

PROMOTION RECOMMENDATION  
The University of Michigan  
School of Nursing

Milisa M. Manojlovich, assistant professor of nursing, School of Nursing, is recommended for promotion to associate professor of nursing, with tenure, School of Nursing.

Academic Degrees:

PhD	2003	University of Michigan, Nursing, Ann Arbor, MI
MS	1989	Rush University, Adult Critical Care Nursing, Chicago, IL
ADN	1985	Indiana University Northwest, Gary, IN
BEd	1975	University of Windsor, Windsor, Ontario, Canada
BA	1974	Queen's University, Kingston, Ontario, Canada

Professional Record:

2004 – present	Assistant Professor, School of Nursing, University of Michigan
2004 – 2005	Assistant Editor, Research and Theory for Nursing Practice, University of Michigan
2002 – 2003	Contingent Staff Nurse, Providence Hospital, Southfield, MI
2002 – 2003	Editorial Assistant, Research and Theory for Nursing Practice, University of Michigan
2002 – 2003	Adjunct Clinical Instructor, Henry Ford Community College, Dearborn, MI
2003 – present	Unit-Based Temp, University of Michigan Health System
1996 – 2001	Nursing Instructor, Henry Ford Community College, Dearborn, MI
1996 – 1999	Contingent Staff Nurse, Detroit Medical Center Receiving Hospital, Detroit, MI
1995 – 1996	Visiting Lecturer, Indiana University Northwest, Gary, IN
1994 – 1995	Adjunct Faculty, Purdue University Calumet, Hammond, IN
1990 – 1995	Clinical Nurse Specialist, University of Chicago Hospital, Chicago, IL
1985 – 1989	Staff Nurse, St. Catherine Hospital, East Chicago, IN
1975 – 1977	Classroom Teacher, School Board of Windsor, Windsor, Ontario, Canada

Summary of Evaluation:

Teaching: Professor Manojlovich has taught didactic and clinical courses at both the undergraduate and master's levels. Her expertise in contextual elements surrounding nurse/physician communication, work environment characteristics and nursing leadership as well as theory building in nurse staffing and sensemaking has resulted in her involvement in seven different courses at the undergraduate and master's level since she was appointed in January 2004. She has taught one undergraduate course and six master level courses, which included nursing theory, strategies for teaching in nursing, and nursing business and health care systems. Her students strongly agreed that the courses taught by Professor Manojlovich were excellent, with scores ranging from 4.0-5.0 (on a 5 point scale), and 75% of the ratings > 4.5. Student evaluations of the quality of her teaching ranged from 4.5-5.0, which speaks to her teaching

ability, quality of her teaching instruction and her impact on students. Peer evaluations from two lecturer level faculty members praise Professor Manojlovich's leadership style as course coordinator and her classroom teaching ability. Professor Manojlovich is frequently invited to guest lecturer in other School of Nursing courses.

In addition to formal didactic teaching and clinical courses, Professor Manojlovich has mentored undergraduate honor students and graduate students. Since 2004, she has been the advisor or reader on 22 master's student scholarly projects, the chair or member of five doctoral student's program planning committees, and has been a member of two doctoral student's preliminary examination committees. She has also mentored three doctoral students in the development of nursing science courses, co-advised one postdoctoral student on nurse workloads, and solely mentored an international post-doc scholar examining factors of the Thai healthcare system issues and Type II diabetes. She has also mentored other doctoral students, both nationally and internationally (Lithuania and the Philippines). It is noted that in 2008, two of her students were co-authors on a publication in the *Journal of Nursing Administration*, one of her students is a co-author of an *American Journal of Critical Care* publication currently in-press, and one of her students shared in the poster presentation of research. Her role of advisor and mentor is increasing as reflected in the advisement of increasing numbers of doctoral students and the inclusion of students in the dissemination of research.

Professor Manojlovich has also contributed to the educational mission of the School of Nursing through her creation of a document entitled, "699 Outlines for Nursing Scholarly Projects Other than a Research Project." This document has been adopted by faculty in the entire School of Nursing for use when advising master level students on their different options for completing their required scholarly project.

Research: The goal of Professor Manojlovich's scholarship is to examine contextual factors related to nurse/physician communication and determine how these factors may affect adverse patient outcomes in clinical practice settings. The two major contextual factors that she has examined are work environment characteristics, including professional practice characteristics and workplace empowerment, and nursing leadership.

In reviewing Professor Manojlovich's program of research there are four major strengths that stand out. First, her program of research has a strong theoretical base that blends management theory and nursing theory. She has extended this theoretical base to include new factors such as nurse dose and sensemaking (an iterative communication process). Second, she has developed her program of research in a very systematic manner with each study building on prior studies. This approach has enabled her to extend her research in a careful manner, while also enabling her to consider new constructs such as nurse dose and sensemaking. Third, she has developed a strong multi-disciplinary research team that includes research scientists from the Schools of Nursing and Medicine, nationally-known health science researchers at the VA's Health Services Research and Development Center of Excellence, and international collaborators at the University of Toronto. Fourth, she is conducting significant, highly-relevant research related to patient outcomes that is well-positioned for intervention development and dissemination studies.

Since joining the School of Nursing, Professor Manojlovich has been the principal investigator or co-investigator on six funded research studies. She was principal investigator on two competitive grants that she was awarded from the University of Michigan. Professor Manojlovich has also obtained a major grant from Blue Cross Blue Shield.

Professor Manojlovich has had a sustained record of peer-reviewed, data-based publications since joining the faculty in 2004. She is the first author on nine data-based publications that have been published in respected research journals such as *Nursing Research*, *Journal of Nursing Administration*, *Hospital Topics* and *Medical Care*. She was a co-author on two additional peer-reviewed, data-based articles, one of which was with a doctoral student at the U-M School of Nursing. In addition to these articles, Professor Manojlovich has been first author on seven other articles and co-author on three additional articles some of which were invited manuscripts. These articles also appeared in respected journals such as *Research in Nursing and Health*. Professor Manojlovich has an impressive record of publications (19 total) in nursing research, nursing practice, and highly recognized interdisciplinary journals such as *Medical Care*.

Professor Manojlovich has also presented her research at a variety of research conferences. She gave six peer-reviewed podium presentations at national conferences including the State of the Science Congress in Washington D.C.; NARC conference in Tucson, Arizona; and NTI conference in Anaheim, California. Her research was also accepted for peer-reviewed poster presentations at an additional five national conferences. At the regional level, Professor Manojlovich gave three peer-reviewed podium presentations and two posters at Midwest Nursing Research Conferences. Professor Manojlovich has also been invited to present at nine conferences including one international conference, the International Nursing Leadership Conference in Turkey, three national conferences or webinars for organizations such as the American Heart Association, and five local conferences such as the University of Michigan Health System. Professor Manojlovich has a sustained record of peer-reviewed and invited conference presentations (25) with the majority at the national level.

In addition, Professor Manojlovich has been asked to serve two task forces at the national level including the Council for Graduate Education in the Administration of Nursing (CGEAN) task force to develop competency-based master's level curriculum and a member of the Interdisciplinary Research Group for Nursing Issues, a subgroup of AcademyHealth. Finally, she has been asked to serve as manuscript reviewer for over ten nursing and interdisciplinary journals.

#### Recent and Significant Publications:

- Manojlovich, M. (in press). "Nurse/Physician communication through a sensemaking lens: Shifting the paradigm to improve patient safety." *Medical Care*.
- Manojlovich, M. (2007) "Power and empowerment in nursing: Looking backward to inform the Future." *OJIN: The Online Journal of Issues in Nursing*. Vol. #12 No. #1, Manuscript 1.
- Manojlovich, M. (2005). "Predictors of professional nursing practice behaviors in hospital settings." *Nursing Research*. 54(1), 41-47.
- Manojlovich, M., Antonakos, C., & Ronis, D. (2010). "The relationship between hospital size and ICU type on select adverse patient outcomes." *Hospital Topics*, 88(2), 33-42.

Manojlovich, M., Antonakos, C., Ronis, D. L. (2009). "Intensive care units, communication between nurses and physicians, and patients' outcomes." *American Journal of Critical Care*, 18(1), 21 - 30.

Service: Professor Manojlovich has begun to establish a base of service that includes international, national and regional contributions, as well as university and school service. She has worked with the International Network for Doctoral Education in Nursing (INDEN) to identify issues of doctoral education world-wide. She has also been active in facilitating doctoral student interactions between students in Ontario, Canada and Ann Arbor. The significance of this work with Canadian doctoral students has been valuable, and she is held in high regard for this work.

Nationally, Professor Manojlovich's service includes manuscript reviewer and organization memberships. She has reviewed for eight nursing journals, and six of these journals were noted to be significant. She has also been a member of the Council for Graduate Education in the Administration of Nursing task force to develop a competency-based master's curriculum and is an at-large board member of the Interdisciplinary Research Group for Nurses Issues, a subgroup of AcademyHealth. She belongs to eight associations, one of which is regional (MNRS) and one of which is international (INDEN). She served as treasurer of INDEN in 2009.

At the state and local level, she was member of the Patient Safety Analytic Team as part of the Michigan State Commission on Patient Safety, an advisory board commissioned by Governor Granholm, and was invited to discuss issues facing the nursing profession at the Ann Arbor Area Chamber of Commerce Leadership Education Day. She has participated in three university projects, including the "Road Scholar Program" as a traveling ambassador, a member of the UMHS Critical Care Design Team, and a member of the Patient Safety Enhancement Program, jointly sponsored by the VA Medical Center and UMHS. She has had extensive involvement in the School of Nursing, serving on 20 various committees and task forces, including the curriculum and elections committees.

External Reviewers:

Reviewer A: "Dr. Manojlovich has produced a body of research with integrated themes. She has published consistently and her productivity falls within an acceptable range for tenure. She has published for the most part in well respected journals."

Reviewer B: "Dr. Manojlovich has a sustained record of scholarship and has steadily developed a program of research related to the contextual elements in which nurse/physician communication resides and its impact on adverse outcomes. This is a particularly important and emerging area of research as noted in recent publications such as those from the Institute of Medicine."

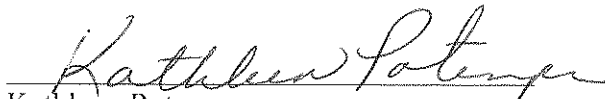
Reviewer C: "On balance, Dr. Manojlovich and her achievements are comparable to other in her peer group who are preparing for promotion to associate professor with tenure. Her teaching contributions and scholarly productivity are most notable."

Reviewer D: “My impressions of Dr. Manojlovich’s writings are that she has achieved a high quality and quantity of scholarly output. I am impressed at how she is building science with equal consideration to theoretical development and empirical evidence. That balance and command indicate to me that she will lead this field from a position of authority.”

Reviewer E: “Dr. Manojlovich has a record of generating new scientific knowledge and has served as the principal- or co-investigator on a number of funded projects. In today’s economic climate, it is important to seek research funding from a variety of sources, as Dr. Manojlovich has done successfully.”

Reviewer F: “...Dr. Manojlovich’s writings are of very high quality and include a mix of both data-based and theory focused papers. Both are necessary types of publications for advanced scholarship.”

Summary of Recommendation: Professor Manojlovich is a prominent and productive nurse researcher who has made significant contributions to the field of contextual factors related to nurse/physician communication and the effect of these factors on patient outcomes. She is an excellent teacher and mentor; and she has made important contributions in both internal and external service opportunities. It is with the support of the School of Nursing Executive Committee that I recommend Milisa M. Manojlovich for promotion to associate professor of nursing, with tenure, School of Nursing.

  
Kathleen Potempa  
Dean, School of Nursing

May 2011