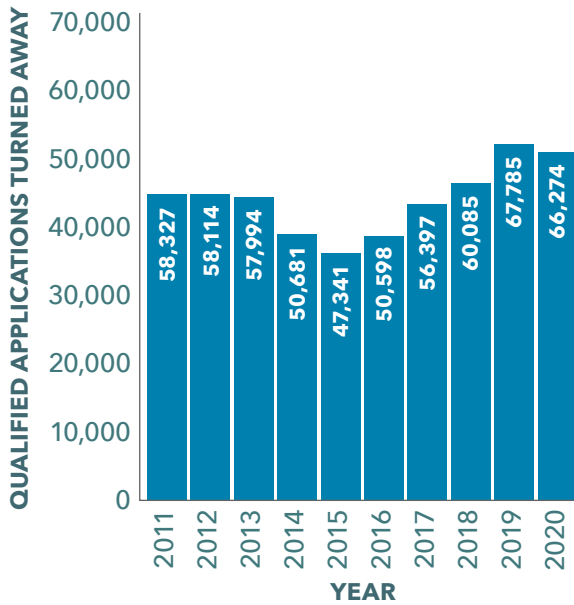
NURSE FACULTY POPULATION

Full-Time Faculty	22,140
Part-Time Faculty	30,002
Ethnic/Minority Faculty	18.8%
Male Faculty	7.2%
Faculty Vacancy Rate	6.5%

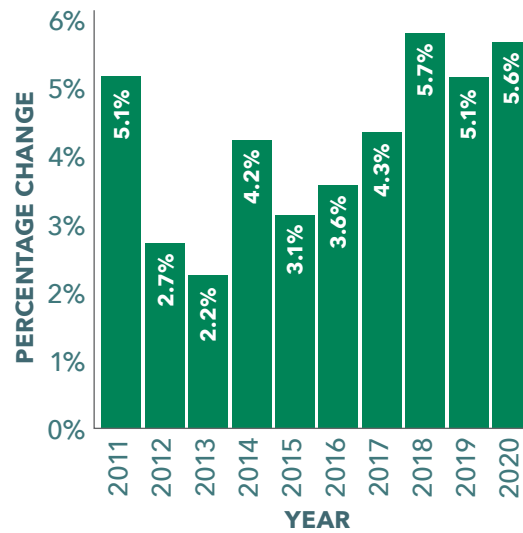
AACN'S DATA COLLECTION

Now in its 40th year, AACN's annual survey compiles data and information that forms the basis for the nation's premier database on trends in nursing school enrollment and graduations, student and faculty demographics, and faculty and deans' salaries. Custom data reports are available for schools and other stakeholders interested in preparing benchmarking reports and market analyses.

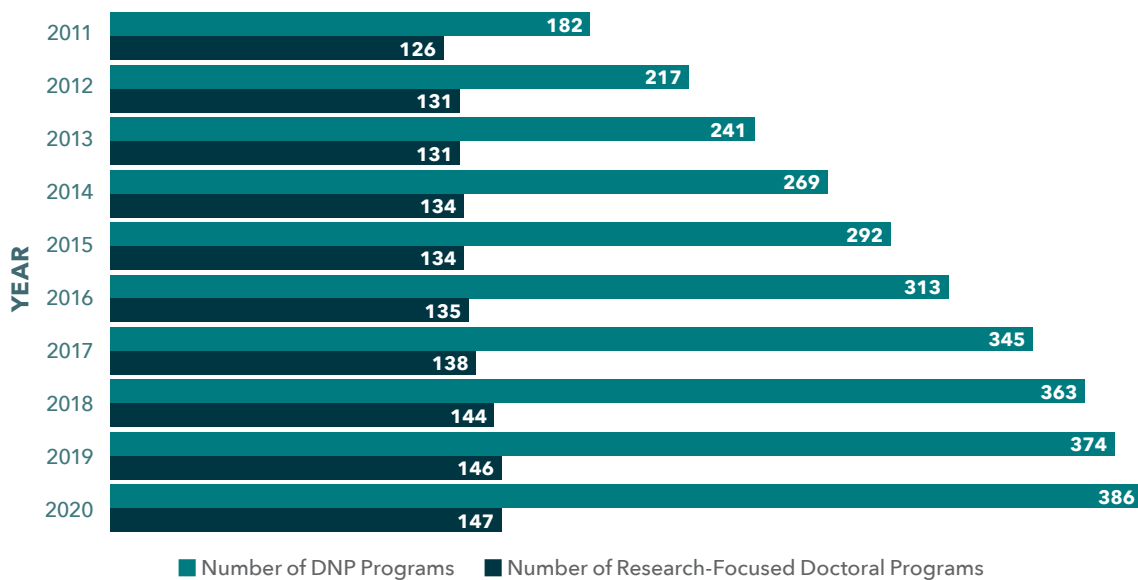
QUALIFIED APPLICATIONS TURNED AWAY FROM ENTRY-LEVEL BACCALAUREATE NURSING PROGRAMS – 2011-2020



PERCENTAGE CHANGE IN ENROLLMENTS IN ENTRY-LEVEL BACCALAUREATE NURSING PROGRAMS – 2011-2020



GROWTH IN DOCTORAL NURSING PROGRAMS – 2011-2020



ESTABLISHING THE FOUNDATION FOR ACADEMIC NURSING

The Foundation for Academic Nursing was established in January 2020 as an internal division within AACN, which is dedicated to coordinating and disseminating grant funding to member schools in support of the association's mission and strategic goals. This year's highlights include:

- In September 2020, the Foundation disbursed 107 grants through the **COVID-19 Nursing Student Support Fund**. Since the program launched in April 2020, the Foundation has received nearly 8,000 scholarship applications and distributed 158 individual grants in the amount of \$500 to nursing students in every state, Washington, DC, and Puerto Rico.
- In November 2020, the Foundation announced the first two recipients of the AACN **Faculty Scholars Grant Program**, which was launched to support innovative work being led by nurse educators to redesign teaching and learning at AACN member schools. For their scholarly projects focused on competency-based education and disaster response, \$25,000 awards were disbursed to Dr. Ann Graves from the University of Alabama and Dr. Beth Culross from the University of Nebraska Medical Center.
- In January 2021, the Foundation announced the first recipients of the **Deborah E. Trautman Future Nurses Leader Scholarship**, funded by Liaison International, to support the leadership development of graduate students in schools affiliated with NursingCAS. Students selected for funding include Taylor Bell, DNP student from the University of Florida, and Karina Strange, PhD student from the University of Tennessee-Knoxville.
- Several **AACN scholarship programs** were renewed this year and will now be administered by the Foundation. The programs include the AfterCollege/AACN Nursing Scholarship (\$2,500 awards/4 per year), CastleBranch-GNSA Scholarship (\$2,500 awards/4 per year), Geraldine "Polly" Bednash Scholarship (\$5,000 awards/8 per year), and the Hurst Review-AACN Scholarship (\$2,500 awards/2 per year).
- The Foundation is grateful to the more than three dozen **individual and corporate donors** who contributed directly to support AACN's philanthropic efforts this year. To review the current list of donors and to make a contribution, see www.aacnnursing.org/Foundation-for-Academic-Nursing/Donors.



STRATEGIC
GOAL

#1

DRIVING INNOVATION
AND EXCELLENCE

The association's work to transform academic nursing and chart the future of nurse education falls under our first strategic goal, which states that **AACN is the driving force for innovation and excellence in academic nursing.**

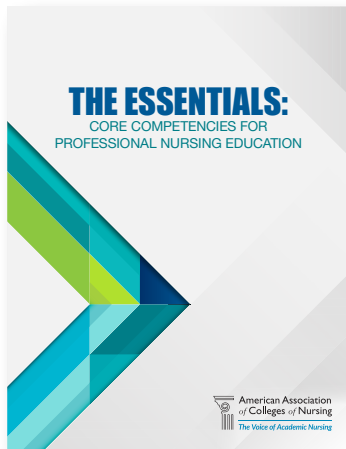
- The **Task Force on the Research-Focused Doctoral Program Pathways to Excellence** was charged with revising AACN's 2010 position statement on the PhD in nursing. The task force is working to identify strategies for sustaining the number of PhD graduates needed to support the generation of new knowledge; strategies to support the advancement of quality nursing science and health disparities research; and criteria of excellence for research-focused nursing programs. This work entails a national survey of PhD programs and student perceptions of PhD programs. The new statement will be completed in 2022.
- This year, AACN moved forward with a **national study to assess the current state of graduates from Doctor of Nursing Practice (DNP) programs** and their contributions to advanced nursing practice. The study addresses the utilization of DNP-nurses, including employer motivations for hiring DNPs; employer, academic leader, and student perceptions of DNP preparation; an assessment of the impact of DNPs on patient and system outcomes, quality of care, leadership, education, and policy development; and an environmental scan of DNP curriculum to identify the hallmarks of DNP programs. Findings are due in 2022.
- AACN continued its work this year to advance the **Clinical Nurse Leader (CNL®)** role as the key to improving care coordination, minimizing risks, advancing quality improvement strategies, and implementing evidence-based solutions at the point of care. As of June 2021, a total of 8,602 program graduates have completed the certification process developed by the Commission on Nurse Certification (CNC) to become certified CNLs.
- The **End-of-Life Nursing Education Consortium (ELNEC)**, a thriving partnership between AACN and City of Hope, is focused on improving the care of patients with serious illness and their families. This year, the project surpassed its goal of training more than 1 million nurses and other professionals using the ELNEC curriculum. This project continues to expand after 22 years thanks to contributions from 13 foundations, organizations, and government agencies.



- Offered as a key AACN member benefit, **NursingCAS** is the nation's only centralized application service for students applying to nursing programs at all levels. This year the service generated more than 60,583 applications to 285 participating schools. NursingCAS simplifies the application process for prospective nursing students, streamlines administrative tasks for admissions teams, and provides a much-needed source of data to better understand trends in nursing education. This year, a greater emphasis was placed on helping schools understand how to utilize NursingCAS for holistic admissions review. Schools interested in finding out more about using this free service are encouraged to visit www.nursingcas.org.

RE-ENVISIONING THE AACN ESSENTIALS

On April 6, 2021, AACN's member deans voted to approve [The Essentials: Core Competencies for Professional Nursing Education](#), which delineate competency expectations for graduates of baccalaureate and graduate nursing programs. This historic and bold move will transform how nurses are educated for entry-level and advanced roles.



"Academic nursing is taking this great step forward to champion competency-based education, which will help to clarify the significant and unique contributions that nurses make to health and health care. We believe this approach to nursing education will strengthen our professional identity and set the standard for graduates of baccalaureate, master's, and Doctor of Nursing Practice programs to demonstrate their ability to lead change and achieve optimal outcomes across the continuum of health care. We are committed to the opportunities that moving to this new model of nursing education presents, including the need to address the social determinants of health and health inequities."

Dr. Susan Bakewell-Sachs
Chair, AACN Board of Directors

The new *Essentials* provide a blueprint for how to prepare nurses to thrive in a continually evolving and complex healthcare environment. The document outlines competency expectations in 10 domains that are central to nursing practice, including:

- Knowledge for Nursing Practice
- Person-Centered Care
- Population Health
- Scholarship for Nursing Practice
- Quality and Safety
- Interprofessional Partnerships
- Systems-Based Practice
- Informatics and Healthcare Technologies
- Professionalism
- Personal, Professional, and Leadership Development

In addition to the domains, eight foundational concepts associated with professional nursing are integrated throughout the *Essentials*, including Clinical Judgment; Communication; Compassionate Care; Diversity, Equity, and

Inclusion; Ethics; Evidence-Based Practice; Health Policy; and Social Determinants of Health. This competency-based approach to preparing nurses involves a system of education based on students demonstrating that they have learned and can apply the knowledge, attitudes, motivations, self-perceptions, and skills expected of them as they progress through their program of study.

AACN recognizes that this groundbreaking shift in how professional nurses are prepared in the U.S. will take three years or more to fully implement. The association is committed to facilitating this transition and providing support to assist schools of nursing in meeting the new expectations. This support includes appointing an implementation steering committee and working groups to facilitate change, identify issues that may arise, and develop materials to support programs in transition. AACN also will focus our programming and communications on moving to the new *Essentials* and addressing related concerns. For the latest information on resources, opportunities, and programming on the *Essentials*, see www.aacnnursing.org/AACN-Essentials.

STRATEGIC
GOAL
#2

IMPROVING HEALTH, HEALTH CARE, AND HIGHER EDUCATION

AACN's goal to serve as a **leading partner in advancing improvements in health, health care, and higher education** extends to our leadership development programming, federal advocacy agenda, and member education.

AACN LEADS

TRANSFORMING ACADEMIC NURSING LEADERSHIP

Designed to provide a variety of learning opportunities to all individuals along the leadership continuum, from novice faculty to seasoned administrators, **AACN LEADS** offers a portfolio of programs for new, early career, and experienced deans, associate deans, program directors, and faculty. Programs available to members include:

- Designed for aspiring deans and senior faculty, **Elevating Leaders in Academic Nursing (ELAN)** provides participants with a year-long focused assessment experience, a range of content and exercises related to successful executive leadership, and the opportunity to establish a peer network that fosters long-term partnerships and collegial support.
- Geared toward new and transitioning deans, **Advancing Academic Leadership for New Deans** is an intensive 13-month experience that includes an in-depth skills assessment, a series of in-person meetings, and a personalized leadership development project.
- **MentorLINK: Connecting for Success** brings experienced deans together with new and early career deans looking for advice on how to overcome challenges and maximize their impact in an interprofessional academic environment.

In addition to AACN LEADS, the association provides leadership development opportunities throughout our programming. Here are a few numbers that helped to define our success this year.

- More than 9,000 students in master's and doctoral programs were enrolled in the **Graduate Nursing Student Academy (GNSA)**, which provides high value programs, resources, and services to meet the professional development of student leaders.
- 1,600 nursing school faculty and staff at member institutions have joined AACN's **Leadership Networks**, which provide an invaluable link to peer professionals at nursing schools nationwide. Networks include Organizational Leadership, Faculty Leadership, Research Leadership, Practice Leadership, Business Officers of Nursing Schools, Nursing Advancement Professionals, Graduate Nursing Admissions Professionals, and Diversity, Equity, and Inclusion Leadership.

In the **government affairs and policy arena**, AACN is a recognized leader and authority on policies impacting nursing education, research, and practice. With a special emphasis on helping nursing schools weather the pandemic, AACN focused its advocacy work on providing new resources and support for schools of nursing. Highlights of AACN's government affairs and policy work this year include:

- On September 22, 2020, AACN sent a letter supporting the newly introduced Future Advancement of Academic Nursing (FAAN) Act, which would invest \$1 billion into schools of nursing to ensure nursing education pathways remain strong during current and future public health challenges, such as the COVID-19 pandemic. This legislation was reintroduced in February 2021 during the 117th Congress.
- On December 22, 2020, AACN applauded Congress for passing the Consolidated Appropriations Act, 2021, which provided additional COVID-19 relief, including increased FY 2021 investments of \$264 million for Title VIII Nursing Workforce Development Programs and nearly \$175 million for the National Institute of Nursing Research.
- On March 11, 2021, the American Rescue Plan Act of 2021 was signed into law and included AACN-supported investments of \$200 million in supplemental funding for the Nurse Corps Scholarship and Loan Repayment Programs.
- On June 17, 2021, AACN joined with health profession education organizations to support the Student Assisted Vaccination Effort (SAVE) Act (S.2114), a bipartisan bill that makes permanent the ability of health professions students, including nursing students, to administer vaccines during a federally declared public health emergency.

- AACN is the **preferred provider of professional development opportunities** for deans, faculty, and students from baccalaureate and higher degree programs. In addition to offering nearly 40 free webinars throughout the year, AACN's member conferences, including the Doctoral Education Conference, Academic Nursing Leadership Conference, Executive Development Series, and Deans Annual Meeting were all held as virtual events during the pandemic. To better meet member education needs, AACN hosted its first Fall Faculty Forum in December 2020 with sessions focused on a variety of topics related to the new *Essentials*. This event, themed *Exploring Disruption and Innovation in Nursing Education*, attracted 740 faculty members.
- In August 2020, AACN members endorsed a resolution advanced by 11 member deans titled [A Call to Action for Academic Nurse Leaders to Promote Practices to Enhance Optimal Well-being, Resilience and Suicide Prevention in Schools of Nursing across the U.S.](#) The resolution encourages nursing schools to promote the mental health, physical health, healthy lifestyle behaviors, and well-being of students, faculty, staff, and academic leaders.



STRATEGIC
GOAL
#3

ADVANCING DIVERSITY, EQUITY, AND INCLUSION

Our third goal – **AACN is a primary advocate for advancing diversity and inclusion within academic nursing** – underscores the association’s commitment to promoting a diverse nursing workforce, creating inclusive learning environments, and ending structural racism.

- In December 2020, the AACN Board of Directors approved a new white paper titled **Promising Practices in Holistic Admissions Review: Implementation in Academic Nursing**. This document outlines how recruitment and admissions practices can be adapted to ensure that prospective students are considered on a broad range of factors reflecting an applicant’s academic readiness, contribution to the incoming class, past work and life experiences, and potential for success. The document presents a rich compilation of lessons learned over the past three years as a result of AACN’s work to provide guidance to more than 50 schools of nursing looking to initiate a holistic admissions process.
- AACN hosted two free virtual conferences this year for members focused on diversity, equity, and inclusion that were highly attended. In December 2020, AACN held the inaugural **Diversity Symposium**, which attracted more than 790 faculty, deans, staff, and diversity officers with an interest in fostering inclusive excellence. In June 2021, AACN hosted the first **Advancing Nursing Workforce Diversity Impact Summit** to showcase best practices and evidence-based strategies for developing inclusive learning environments. Representatives from 32 nursing schools shared the lessons learned and outcomes following the implementation of a four-year HRSA grant. This event attracted 958 registrants from academia and practice.
- In February 2021, AACN released a new video titled **10 Ways Academic Nursing is Addressing Systemic Racism** as part of its new Gallery of Leadership series. Featuring deans and directors from member schools of nursing, this video compilation highlights specific ways academic nursing leaders are moving to redesign systems and foster more inclusive learning environments. More than 50 nursing schools contributed videos to this initiative to help share best practices around confronting racism and inequality.
- AACN’s new **Diversity Leadership Institute** prepares academic nursing leaders with the skills needed to advance initiatives that foster diversity, equity, and inclusion (DEI). Under the direction of subject matter experts, participants initiate and develop a program focused on advancing DEI goals at their home institutions. Following a competitive application process, 44 individuals participated in the inaugural event offered January through June 2021.
- The **Diversity Digest** is a new quarterly newsletter that highlights DEI-focused programs, strategies, and initiatives led by AACN and our member schools. This publication spotlights the latest news, data, research, resources, and success stories related to bringing more faculty and students from underrepresented backgrounds into nursing. Subscriptions are free.
- This year, AACN continued its collaboration with the National Institutes of Health to promote the **All of Us Research Program**, which is seeking greater representation from historically underrepresented communities in biomedical research. Through this initiative, AACN member schools of nursing and their community partners who commit to increasing awareness of the *All of Us* Research Program can receive up to \$10,000 in funding to augment their local efforts. Since 2017, AACN has awarded \$450,000 to 42 nursing schools to help bring awareness to this vital program.

STRATEGIC GOAL

#4

INFORMATION CURATION AND SYNTHESIS

The fourth pillar of the association strategic plan calls for AACN to serve as **the authoritative source of knowledge to advance academic nursing through information curation and synthesis**. A major focus of our communications work this year centered on providing resources and weekly updates related to supporting members during the pandemic (see page 13).

- As the national voice for academic nursing, AACN strives to bring the association's mission and message before the larger nursing community. Publication highlights include:
 - The **Journal of Professional Nursing** had another successful year with 616 manuscripts received and a 25% acceptance rate. The journal's Impact Factor, which measures the frequency with which the average article in a journal is cited in a particular year, increased in 2020, from 2.05 to 2.10. The journal's five-year Impact Factor is 2.62.
 - Launched in April 2021, new **Data Spotlights** were introduced as a monthly feature in *AACN News Watch* to provide a deeper dive into issues impacting academic nursing. This year, spotlights have focused on distance education, academic health centers, and trends in Black/African American faculty and graduates.
- **AACN's website** – www.aacnnursing.org – continues to be a primary channel for communication with members and external stakeholders. A new feature – titled The Essential Update – was added to keep members up-to-date on resources and programing related to *Essentials* implementation.
- With more than 47,000 subscribers, **AACN News Watch** is a weekly email advisory covering the latest news, emerging trends, funding opportunities, and new resources of interest to members and the larger academic nursing community. Special emphasis is placed on covering AACN's leading initiatives, including political advocacy efforts, publications, conferences, collaborations, and other activities aimed at meeting the information needs of members.
- AACN strengthened its **social media** presence this year through enhanced content and focused outreach initiatives using a variety of platforms, including Twitter, LinkedIn, Facebook, YouTube, and Instagram.

WEBSITE ANALYTICS



6 million
web page views



2.3 million
user sessions



4,600
web pages,
documents,
and resources



356,000
document
downloads

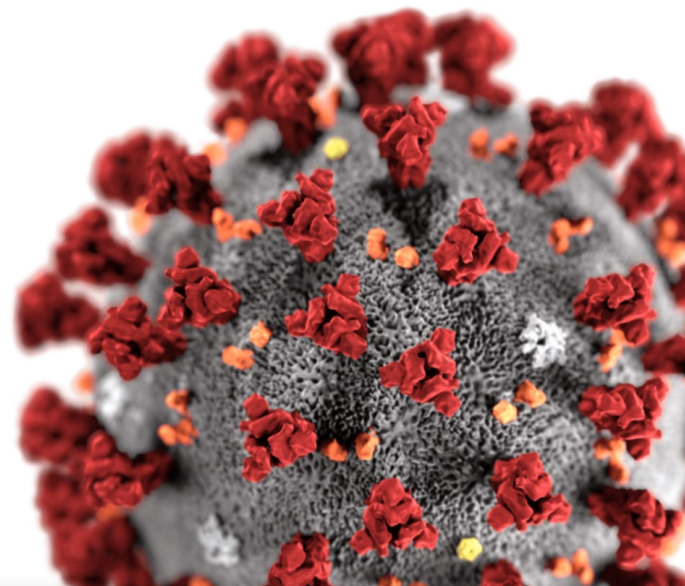
AACN'S RESPONSE TO COVID-19

Since the onset of the pandemic in 2020, AACN has coordinated academic nursing's response to COVID-19 at the national level. AACN's Board and staff leaders engaged in active collaboration with a wide community of stakeholders whose interests cover nursing education, research, practice, licensure, accreditation, and regulation.

- In July 2020, AACN issued a new set of guidelines, titled [Considerations for Reopening U.S. Schools of Nursing During COVID-19](#), to help schools move forward with plans to reopen their nursing programs. This document was developed in consultation with Dr. Tener Goodwin Veenema from the Johns Hopkins Center for Health Security.
- AACN expanded its **partnership with Scrubin Uniforms** to make it easier for schools of nursing to acquire the Personal Protective Equipment (PPE) needed for students engaged in clinical coursework.
- AACN worked with academic and industry leaders to launch the free **COVID-19 Response Webinar Series** focused on teaching and online learning, crisis leadership, innovations in clinical education and simulation, maintaining enrollments, and sustaining mental health. The popular series was open to all nurse educators across program type.
- AACN staff worked to advance the association's **federal advocacy strategy** with a focus on legislation and funding that will protect and sustain the nation's nursing workforce at this critical time.
- To meet the information needs of constituents, AACN created an online information clearinghouse on **Coronavirus Resources for Nurse Educators**, which is updated regularly and features current information and new opportunities for faculty and students; discussion threads; guidance related to diversity and inclusion; and a detailed FAQ resource.

With the arrival of the COVID-19 vaccines in December 2020, AACN shifted its advocacy efforts to **support national and local vaccination efforts**.

- On January 19, 2021, AACN announced a new campaign to gather pledges from member schools to safely engage faculty and students in administering COVID-19 vaccines and to educate citizens on protecting themselves against the virus. More than 400 schools pledged to support this effort.
- In February 2021, AACN joined with the National League for Nursing to issue a joint statement on [Vaccinating America Against COVID-19](#). The partnering organizations outlined how they will work to advocate for the resources needed to ensure faculty and students are well-prepared to administer vaccines and are effectively deployed to protect communities.
- In February 2021, the Federal Emergency Management Agency reached out to partner with AACN and our member schools to recruit faculty and nursing students to assist with efforts to stem the pandemic in areas in great need of assistance, including Tennessee and New Jersey.



PARTNERSHIPS & COLLABORATIONS

Across all of our strategic goals, AACN seeks collaboration and synergy with a wide community of stakeholders.

- In November 2020, AACN and the Jonas Philanthropies signed a new agreement to extend our collaboration around the **Jonas Scholars program** through 2023. AACN has administered this program since 2007, which provides financial support and leadership development to students in PhD and DNP programs. Through this extension, 75 doctoral students will receive support as the seventh cohort of the Jonas Scholars program. AACN will administer the program, collect data, organize a leadership conference, and promote this national initiative.
- In December 2020, **Johnson & Johnson** awarded new funding to AACN to develop a tool kit to facilitate the use of its film *5B* in nursing curricula. *5B* is the inspirational story of everyday heroes, nurses, and caregivers who took extraordinary action to care for patients in the first AIDS ward at San Francisco General Hospital in the early 1980s. Working with expert advisors and the Faculty Leadership Network, AACN will develop a tool kit that features learning objectives, an instructional guide, discussion questions, and resource links.
- In April 2021, the **Arnold P. Gold Foundation** and AACN announced that \$50,000 in new funding was available to nursing schools to offer White Coat/Oath Ceremonies, which are designed to promote patient-centered care among students entering nursing school. Since 2014, the partnering organizations have provided financial and technical support to 360 schools in 49 states through this initiative, which is focused on humanism in health care.
- Funded by the American Nurses Foundation, the **Tri-Council for Nursing** held a COVID-19 Virtual Summit in December 2020. This collaborative forum was designed to capture lessons learned from the pandemic and to define top priorities for transforming nursing practice, education, and regulation. In May 2021, the Tri-Council released a report based on the Summit proceeding titled, [Transforming Together: Implications and Opportunities from the COVID-19 Pandemic for Nursing Education, Practice, and Regulation](#).
- The **Vizient-AACN Nurse Residency Program** supports new nurses as they transition into their first professional roles. Since 2002, more than 120,000 residents have completed this program. With 600 residency sites in 44 states, the District of Columbia, and two foreign countries, nurse retention rate of first-year baccalaureate graduates was, on average, 90.2% at residency sites, which is significantly higher than the national average.
- The association continued to play a leading role with the **Interprofessional Education Collaborative (IPEC)** this year. With AACN President and CEO Deborah Trautman serving as Board Chair, IPEC took action to support its mission to advance interprofessional education and team-based care by offering faculty development institutes, a free webinar series, an Interprofessional Deans Leadership Program, and a joint awards program with the U.S. Public Health Service.
- In May 2021, AACN was invited by the Johnson & Johnson **Center on Health Worker Innovation** to serve as a top-tier collaborator on a national campaign to promote resilience and wellness in the healthcare workforce called [ALL IN: Wellbeing First for Healthcare](#). The campaign is working to identify and promote strategies, resources, and policies that champion mental health and resilience.

EXCELLENCE AND ACCOLADES

RECOGNIZING FACULTY EXCELLENCE

The AACN Faculty Teaching Awards recognize excellence and innovation in nursing education by faculty at AACN member schools. Following a competitive nomination process, awards are presented each year to novice and experienced educators. This year's recipients include:

AACN NOVICE FACULTY TEACHING AWARDS RECIPIENTS

- *Clinical Teaching Award*: Brittany Christiansen, DNP, FNP, University of Texas at Austin
- *Didactic Teaching Awards*: Michelle Palokas, DNP, RN, University of Mississippi Medical Center; and Tolu Oyesanya, PhD, RN, Duke University

AACN EXCELLENCE AND INNOVATION IN TEACHING AWARD RECIPIENT

- Connie Nguyen-Truong, PhD, RN, Washington State University

AACN SCHOLARSHIP OF TEACHING AND LEARNING EXCELLENCE AWARD RECIPIENT

- Mary Winton, PhD, RN, Tarleton State University

RECOGNIZING STUDENT EXCELLENCE

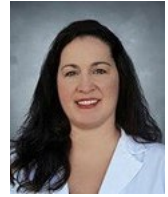
Each year, AACN presents awards for outstanding PhD dissertations and DNP final projects completed by students at member schools. Awards were given in two categories:

EXCELLENCE IN ADVANCING NURSING SCIENCE AWARDS (PHD)

- Jewel Scott, PhD, MSN, Duke University, *Social Contributors to the Cardiovascular Health of Young Adult Black Females*

EXCELLENCE IN ADVANCING NURSING PRACTICE AWARD (DNP)

- Hailey Waechter, DNP, University of Iowa, *A Collaborative Approach to Weaning from Mechanical Ventilation*
- Amber Birkle, DNP; Angelyn Brown, DNP; Diana Costa, DNP; Marita Prince, DNP; and Vonya Gibbons, DNP; Uniformed Services University of the Health Sciences, *Battlefield Acupuncture in the Management of Non-Traumatic Low Back Pain in Service Members*



Brittany Christiansen



Michelle Palokas



Tolu Oyesanya



Connie Nguyen-Truong



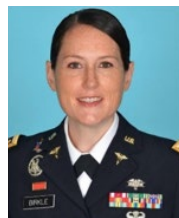
Mary Winton



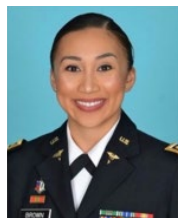
Jewel Scott



Hailey Waechter



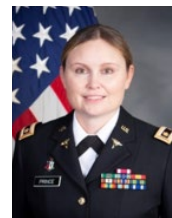
Amber Birkle



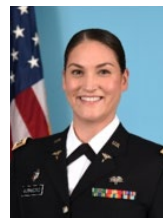
Angelyn Brown



Diana Costa



Marita Prince



Vonya Gibbons

RECOGNIZING ADVOCACY

AACN created the **Lois Capps Policy Luminary Award** to recognize an outstanding nursing leader for his or her public policy achievements. In October 2020, this award was presented to **Peter Buerhaus**, PhD, RN, FAAN, from Montana State University. AACN also recognized **Philip Greiner**, DNSc, RN, from San Diego State University with the **AACN Advocate of the Year Award**.

RECOGNIZING LEADERSHIP

The **John P. McGovern Award** honors Dr. McGovern for his noted clinical practice and research, and distinguished record of scholarship, skill, and service. Award recipients are chosen by the AACN Board of Directors based on their scholarship and the notability of their contributions to nursing, health care, or higher education. **Cynthia Clark**, PhD, RN, ANEF, FAAN, Professor Emerita from Boise State University School of Nursing, received this award in October 2020 for her groundbreaking work on fostering civility.

The **Geraldine "Polly" Bednash Lectureship Award** is presented by the AACN Board of Directors to an individual for his or her noteworthy contributions to nursing, health care, higher education, and/or interprofessional education. The 2020 award was presented to **Darrell Kirch**, MD, President Emeritus of the Association of American Medical Colleges in October 2020. The 2021 award was presented to **Donald Berwick**, MD, MPP, President Emeritus and Senior Fellow at the Institute for Healthcare Improvement and former administrator of the Centers for Medicare & Medicaid Services, in March 2021.

RECOGNIZING EFFORTS TO ENHANCE DIVERSITY AND INCLUSION

AACN created the **Excellence in Diversity, Inclusion, and Sustainability in Nursing Education Lectureship Award** to recognize outstanding contributions made by an individual or a group that champion diversity and inclusive learning environments. The 2020 award was presented to **Mary Koithan**, PhD, RN, APRN, CNS, associate dean for student support and community engagement and Anne Furrow Professor of Integrative Nursing at the University of Arizona.

RECOGNIZING MODEL PARTNERSHIPS

AACN recognizes the power of partnerships through two awards programs, including the New Era for Academic Nursing Award and the Exemplary Academic-Practice Partnership Award.

NEW ERA FOR ACADEMIC NURSING AWARD

- Columbia University School of Nursing and their practice partner New York-Presbyterian Hospital

EXEMPLARY ACADEMIC PRACTICE PARTNERSHIP AWARD

- Farmingdale State College, Molloy College, St. Josephs College, and the Asthma Coalition of Long Island



Peter Buerhaus



Philip Greiner



Cynthia Clark



Darrell Kirch



Donald Berwick



Mary Koithan

RECOGNIZING INNOVATION

In addition to the teaching awards, the **Innovations in Professional Nursing Education Award** recognizes the work of member schools to re-vision traditional models for nursing education and lead programmatic change. Awards were presented in like-school categories as follows:

- Public Colleges/Universities: **The Ohio State University**
- Private Colleges/Universities: **University of Indianapolis**



Latasha Kast

RECOGNIZING CLINICAL NURSE LEADER (CNL) CHAMPIONS

In February 2021, AACN and the Commission on Nurse Certification announced the latest winners of the annual CNL Awards, which recognize the innovative work of certified CNLs in practice and education. **Latasha Kast**, MSN, RN, CCRN, CNL, an Advanced Clinical Education Specialist for Critical Care at UPMC Passavant, was presented with the CNL Vanguard Award for exemplary practice as a CNL. In addition, **Rosemary Hoffmann**, PhD, RN, CNL, from the University of Pittsburgh received the CNL Educator Award. Both honors were presented at the annual CNL Summit, which was held virtually this year.



Rosemary Hoffmann

RECOGNIZING STUDENT COLLABORATION

Sponsored by the Graduate Nursing Student Academy, the **GNSA Award for PhD-DNP Collaboration Excellence** recognizes the work of doctoral students who are partnering on projects that translate research into practice and generate new knowledge. In January 2021, two students from Azusa Pacific University were honored for their collaboration focused on a project titled *Preserving Maternal Infant Attachment in COVID-19: Integrating Policy and Nursing Practice*. The winners included PhD student **Christine Lee**, MPH, RN, BSN, PHN, CPH, CHES, and DNP student **Bridget Miranda**, MSN.



Christine Lee



Bridget Miranda



Ensuring Program Integrity

Officially recognized by the U.S. Secretary of Education as a national accreditation agency, the Commission on Collegiate Nursing Education (CCNE) is an autonomous arm of AACN responsible for ensuring the quality and integrity of baccalaureate, graduate, and residency programs in nursing. CCNE serves the public interest by assessing and identifying programs that engage in effective educational practices. To date, 92% of AACN member schools are affiliated with CCNE as either accredited or new applicant programs.

2021 FINANCIAL REPORT

	AACN	CCNE	2021 Total	2020 Total
ASSETS				
Cash and Cash Equivalents	\$3,338,168	\$3,089,909	\$6,428,077	\$5,924,188
Accounts Receivable	784,126	92,623	876,749	824,908
Contributions and Grants Receivable, Net	335,302	-	335,302	82,197
Prepaid Expenses	634,225	60,577	694,802	642,962
Due from/to CCNE	170,878	(170,878)	-	-
Investments	21,928,364	10,707,579	32,635,943	23,170,073
Deferred Compensation Investments	218,655	-	218,655	143,320
Property and Equipment, Net	1,074,627	402,094	1,476,721	1,392,023
Security Deposit	62,340	-	62,340	62,340
TOTAL ASSETS	\$28,546,685	\$14,181,904	\$42,728,589	\$32,242,011
LIABILITIES AND NET ASSETS				
Liabilities				
Accounts Payable	\$224,757	\$98,204	\$322,961	\$159,539
Agency Payable	93,575	-	93,575	84,200
Refunds Payable	-	-	-	19,200
Refundable Advances	1,184,369	-	1,184,369	1,145,975
Accrued Vacation	368,204	63,059	431,263	387,361
Obligation under Capital Lease	15,547	5,249	20,796	36,847
Deferred Rent	1,480,394	181,360	1,661,754	1,796,640
Deferred Revenue	2,921,653	1,480,846	4,402,499	3,963,827
Deferred Compensation Payable	218,655	-	218,655	143,320
TOTAL LIABILITIES	6,507,154	1,828,718	8,335,872	7,736,909
Net Assets				
Without Donor Restrictions	21,513,528	12,353,186	33,866,714	24,131,683
With Donor Restrictions	526,003	-	526,003	373,419
TOTAL NET ASSETS	22,039,531	12,353,186	34,392,717	24,505,102
TOTAL LIABILITIES AND NET ASSETS	\$28,546,685	\$14,181,904	\$42,728,589	\$32,242,011

	Without Donor Restrictions			With Donor Restrictions	2021 Total	2020 Total
	AACN	CCNE	Total	AACN		
REVENUES						
Contributions and Grants	\$895,607	\$231,150	\$1,126,757	\$490,393	\$1,617,150	\$388,688
Federal Grants	-	-	-	377,274	377,274	426,941
Membership Dues	4,793,527	-	4,793,527	-	4,793,527	4,788,240
Registration Fees	1,862,720	42,174	1,904,894	-	1,904,894	2,326,037
Publication Sales	38,130	-	38,130	-	38,130	35,346
Advertising	309,047	-	309,047	-	309,047	238,799
IDS Sales	114,038	-	114,038	-	114,038	73,511
Investment Income (Loss)	2,999,479	1,638,218	4,637,697	12,616	4,650,313	(168,754)
Annual Fees	-	2,890,228	2,890,228	-	2,890,228	2,855,657
Application Fees	-	84,000	84,000	-	84,000	95,000
Site Evaluation Fees	-	1,389,500	1,389,500	-	1,389,500	1,037,750
New Program Fees	-	92,000	92,000	-	92,000	106,000
CNL Certification Exam Fees	605,240	-	605,240	-	605,240	569,346
Royalties	2,424,455	-	2,424,455	-	2,424,455	2,351,194
Sponsorships	-	-	-	62,800	62,800	67,725
Other	249,084	10,275	259,359	-	259,359	261,687
Net Assets Released from Restrictions	790,499	-	790,499	(790,499)	-	-
Total Revenues	15,081,826	6,377,545	21,459,371	152,584	21,611,955	15,453,167
EXPENSES						
Program Services						
Grants and Contracts	\$492,960	\$-	\$492,960	\$-	\$492,960	\$737,470
Data/Research	584,205	-	584,205	-	584,205	415,925
Academic Nursing	1,268,355	-	1,268,355	-	1,268,355	1,663,952
Government Affairs/Policy	995,251	-	995,251	-	995,251	932,480
Communications	1,018,912	-	1,018,912	-	1,018,912	1,055,005
Conferences	713,597	-	713,597	-	713,597	1,759,923
Leadership Programs	538,148	-	538,148	-	538,148	610,641
Student Initiatives	183,773	-	183,773	-	183,773	168,231
Diversity/Equity/Inclusion	405,099	-	405,099	-	405,099	441,263
Network Programs	189,484	-	189,484	-	189,484	238,106
NursingCAS	278,795	-	278,795	-	278,795	298,969
Certification	514,545	-	514,545	-	514,545	512,624
Accreditation	-	2,140,381	2,140,381	-	2,140,381	3,306,125
Foundation	239,643	-	239,643	-	239,643	116,269
Total Program Services	7,422,767	2,140,381	9,563,148	-	9,563,148	12,256,983
Supporting Services						
General and Administrative	1,903,872	166,720	2,070,592	-	2,070,592	2,256,076
Fundraising	90,600	-	90,600	-	90,600	83,183
Total Supporting Services	1,994,472	166,720	2,161,192	-	2,161,192	2,339,259
Total Expenses	9,417,239	2,307,101	11,724,340	-	11,724,340	14,596,242
Change in Net Assets	5,664,587	4,070,444	9,735,031	152,584	9,887,615	856,925
Net Assets, Beginning of Year	15,848,941	8,282,742	24,131,683	373,419	24,505,102	23,648,177
Net Assets, End of Year	\$21,513,528	\$12,353,186	\$33,866,714	\$526,003	\$34,392,717	\$24,505,102

GOVERNANCE AND ORGANIZATION

AACN is governed by a 14-member Board of Directors, representing both schools of nursing and practice. The Board consists of 4 officers and 7 members at large, each elected by the membership for two-year terms. Two representatives from the practice community are also elected to serve on the Board. AACN's President/CEO serves as an ex-officio member of the Board. Members of the association's Nominating Committee are also elected by the AACN Membership to serve two-year terms.

The chair of the AACN Board of Directors appoints members to serve on a number of committees that inform the Board's work, including the Diversity and Inclusion, Finance, Government Affairs, Membership, and Program Committees. In addition, the Board appoints task forces and advisory groups as issues arise that require study and action.

COMMITTEES

AACN-AONL ADVISORY COMMITTEE

Deborah Zimmermann, *Virginia Commonwealth University Health System* (Co-Chair); Judy Beal, *Simmons University* (Co-Chair); Joyce Batcheller, *Center for the Advancement of Healthcare Professionals*; Robyn Begley, *American Organization for Nursing Leadership*; Esther Chipps, *The Ohio State University*; Mary Ann Fuchs, *Duke University*; Kathleen Gallo, *Hofstra Northwell School of Graduate Nursing*; Greer Glazer, *University of Cincinnati*; Simmy King, *Children's National Hospital*; Virginia Morse, *American Organization for Nursing Leadership*; Sharon Pappas, *Emory Healthcare*; Randolph Rasch, *Michigan State University*; Kristen Swanson, *Seattle University*; Joan Vitello, *University of Massachusetts Medical School*

AUDIT COMMITTEE

Susan Mullaney, *UnitedHealth Group*; Victoria Niederhauser, *University of Tennessee Knoxville*

DIVERSITY AND INCLUSION COMMITTEE

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FINANCE COMMITTEE

Lin Zhan, *University of California Los Angeles* (Chair); Jean Giddens, *Virginia Commonwealth University*; Jean Leuner, *Auburn University*

FOUNDATION ADVISORY COMMITTEE

Darlene Curley, *Healthcare Consultant* (Chair); Susan Bakewell-Sachs, *Oregon Health & Science University*; George Haddad, *Liaison International*; Jane Kirschling, *University of Maryland*; Richard Levin, *The Arnold P. Gold Foundation*; Lepaine Sharp-McHenry, *Simmons University*; Deborah Trautman, *American Association of Colleges of Nursing*

GOVERNANCE COMMITTEE

Cynthia McCurren, *University of Michigan-Flint* (Chair); Jean Leuner, *Auburn University at Montgomery*; Deborah Trautman, *American Association of Colleges of Nursing*; Marjorie Wiggins, *Maine Health System*

GOVERNMENT AFFAIRS COMMITTEE

Angela Amar, *University of Nevada-Las Vegas* (Chair); Dina Hewett, *Herzing University*; Jan Jones-Schenk, *Western Governors University*; Meredith Kazer, *Fairfield University*; Adey Nyamathi, *University of California, Irvine*; Mario Ortiz, *Binghamton University*; Shannon Smith, *Clafin University*; Deborah Jones, *University of Texas Medical Branch* (Board Liaison)

MEMBERSHIP COMMITTEE

Lynette Landry, *California State University Channel Islands* (Chair); Cathy Brownell, *Le Moyne College*; Laurie Lauzon Clabo, *Wayne State University*; Linda Comer, *Florida Southern College*; Melissa Milner, *Adams State University*; Pier Broadnax, *University of the District of Columbia* (Board Liaison)

NOMINATING COMMITTEE

Rita Trofino, *Saint Francis University* (Chair); Jacklyn Barber, *Morningside University*; Ann Cary, *Florida Gulf Coast University*; Nancy Fahrenwald, *Texas A&M University Health Science Center*; Shirleatha Lee, *University of South Carolina Upstate*; Tracey Murray, *Coppin State University*

PROGRAM COMMITTEE

Janie Heath, *University of Kentucky* (Chair); Diane Salvador, *Elmhurst University*; Shirleatha Lee, *University of South Carolina Upstate*; Rhonda Maneval, *Pace University*; Robyn Nelson, *West Coast University*; Linda Thompson, *University of Massachusetts Boston*; Victoria Niederhauser, *University of Tennessee Knoxville* (Board Liaison)

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Rhonda Maneval, *Pace University* (Chair); Kathleen Becker, *University of Southern California*; Donna Havens, *Villanova University*; Lusine Poghosyan, *Columbia University*; Maj. Jose Rodriguez, *Uniform Services University of the Health Sciences*; Aaron Sebach, *Wilmington University*; Linda Thompson, *University of Massachusetts Boston*

EXECUTIVE DEVELOPMENT SERIES SUBCOMMITTEE

Diane Salvador, *Elmhurst University* (Chair); Haifa AbouSamra, *The University of South Dakota*; Patricia Sharpnack, *Ursuline College*; Cindy Rubenstein, *Randolph-Macon College*

FACULTY DEVELOPMENT CONFERENCE SUBCOMMITTEE

Robyn Nelson, *West Coast University* (Chair); Rachel Choudhury, *Unitek College*; Michelle Edmonds, *Jacksonville University*; Brad Harrell, *University of Memphis*; Sally Maliski, *University of Kansas*; Voncella McCleary-Jones, *Wichita State University*; Melissa Stec, *Emory University*

PhD PRE-CONFERENCE SUBCOMMITTEE

Ronald Hickman, *Case Western Reserve University* (Chair); Susan Gennaro, *Boston College*; Linda Scott, *University of Wisconsin-Madison*; Hilarie Thompson, *University of Washington*

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TASK FORCES AND ADVISORY GROUPS

ESSENTIALS TASK FORCE

Jean Giddens, *Virginia Commonwealth University* (Co-Chair); Cynthia McCurren, *University of Michigan-Flint* (Co-Chair); John McFadden, *Barry University* (Co-Chair); Jean Bartels (Consultant); Linda Caldwell (Consultant); Nancy DeBasio (Consultant); Angela Amar, *University of Las Vegas*; Jacklyn Barber, *Morningside College*; Carol Buck-Rolland, *University of Vermont*; Jill Case-Wirth, *WellStar Health System* (Practice); Lori Escallier, *SUNY Downstate Medical Center*; Eileen Fry-Bowers, *University of San Diego*; Vincent Hall, *Walden University*; Beverly Havens Foster, *University of North Carolina-Chapel Hill*; Jacqueline Hill, *Southern University and A&M College*; Erica Hooper-Arana, *University of San Francisco*; Kristin Lee, *University of Missouri-Kansas City*; Kim Litwack, *University of Wisconsin-Milwaukee*; Connie Miller, *University of Arizona*; Mary Morin, *Sentara Medical Group/Sentara Occupational Health Services* (Practice); Susan Mullaney, *United Health Group* (Practice); Susan Ruppert, *University of Texas Health Science Center-Houston*; Marcella Rutherford, *Nova Southeastern University*; Martha Scheckel, *Viterbo University*; Jenny Schuessler, *University of West Georgia*; Casey Shillam, *University of Portland*; Allison Squires, *New York University*; Mary Stachowiak, *Rutgers University*; Rachel Start, *Rush Oak Park Hospital* (Practice); Susan Swider, *Rush University*; Marjorie Wiggins, *Maine Health System* (Practice); Marissa Wilson, *University of Alabama-Birmingham*; Danuta Wojnar, *Seattle University*; Geraldine Young, *Frontier Nursing University*; Lin Zhan, *University of California Los Angeles* (Board Liaison)

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Betty Rambur, *University of Rhode Island*; Cheryl Taylor, *Southern University and A&M College*

JOURNAL OF PROFESSIONAL NURSING

Patricia Gonce Morton, *University of Utah* (Editor); Susan Bindon, *University of Maryland*; Amy Daniels, *University of Maryland*; Andra Davis, *University of Portland*; Nelda Godfrey, *University of Kansas*; Susan Sweat Gunby, *Mercer University*; Katherine Hall, *East Tennessee State University*; Karen Devereaux Melillo, *University of Massachusetts Lowell*; Elizabeth Palmer, *Indiana University of Pennsylvania*; Kelly Powers, *University of North Carolina Charlotte*; Janet Reilly, *University of Wisconsin Green Bay*; Lynette Savage, *University of Providence*; Janet Tillman, *East Carolina University*; Janet Winter, *Grand Valley State University*; Robert Welton, *University of Maryland Medical Center*

NURSING CENTRALIZED APPLICATION SERVICE (NURSINGCAS) ADVISORY GROUP

Cathy Wilson, *Johns Hopkins University* (Interim Chair); Tami Buedefeldt, *Oregon Health & Science University*; Chad Oppelt, *The College of St. Scholastica*; Lisa Rosenberg, *Rush University Medical Center*

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