



December 1, 2024

To Whom It May Concern,

I am writing to recommend Jaime Sinutko, who has demonstrated exceptional consulting leadership, strategic thinking, and commitment to the development of the nursing program at Mitchell College. During the past year, Jaime assumed a wide array of responsibilities and completed them with diligence, skill, and professionalism.

Jaime worked to address both the immediate and long-term needs of our new BSN nursing program. Below is a summary of the impressive range of work Jaime completed for Mitchell College:

Board of Trustees Projections: Jaime drafted projections for nursing student enrollment, the projected budget, a timeline, and local competition information for initial approval by the Board of Trustees. This work was foundational for strategic decision-making at the institutional level.

SWOT Analysis: Jaime conducted a local needs assessment and an inventory of potential competition from other nursing schools. This analysis involved surveying local nursing schools, as required by the State of Connecticut Department of Public Health, helping to ensure that the program aligns with community needs and regulatory standards.

BSN Curriculum Development: Jaime led the development of the new Bachelor of Science in Nursing (BSN) curriculum. This involved extensive collaboration with faculty and leadership to ensure internal approval of the curriculum, nursing syllabi, and the master evaluation plan.

Accreditation Planning: Jaime developed a preliminary plan for the nursing program's professional accreditation and the New England Commission of Higher Education (NECHE) accreditation. This work helped us ensure compliance with accreditation standards.

Organizational Structure and Recruitment: Jaime collaborated with our Human Resources department to create a meaningful nursing organizational structure, including recruitment, onboarding, hiring timelines, and retention strategies.

Facilities Planning and Equipment Procurement: Jaime played a key role in working with facilities to plan the nursing skills laboratory/simulation space, which entailed a complete renovation. This included helping to design the layout, selecting necessary equipment, and creating an effective nursing equipment procurement plan.

Financial Planning and Fundraising: Jaime worked closely with college leaders to develop a five-year budget for the nursing program. She was instrumental in assisting us secure a \$150,000 grant from CT Health Horizons and pointed us to several other grant possibilities.

Student Recruitment and Admissions Policies: Jaime partnered with the admissions team to develop a comprehensive student recruitment plan, including the creation of admissions, readmission, progression, and completion policies.

Faculty and Student Handbooks: Jaime created our nursing student and faculty handbooks. This involved drafting policies that will guide both nursing students and faculty throughout their experience in the program.

Clinical Contracts: Jaime was involved in planning and creating clinical contracts; she worked to draft sample contracts and secure signed letters of intent. This effort was essential in establishing early partnerships with local healthcare facilities for student clinical placements.

State of Connecticut Regulatory Submissions: Jaime wrote and submitted critical documents to the State of Connecticut Department of Public Health, including the Written Notice of Intent to Establish a Program, Nursing Feasibility Study, and Self-Study. These highly complex tasks required attention to detail and a deep understanding of state regulations.

Site Visit: Jaime coordinated and attended the state site visit. Her ability to manage this visit with efficiency contributed significantly to the program's smooth approval process.

Nursing Director Search and Onboarding: Jaime wrote the job description for the Nursing Director position, participated in vetting and interviewing applicants, and helped onboard the new hire, ensuring a seamless transition and continuity of leadership.

Jaime's contributions to Mitchell College have been invaluable; our nursing program, which will commence in Fall 2025, took shape under her leadership and vision. Her ability to take on a broad range of tasks while maintaining a focus on quality, detail, institutional goals, and timely delivery has been truly remarkable. I have no doubt that Jaime will continue to excel in her next consulting role, and she has my highest recommendation.

If you have any questions or would like further information, please feel free to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Elizabeth Beaulieu', followed by 'Ph.D.' written in a smaller, similar script.

Elizabeth Beaulieu, Ph.D.

Vice President for Academic Affairs/Dean of the College

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