



**Office of the Executive
Vice President and Provost**

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June 6, 2025

Julie Zerwic
Dean, College of Nursing

Dear Dean Zerwic:

In accordance with University of Iowa policy, colleges are required to undergo a review at least every seven years and the Executive Vice President and Provost is responsible for organizing and directing the process and formulating conclusions.

An abbreviated review was completed for the College of Nursing that focused on the following questions:

Has the College of Nursing:

1. Responded to early feedback regarding the recent administrative restructuring?
2. Utilized recently received state funding?
3. Progressed in the following opportunity areas identified in the 2020 collegiate review?
 - a. Development and implementation of the U2G program
 - b. Development of new master's programs – what has been accomplished and what do enrollments look like
 - c. Developed partnerships with community colleges to allow entry into the BSN program
 - d. Assessed the low and recruitment of tenure track faculty
 - e. Developed strategies for replacing retiring faculty who led key programs
4. Taken steps to proactively evaluate research productivity and trajectory (particularly in the tenure track) in preparation for future retirements?
5. Taken steps to evaluate teaching and research space with a focus on capacity for growth?

The Collegiate Review Committee examined the provost's charge for the review and the college's 2025 self-study and conducted interviews with the College of Nursing's dean, associate deans, leadership team, DEOs, directors of centers and programs, student leadership, and faculty across all tracks. Additionally, the committee met with university leadership and the College of Nursing's UIHC partners and Campaign Advisory Board. The dean received the review report on April 10, 2025 and was asked to review and respond

with any factual errors. A response was submitted on April 24, 2025 providing a few clarifications.

As is reflected in the review report, the Collegiate Review Committee acknowledged many strengths and also identified opportunities to advance the College of Nursing's mission and vision. After reviewing the committee's report and the College of Nursing's self-study and response, I have the following observations and recommendations.

The college has firmly established itself as a leader in excellence, a distinction that has significantly increased student interest and leading to a remarkable rise in applicants to its academic programs. Faculty, staff, students, and stakeholders express deep pride in the college's academic excellence and remain committed to its ongoing advancement in research, education, and service.

Notable examples supporting this include:

- The recent administrative restructuring has been met with a positive response, contributing to a more well-defined and cohesive academic environment.
- State funding has been strategically leveraged to bolster faculty recruitment and retention, ensuring continued excellence in education and research.
- Students benefit from a wide range of hands-on learning experiences, strengthening their professional preparation.
- The newly introduced Master of Science in Nursing—Entry into Practice program is already showing promising results and is poised to enhance the nursing workforce within the state.
- In anticipation of faculty retirements, the college has implemented research and productivity support for early-career faculty and leadership training for mid-career faculty.
- A strong partnership with UI Hospitals and Clinics (UIHC) further reinforces the college's impact, effectively bridging nursing education, research, and clinical practice.

To further strengthen the College of Nursing's effectiveness in meeting its strategic priorities, I propose the following recommendations.

- While the recent administrative restructuring has been well-received, enhancing communication and engagement with online, clinical, and instructional faculty will further strengthen community-building efforts.
- The U2G program would benefit from development of targeted communication and recruitment strategies to increase enrollment and visibility.
- Efforts to diversify the college's research portfolio and support faculty in grant writing have been successful. The college should continue to implement innovative strategies to enhance faculty research and cultivate research programs beyond the specialty areas of geriatrics and pain.
- Continue to work collaboratively with central administration to identify long-term instructional space solutions, particularly for preclinical simulation-based training.

- Continue to work with Admissions/Enrollment Management, the Office of the Provost, and Governmental Relations on revisions to the admissions processes for undergraduate students.

I ask that you work with the College of Nursing's leadership team to develop and implement plans to address the recommendations above and incorporate them into the collegiate strategic plan.

In conclusion, the College of Nursing's leadership, faculty, and staff share a steadfast commitment to excellence and will provide a strong foundation for advancing the college's strategic goals and those of the university. I look forward to hearing updates during our regular meetings.

Sincerely,

A handwritten signature in black ink, appearing to read "K. Kregel", with a stylized, cursive script.

Kevin C. Kregel, PhD
Executive Vice President and Provost

cc: Barbara Wilson, President
Lois Geist, Associate Provost for Faculty