2010-2011 Nursing

Section	Document Name
Fiscal Health	• Fiscal Health of the IUSON 2010-11.11.08.2011.FINAL..docx
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Mission

Mission Statement

The IUSON exists to lead the "knowledge work" of nurses of today and tomorrow to positively influence the health of communities served by: inspiring learning through excellence in teaching; creating and advancing knowledge through science and research; shaping care through evidence-based practices, innovations and partnerships; and appreciating, developing, and recognizing faculty, staff, and students.

Goals and Objectives

1. Excellence in Teaching and Learning

A. Attract and support a better prepared, more diverse student population.

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2010-2011:

Fall 2010 – Traditional BSN

- 356 applications received
- 90 admitted
- Average GPA 3.82

Fall 2010 – Accelerated BSN

- 123 applications received
- 40 admitted
- Average GPA 3.86

Spring 2011 – Traditional BSN

- 228 applications received
- 90 admitted
- Average GPA 3.77

Spring 2011 – Accelerated BSN

- 64 applications received
- 40 admitted
- Average GPA 3.84

Summer 2011 – Accelerated BSN

- 51 applications received
- 30 admitted
- Average GPA 3.84

Scholars and high-achieving students

- One Herbert Presidential Scholar – Lindsey Keener
- Three Bepko Scholars – Alisha Allison, Elisabeth Keevern, Kelsey Whitcomb
- One ROTC Direct Admit – Theresa McGuan
- One Chancellor Scholar – Kelsey Andis
- IUPUI Honors Scholar – Ashley Butler, Hannah Arnold, Lauren Hedlund, Thelma Herman, Jacqueline Magill, Anne Putzier
- One Plater International Scholar – Trisha Lecher
- Two DSRP students - Jasmine Woods & Carmanny Gonzalez
- Three students were selected from the School of Nursing as part of the IUPUI Top 100: Jillian Conley, Sarah Wager and Kasey Houchin.

IUSON Graduates

	Fall 2010	Spring 2011
Traditional	91	73
Accelerated	27	40
RN/BSN	10	6
Undergraduate Subtotal	128	119
MSN - All Tracks	13	39
PhD	2	5
Total	**143**	**163**

Scholarship Support and Other Financial Aid

Undergraduate scholarships	$ 490,361
Graduate scholarships, fee remissions and fellowship	$ 975,155
Total Financial Aid	$1,465,516

Diversity in Student Population – Enrolled Student Numbers

	Fall 2010	Spring 2011
Traditional	**540**	**532**
American Indian	1	1
Asian	24	21
Black	20	23
Hispanic	18	18
NA (Alien)	14	15
White	463	454
Male	49	47
Female	491	485

Accelerated	**178**	**188**
Asian	9	11
Black	7	9
Hispanic	2	3
NA (Alien)	6	9
White	154	156
Male	26	29
Female	152	159
RN/BSN	**63**	**70**
Asian	3	3
Black	8	9
Hispanic	2	2
NA (Alien)	2	3
White	48	53
Male	8	7
Female	55	63
Undergraduate Subtotal	**781**	**790**

	Fall 2010	Spring 2011
MSN - All Tracks	**371**	**374**
Asian	6	10
Black	24	23
Hispanic/Latino	6	5
Native Hawaiian/Pac Island	1	1
NR-Alien	9	8
Refused to Answer	0	8
White	325	318
Male	18	21
Female	353	353
PhD	**61**	**44**
Black	6	5
NR-Alien	0	4
Refused to Answer	0	1
White	53	34
Male	0	1
Female	61	43
DNP	**16**	**15**
American Indiana/Alaskan	1	0
Black	1	2
NR-Alien	1	0
White	13	13
Male	0	0
Female	16	15
Total	**448**	**433**

Evidence of Progress for 2010-2011:

The Kaplan benchmark testing is ongoing as a means of evaluation and trending the curriculum thus improving accountability. Additionally, starting with the graduating classes of May, 2012, the Kaplan NCLEX Review Course will be tied to 8th semester outcomes as a way to make it mandatory for all graduating students in an effort to increase NCLEX pass rates.

Our 2010-2011 NCLEX scores averaged at approximately 89.96% while the national NCLEX pass rate averages 87.41%. Programming to improve the pass rates of our graduates includes an early warning system, referrals to tutoring services, and student success team counseling. Online standardized testing for outcomes is integrated in all undergraduate courses and benchmark pass rates are under evaluation and adjustment. Additionally, a faculty-driven NCLEX task group was formed to research and implement interventions to increase student first time test taker success.

Activities planned for 2011-2012:

In the spring of 2010, the admission policy was reviewed and revised. Admission statistics and admission scoring were analyzed to assess whether the interview component increased class diversity based on a variety of parameters. Further data were reviewed on various aspects of admission criteria, such as science course repeats, to analyze impact on student success. Faculty voted to implement new admission standards for the traditional baccalaureate students, eliminating the interview process, and implementing a standardized exam as a small proportion of the applicants' weighted scores. Implementation is underway, and this office, in conjunction with the office of evaluation will study the effect (which we intend to be improved academic success and fewer challenges to our process of admission).

During the 2010 - 2011 academic year, BSN Faculty started the important work of revising the BSN Curriculum. The Office of the Associate Dean for Undergraduate Programs has been involved in this curricular revision, and this work will continue through 2012. This revision includes investigating new clinical models that will increase student success as well as consider the faculty workload, given six of the clinical faculty in the IUPUI campus are also in doctoral study and the school's research mission which has grown considerably. The office oversaw two faculty curriculum revision retreats, and has facilitated the ongoing revision work by 6 work teams this past summer, as well as the 3 ongoing major work groups this year. Our goal is to have a full proposal (with model, program outcomes, threads, courses/descriptions and preliminary mapping work) for faculty consideration mid-year. Furthermore, this office gathered curriculum representatives from the IU Schools of Nursing across IU for a day of curriculum sharing, which has led to some further collaborative effort.

B. Emphasize and reward effective teaching

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2010-2011:

In November 2010 faculty were given raises. Merit funds were provided for faculty who demonstrated above average to excellent teaching as evidenced by student evaluations, co-authoring publications with students and teaching awards.

Faculty Promotions

- IUSON had no faculty promotions during this time period.

Awards and nominations

- Judith A. Halstead serves as President-elect, NLN Board of Governors for 2009-2011 and will assume the office of President in 2011-2013.

- Joanne Martin was appointed by Kathleen Sebelius, the US Secretary of Health and Human Services, to serve on the Advisory Committee on Infant Mortality of the Health Resources and Services Administration (HRSA) for a 3-year term.

- Marion Broome was named a 2011 Prestigious External Award Recognition (PEAR) recipient in honor of having received the 2010 Margaret S. Miles Distinguished Service Award from the Society of Pediatric Nurses and for being inducted into the Sigma Theta Tau International's International Nurse Researcher Hall of Fame during the International Nursing Research Congress on July 16, 2010 in Orlando, Florida.

- Janice Buelow, Janet Fulton and Janet Welch were all named 2011 IUPUI Prestigious External Award Recognition (PEAR) recipients. PEAR awards were given at the Chancellor's Academic Honors Convocation on April 29, 2011.

- Joe Burrage received Indiana's Premier Health Award – the Tony and Mary Hulman Health Achievement Award – for exceptional contributions in the field of Preventative Medicine and Public Health at a dinner on October 7, 2010.

- Kristina Dreifuerst was selected as a Jonas Scholar in a new joint program sponsored by the Jonas Foundation in collaboration with the National League for Nursing

- Janet Fulton and Janet Welch were inducted as a fellow into the American Academy of Nursing on November 13, 2010 during the 37th Annual Meeting and Conference in Washington, DC.

- Barbara Habermann received the Sigma Theta Tau International (STTI) Nursing Leadership Award during the STTI Alpha Chapter Induction Ceremony on April 8, 2011.

- Sara Horton-Deutsch was the recipient of the Diversity Award of the International Society of Psychiatric-Mental Health Nurses in April 2011 for her work with our graduate psychiatric nursing program and Moi University Department of Nursing undergraduate mental health nursing curriculum.

- Valerie Markley received a Heroes of Recovery Award from the Mental Health America Indiana and Choices, Inc. in recognition of her deep commitment to improving the lives of people with serious mental illness.

- Susan McLennon received the Sigma Theta Tau International (STTI) Nursing Research Award during the STTI Alpha Chapter Induction Ceremony on April 8, 2011.

- Angela McNelis was inducted as a fellow into the NLN Nursing Education Academy

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- Janet Phillips was elected to the NLN Nominations Committee.
- Susan Rawl received the Sigma Theta Tau International (STTI) Nursing Mentoring Award during the STTI Alpha Chapter Induction Ceremony on April 8, 2011.
- Deanna Reising (BL) was selected as an NLN Mentor for the Mentor/Protégé program.
- Beth Richardson was recognized as a Nurse Leader by the National Association of Pediatric Nurse Practitioners (NAPNAP), Association of Faculties of PNP Programs and the Pediatric Nursing Certification Board during the Student Reception at the NAPNAP Conference on March 25 in Baltimore.

Faculty Development

In 2010-2011 the following visiting lecturers and faculty spent time with faculty consulting in groups and with individuals:

- Dr. Barbara Guthrie, the 8th Davis-Sams Distinguished Visiting Professor, visited IUSON in October, 2010. Dr. Gutherie is Associate Dean for Academic Affairs and Associate Professor at the Yale University School of Nursing (YSN). Dr. Guthrie's presentation titled "From Health Disparities to Health Equity Interventions: The Time Has Come," focused on the role health activism plays in promoting equitable and quality care. The visit included meetings with Dean Marion Broome, consultations with doctoral students on ongoing research projects, and dialogue with undergraduate and graduate students.
- Patricia (Pat) Reid Ponte, RN, DNSc, FAAN, NEA-BC, Senior Vice President for Patient Care Services and Chief Nurse at Dana-Farber Cancer Institute was the Sonna Merk Lecturer and spoke at a luncheon for faculty and CHP nursing leadership. Her presentation was entitled "A Positive Practice Environment Starts with You." (March, 2011).
- Jacqueline Dunbar-Jacob, PhD, RN, FAAN, Dean and Professor of Nursing, University of Pittsburgh, Pennsylvania was the speaker at the annual Doctoral Forum (May 2011). Her topic was "The Research Focused PhD: Issues for the Future."
- Kevin Frick, PhD, Professor, Johns Hopkins Bloomberg School of Public Health, Department of Health Policy and Management, *Integrating Cost-Effectiveness into Nursing Research,* March 8, 2011
- Holly Prigerson, PhD, Dana-Farber Cancer Institute, *A Healthcare Approach to Guardianship,* brought in by the RESPECT Center, April 5, 2011.
- Cornelia Beck, PhD, RN, FAAN, Professor, College of Nursing, University of Arkansas for Medical Sciences Little Rock Arkansas, presented *Travels of a Nurse Researcher: Main Roads, Side Roads, Thoroughfares, and Driver's Education* as a distinguished lecturer for Research Center for Enhancing Quality of Life, April 20, 2011.
- Chris Tanner, PhD, RN, FAAN, Youmans Spaulding Distinguished Professor, Oregon Health Science University, presented *Transforming Nursing Education: Are we up to it?* August 29, 2011
- Eight clinical faculty at IUPUI were supported (course release and stipend) while enrolled in doctoral study in a variety of institutions such as Case Western University, University of Nevada-Las Vegas, University of Louisville, Indiana University and University of Southern Indiana.

Evidence of Progress for 2010-2011:

Evidence of Progress for 2010-2011:

Teaching excellence remains highly valued in the IUSON-IUPUI as a route for promotion, merit and recognition. Three faculty completed their doctorate this year: Cheryl Erler, Rachel Waltz and Sharon Stoten. They were all awarded the Doctor of Nursing Practice (DNP) from Purdue University. Sharon Stoten relocated to the IU School of Nursing at IU East. Erler and Waltz were given 10% raises to begin to bring their salaries in line with other doctorally prepared Assistant Professors.

Activities planned for 2011-2012:

Faculty continue to be encouraged to seek our professional development opportunities. Speakers for all the named professor or lectureships have been invited and scheduled to support teaching in their development.

C. Enhance undergraduate student learning and success

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2010-2011:

Overall the student outcomes in terms of success on the NCLEX are above average. We continue to use the Kaplan Integrated Testing and evaluation program in our undergraduate baccalaureate curriculum throughout all 8 semesters.

NCLEX Pass Rates – First-time Test Takers in 2010 - 2011

Dates		Program	Pass Rate
4th Quarter 2010 07-01-10	09-30-10	BSN	86.54%
3rd Quarter 2010 10-01-10	12-31-10	BSN	93.3%
1st Quarter 2011 01-01-11	03-31-11	BSN	86.5%
2nd Quarter 2011 04-01-11	06-25-11	BSN	93.5%

For our 5th semester traditional and accelerated track students, IUSON collaborates with University College to offer a Structured Learning Activity (SLA) in conjunction with the students' first Alterations in Health course, which covers medical/surgical content. This course has a higher failure rate than most of our courses. Through the University College, selected students are enrolled and trained to be student mentors for a course. The SLA consists of student mentors conducting recitation hours primarily on Fridays, and this fall there are 120

students enrolled in these recitation courses. The nursing students are obtaining needed information and reviews from the SLA instructor student-mentors. Evaluations are conducted on our students, their learning outcomes, and the SLA experiences and satisfaction with this endeavor.

PEP Units – The Practice Education Partnership (PEP) units were continued, and evaluated in the 2010-2011 academic year. Six PEP units were operational at Clarian (Methodist and IU Hospitals, as well as the IU Simon Cancer Center), Community North, Community East, the VA, and Wishard. Comprehensive evaluations are being conducted on the clinical students, the partner preceptors, and the IU faculty with outcomes being assessed using focus groups and quantitative measures. The clinical agency leadership and IU faculty group continue to meet semesterly.

Student Professional Day - Dr. Elizabeth Norman, NYU Professor at the Steinhardt School of Culture, Education and Human Development, and Marine Corporal Joshua Bleill spoke at the 6th annual Student Professional Development Day on September 30th, 2010. This is a day-long activity for all undergraduate students, the only opportunity they have to assemble together and hear from inspirational scholars in the discipline of nursing. The Student Professional Day was highly rated by the students in their evaluations after the event.

Evidence of Progress for 2010-2011:

NCLEX scores remain at or above the national average.

Activities planned for 2011-2012:

Faculty and a group of doctoral students are planning an implementation model on the best way to implement the proposed Clinical Homes Model as part of the BSN Curriculum Revision.

The Kaplan benchmark testing is ongoing as a means of evaluation and trending the curriculum thus improving accountability. Additionally, starting with the graduating classes of May, 2012, the Kaplan NCLEX Review Course will be tied to 8th semester outcomes as a way to make it mandatory for all graduating students in an effort to increase NCLEX pass rates.

D. Improve retention in the student pipeline; increase graduation rates

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2010-2011:

Our retention exceeds 90% from 3rd-8th semester which we believe is largely attributable to small clinical groups (n=10) throughout the curriculum. Attrition is largely attributed to extreme stressors associated with family illness and student pregnancies. Director of Diversity and Enrichment, Marsha Baker, is working to revitalize and implement a new version of the Student Success team approach to students with early warning indicators.

Evidence of Progress for 2010-2011:

For traditional BSN students entering campus Spring 10, the retention rate was 99% (89 of 90 students still enrolled). This retention rate is up from a rate of 97% for the year before.

Activities planned for 2011-2012:

- IUSON will continue to monitor retention
- BSN Traditional Curriculum revision and testing of innovations
- Address honors program needs, including visioning for future
- Address accelerated curriculum as we move ahead with the traditional BSN curriculum revision
- Building a culture of excellence and pride in the BSN programming, including faculty, staff, and students through activities such as focus groups and the Induction Ceremony
- Work to increase NCLEX pass rate through structural and soft mechanisms
- Develop one solid proposal for grant funding related to undergraduate programming that would move us forward in this time of tight resources
- IUPUI accreditation
- Update the next iteration of the IUUI Bulletin
- Migrate policies to SharePoint

E. Provide effective professional and graduate programs

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2010-2011:

- The IUSON at IUPUI has the only PhD program in the state. Currently 48 students are in the program and approximately 34% live out of state. As part of the curricula students are required to attend a two week intensive session on campus in the summer. Seventeen applications were received in 2010 and 8 were admitted for the June 2010 cohort. From July of 2010 through June 2011 10 PhD students graduated from the program.

- U.S. News and World Report (2011) ranked Indiana University School of Nursing graduate programs as the 15th overall in the nation and 10th among public nursing schools. The schools adult health clinical nurse specialist program ranked 3rd. http://grad-schools.usnews.rankingsandreviews.com/best-graduate-schools/top-health-schools/nursing-rankings

- IUSON offers 8 masters specialty tracts at present. In the Spring 2011 a total 392 master's graduate students were enrolled in the MSN program; 85% are part-time.

- In 2009 the Adult Clinical Nurse Specialist Program was re-funded by HRSA, project director, Dr. Janet Fulton, received $ 270,000/yr. of funding for 3 years (total $ 810,000) to develop a distance-accessible program and enroll nurses throughout the state with a specific focus on students from underserved areas. Currently, 54 students are actively enrolled in this program. In addition, Drs. Sara Horton-Deutsch and Angela McNelis received a HRSA grant for Advanced Nursing Education with a focus on psychiatric/mental health. They received $712,114 for 3 years of funding in May 2008 and continue to implement the grant. Currently 57 students are actively enrolled in the program.

- Total Graduate Nursing credit hours generated in 2009-2010 were 6,315, and total number of graduate credit hours generated in 2010-2011 was 6,673 revealing a net difference of 358 which represents an increase of 5.6% difference from the previous year. The school continues to focus on recruitment and retention of students and plans updates to the web page and admission process. Credit hour production for the masters program declined last year so renewed efforts in recruitment are underway.

- In 2010-2011, the school received $97,478 in Advanced Nurse Training federal funding and we supported 6 students. For the 2011 year we plan to devote 30% of acquired Nurse Traineeship monies to PhD Student Support. We also secured a total of $348,188 through the Federal Nurse Faculty Loan Program (NFLP) to support PhD students and MSN Education students. We also secured $130,000 from the IUPUI Graduate School Research Incentive Funds to support PhD and Graduate Students.

- The Indiana University School of Nursing Doctor of Nursing Practice (DNP) was awarded a HRSA grant which will support continued development of the program and faculty. Eight full-time DNP students are on target for graduation in May 2012. A second cohort of 12 students started the program in Fall 2011. Site visitors from the Commission on Collegiate Nursing Education completed the program's first accreditation evaluation in November 2011 and recommendations sent to CCNE. Results of the evaluation are expected in spring 2012.

Evidence of Progress for 2010-2011:

Certification rates for our nurse practitioner programs at IUPUI ranged from 72-100%. We have substantially revised the one program (pediatric nurse practitioner), which accounted for the 72%. This year we expect these rates to improve substantially. We increased our submissions by 2 to the Division of Nursing at DHHS in Washington, DC for funding innovative educational programs.

We continued to enroll PhD interested students into the National Faculty Loan Program . The PhD graduate completed the program and teaches on the IUSON Bloomington campus.

Activities planned for 2011-2012:

Prioritize HRSA grant submissions based on curriculum strategic plans and innovations proposed. Continue to evaluate all programs in terms of faculty resources, curriculum design, and student recruitment strategies. Develop new partnerships in the service sector to identify and implement opportunities for graduate student experiential learning in all programs.

2. Excellence in Research, Scholarship, and Creative Activity

A. Conduct world-class research and creative activities.

Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2010-2011:

- The amount of external research dollars awarded in FY2011 was $5,549,260.
- Continued funding for pre and post-doctoral students was secured by NIH through the T-32 and R-25 training grants.
- Seven nursing students were selected to present their posters at this year's MNRS conference. Three doctoral students, three undergraduate students, and one MSN student attended.

Evidence of Progress for 2010-2011:

Our structure supports our mission to serve faculty in all areas of research and scholarship, and incorporates three centers. The three centers of scholarship - the Center of Excellence in Quality of Life in Chronic Illness, the Center for Research in Nursing Education, and the Mary Margaret Walther Program - are working synergistically to support faculty development. In addition, the Signature Center for Palliative and End-of-Life (RESPECT) Care was designated in 2010 a competitive campus selection. Drs. Haase (IUSON), Hickman(IUSON) and Sachs (IUSM) are co-directors. Through the hard work of all faculty and staff, IUSON ranked 9th out of 80 schools of nursing in the country in the amount of NIH funding received. Our internal funding this past year was also quite impressive, totaling $646,024.

Activities planned for 2011-2012:

- Continue to support professional development of faculty in pursuit of research excellence.
- Increase the current number of externally funded research projects, specifically by encouraging faculty to start their next grant before current one is finished.
- Increase internal and external awareness of IUSON's research programs by messages disseminated through university, local, state, national and international media.
- Recruitment of mid and senior level research intensive faculty.

B. Provide support for scholarly activity and external funding.

Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:

Sub Unit:
Time Frame:

Actions taken for 2010-2011:

- Complete support for pre and post award proposal submission with faculty assigned to a consistent person throughout the process
- Increased funding for faculty pilot studies
- Provided a variety of research colloquium and national speakers for faculty development.
- Multilevel review processes with topic specific and formal proposal reviews by senior researchers.
- Provided funds to support external review

Evidence of Progress for 2010-2011:

We concluded recruitment for two senior positions within the school. One being our first appointed Angela Barron McBride Professorship in Mental Health Nursing, which will be filled by Dr. Claire Draucker, and two, the Sally Reahard Endowed Chair/Director of the Center for Enhancing Quality of Life in Chronic Illness, which will be filled by Dr. Janet Carpenter.

During the year, 18 faculty and one post-doc received external support for their scholarly work. In FY11, 54 external new/competing continuation/supplemental proposals were submitted and 43 external awards were received.

The Center continues to serve as organizational center for cancer care behavioral research through links with the Mary Margaret Program and the Cancer Center. The Behavioral Cooperative Oncology Group (BCOG), linking the behavioral oncology researchers in the Midwest including those in the Center for Research and Scholarship, is growing. Monthly Cancer Control Seminars were held with presenters both from within the university and across the country. These are joint efforts between the Center for Research and Scholarship and the Cancer Center. The seminars are multidisciplinary with an audience of faculty, staff, and students across the campus and averaged 25 participants per session.

Activities planned for 2011-2012:

Continue to support new faculty as well as seasoned investigators.

C. Enhance infrastructure for research and creative activities.
Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2010-2011:

Our Faculty Research Groups (FRG) continued to meet throughout the year. Other faculty development research activities included Research Programming sessions and PI support group meetings. Both were held once each month and 10-12 faculty participated per session, on average, for the PI support group, and approximately 20 faculty per session for the Research Programming. We have a research internal advisory committee which met three times to discuss the general research needs for the school, with special emphasis on services from the Center. We take pride in being active to involve our faculty in evaluation and quality assurance activities provided by our Center for Research & Scholarship.

For our annual Spring Research Retreat in January 2011, the school invited Deb Dunbar to help facilitate a round robin activity during which all faculty attendees were able to express opinions on different services provided by the Center. We chose this route as a way to evaluate our activities. An impressive forty faculty were in attendance for the retreat, and the majority expressed appreciation for the exercise.

Evidence of Progress for 2010-2011:

While we are thrilled to be in the top ten in NIH rankings it is critical that we build in structures to support faculty to continue their programs and recruit new faculty interested in research careers. We concluded searches for two senior positions within the school: our first appointed Angela Barron McBride Professorship in Mental Health Nursing, which will be filled by Dr. Claire Draucker, and the Sally Reahard Endowed Chair/Director of the Center for Enhancing Quality of Life in Chronic Illness, which will be filled by Dr. Janet Carpenter.

Activities planned for 2011-2012:

With the receipt of funding from the NIH for both the T-32 from NINR and the R-25 (Interdisciplinary Training Grant for Oncology Scientists) and several new NIH grants as well as education focused research grants, there is a critical need for more research space beyond what the school can provide. The current rank and infrastructure support is a major recruitment tool for associate and full professors with interest in taking their research programs to a new level. We will begin planning for research space renovations on the 3rd floor, space that will be freed up when the 4th floor renovation occurs and all academic offices are moved to the 4th floor, which has an anticipated date of December 2011.

Faculty are provided substantial resources to secure pilot funding as well as larger grant submissions, post award processing and grant reviews. We need additional research intensive faculty, and we are working hard to recruit such people. The school has outstanding resources for administrative support for pre- and post-award grant processes.

3. Excellence in Civic Engagement

A. Enhance capacity for civic engagement.

Campus Planning Theme: Civic Engagement
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2010-2011:

School of Nursing participates in a program titled "Reducing the Risk" at George Washington Community School (GWCS) in collaboration with the Westside Wellness Center's Physically Active Residential Communities and Schools (PARCS) program operated by the IUPUI School of Physical Education. The School of Nursing program centered on health literacy and community based health education. Adult Nurse Practitioner Students mentored undergraduate students in the community health nursing course as they worked with community residents to answer health questions and provide anticipatory guidance. The program has expanded to include Mary Rigg Community Center.

IU School of Nursing Associate Professor Carol Shieh is working with Linda Sinclair and Andrew Peacock, the Community Liaison from St. Francis Hospital to service the Burmese –Chin population in the area. The group is planning to place BSN seniors during their community health nursing clinical who will develop vocabulary data files that contain pictures, English and Burmese-Chin languages about health or daily living to facilitate communication. In additional, they will connect the NP program with the neighborhood clinic on the south side to provide health care service for this population. Melinda Swenson will work with Andrew on a potential arrangement for NP students to be present in the clinic. They are also discussing prenatal care and prenatal education support for this population. Carol Shieh will work with Andrew and other partners and agencies to finalize a plan.

Evidence of Progress for 2010-2011:

See above

Activities planned for 2011-2012:

Two of IUSON's faculty, Dr. Angela McNelis and Dr. Ukamaka Oruche are working with undergraduate students who have completed H365 to be involved in the "Super Cure" initiative for the Susan G. Komen Tissue Bank at the IU Simon Cancer Center. Since the IUSON undergraduate students have completed the university research module trainings, they will be volunteering to consent the 750 women who will be donating breast tissue as

module trainings, they will be volunteering to consent the 750 women who will be donating breast tissue as part of the "Super Cure" on January 28th and 29th, the weekend prior to the Super Bowl here in Indianapolis. Students will continue to be involved with future tissue bank initiatives beyond the Super Bowl.

In addition to the program at GWCS the IUPUI Community Learning Network and Indianapolis Public Schools have been awarded a federal Department of Education Grant to implement a full service community school program at three IPS schools in the Martindale-Brightwood community. Undergraduate community health nursing students will participate in this project by have their clinical nursing experiences in the schools and work with the school based clinics that will be established in the sites.

Given the current fiscal climate, and the number of faculty available for the schools teaching and research mission (n = 87), each opportunity for expanded involvement in civic activities will be carefully evaluated in terms of investment of funds and time before committing the school to expansion of activities. The hope is that funding will be sought and secured with civic engagement projects that build on the faculty's research and educational expertise. More opportunities for service learning are anticipated. The school plans to be actively involved in finding opportunities for international exchanges for students, continuing to support the honors program for undergraduates and will aggressively seek out service learning opportunities as well.

B. Intensify commitment and accountability to Indianapolis, Indiana - Kenya and Liberia

Campus Planning Theme: Civic Engagement
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2010-2011:

The school continued substantive involvement in several community initiatives such as Fit for Life and the Department of Nursing at John F. Kennedy Medical Center (JFKMC) in Liberia. One primary focus for this international project is to build nursing faculty capacity, to develop an RN-BSN program at the University of Liberian and to build leadership capacity at JFKMC. One of our alumni, Dr. Wvannie Scott-McDonald is CEO at the JFK Medical Center and is partially supporting our involvement. A grant from HED (housed at IUB) to build the life sciences at University of Liberia provided support as well. We continued this year also to support one faculty member, Naomi Mutea, MSN of the Moi University Department of Nursing Program who has enrolled in the IUSON DNP program.

Evidence of Progress for 2010-2011:

Progress is continuing to be slower than hoped.

Activities planned for 2011-2012:

Charles Reafsnyder from The Office of International Affairs in Bloomington was awarded a 7.2 million dollar award for 3 years. This grant will support rebuilding the life sciences program at the University Liberia and include development for RN-BSN program between University of Liberia and Tubman National Institute of Medical Arts and support for two nurses to obtain their MSN at IU School of Nursing and Leadership training at John F. Kennedy Medical Center.

4. Enhancement of the Resource base.

A. State Funds

Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2010-2011:

Enhancement of the resource base comes primarily though the monies generated by the program fee (see fiscal report). The faculty salaries remain at the fiftieth percentile compared to the other Big 10 schools. In addition, salary savings are generated by the HRSA grants that now support two of the master's program tracts and the DNP program.

Evidence of Progress for 2010-2011:

BSN students pay the highest tuition in the IU system. Grant indirect cost recovery remains stable with current numbers of faculty. The grand funding is unlikely to go much higher without further investment in new faculty.

Activities planned for 2011-2012:

HRSA grant was submitted in December 2010 to support the new DNP program.

B. Research Funds.

Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2010-2011:

See above report under Research

Evidence of Progress for 2010-2011:

See above.

Activities planned for 2011-2012:

Continue recruitment efforts for full-time faculty who have potential to teach and generate external funding for research or educational programs.

C. Additional Students

Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2010-2011:

1. A system-wide RN-BSN program was developed by the deans and faculty at all 8 campuses and began in August 2010. Initially last fall, 75 students were admitted in to the program and the program has now grown to more than 200 students. This program offers flexibility allowing students to go through the program at their pace finishing in 12-24 months. For the first graduating class (end of summer session II) we had 29 students complete the program.
2. The first class of Doctor of Nurse Practice (DNP) students was admitted in Fall 2010 - 17 students matriculated.

Evidence of Progress for 2010-2011:

1. In January 2011, Janet Phillips, PhD, RN was named Direct of the Indiana University RN-BSN online degree completion program. Student numbers for enrollment doubled the first year. This fall, we project 48 students completing the RN-BSN program.
2. The DNP program received external funding for HRSA for 3 years to support the program. We anticipate 20 students in 2011 fall class with the first students graduating in May 2012.

Activities planned for 2011-2012:

Other than the RN-BSN program, no further expansion in the traditional or accelerated BSN program at IUPUI is planned. Increased recruitment will be undertaken for MSN students to better meet the needs for primary care.

D. Donors - Alumni and Corporations

Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2010-2011:

Campaign Activities

- Solicited Leadership
- Created Job Descriptions
- Created Campaign structure
- Public Kick Off of campus-wide Impact Campaign
- Dinner for campaign leadership, Board of Advisors and campaign volunteers
- Completed case statement
- Initiated individual fact folders for each of IUSON's four campaign priorities

Solicitation

- Annual solicitation of IUSON staff and faculty, February and March
- Planned Giving
  - Targeted those age 60+ with a planned giving possibility score of 600+
  - Mailing fall of 2010
- Gift Agreements Approved
  - George and Barbara Schilling Scholarship
  - Dr. Cheryl Bean Graduate Scholarship
  - Gene and Mary Tempel – RISE Scholarship
  - Bill and Rose Mays – RISE Scholarship (2)
  - Donald and Sonna Merk RISE Scholarship
  - Students Helping Students Scholarship
  - Lucretia Scammahorn bequest for Scholarship
  - Pamela Ritter Willhite Nursing Scholarship
  - Class of 1966 Nursing Scholarship
  - Class of 1963 Scholarship
  - Dianne McCabe Scholarship
  - Cheryl Ashbaucher bequest for Scholarship
- Major Gifts Received
  - Mary Hise – $10,000 in support of scholarships
  - Walt and Sharon Neiser - $25,000
- Gift Agreements in Process
  - Carol Taylor bequest for Scholarship
  - Carroll and Marion Broome RISE Scholarship
- Second year for Student Fundraising Event - February
  - Black and Red Soiree – dinner and auction
  - Raised more than $2,000 for students-helping-students Scholarship
- Worked with classes for class gifts to IUSON
  - 1964 continued discussions as their 50th anniversary coincides with School's 100th anniversary in 2014
  - 1961
    - Development office produced and mailed two solicitation mailings
    - Gift announced at 2011 reunion

- 1966
  - Development office produced and mailed one solicitation
- 1963
  - Development office produced and mailed one solicitation

Cultivation/Stewardship

- **Events**
  - Symphony on the Prairie, August – Donor's $500+
  - Spotlight on Nursing Walk/Run – October
  - Emeriti Luncheon – October
  - Scholarship Luncheon – November
  - We are IU – November in Washington, DC
  - Alumni Visits and Gatherings in Florida in February
  - Tampa
  - Sarasota
  - Fort Myers
  - Winter College - Miami
  - Spirit of Philanthropy Luncheon, April
    - Honorees – Arnold and Barbara Kunkler
  - Nursing 2000 Annual Scholarship Dinner – May
  - Reunion – May
  - Held breakfast gathering at IUSON with tours of Resource Center for Innovation in Clinical Nursing Education for undergraduates
  - Reunion and Awards Luncheon on Saturday honored the following:
    - Barbara Mitchell – Special Recognition Award
    - Jan Ward - Excellence in Nursing Award
    - Terry Witt -Distinguished Alumna Award

- **Supporting Activities**
  - Thanksgiving card sent to all donors $100+
  - E-communication Scholarship thank you/update sent to all Scholarship donors
  - Philanthropic Stories and planned giving information prepared for two issues of alumni newsletter, the *Pulse*
  - Development section of IUSON website updated and expanded
  - Assisted with creation of alumni survey to be distributed in 2011-2012
  - Participation in month Impact Campaign Development Council meetings
  - Fall meeting of IUSON Board of Advisors
  - Attended winter meeting of IUF Board

Special Projects

- Assisted with putting together 16-page insert in Indianapolis Woman magazine
- Continued to Chair the Core Values Committee
  - Workshop on Trust at start of academic year
- One of three-person committee to serve on Staff Merit Raise Committee
- Member of IUSON Staff Recognition Committee
- Initiated and implemented brainstorming session in anticipation of School's 100th Anniversary Celebration in 2014
- Assisted with planning and implementation of Induction Ceremony, new tradition for incoming nursing students
- Providing leadership for IUSON's Archives Committee

Bloomington:

- Alumni Gatherings in conjunction with Homecoming
- Brainstorming for potential Community Advisory Committee members and then individual meetings with each possible candidate
- Created Job Description for Committee Members
- Give Now Button for Bloomington IUSON website
- Continued attending student meetings
- Initiated faculty involvement

- Gathering information for University Benchmarking project
- Creation of flier for international partnership opportunities

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Evidence of Progress for 2010-2011:

Total philanthropic income: $520,443. The majority of this total is made up of bequests and major gifts through personal solicitations by the Dean and Development Director at IUSON. IUF staff-led fundraising efforts account for $88,567.73 of that total. This is an increase of $15,235.99 over the previous fiscal year. IUF raised totals are as follows:

- Direct Mail - $51,392.14
- Telefund - $20,650.59
- Online - $16,525.00

The economy certainly played a large role but this downturn provides further evidence that we must focus our efforts on expanding our base of support by:

- Increased communication with our non-donor alumni
- through print and electronic mediums
- alumni gatherings
- personal visits
- Creation of a 100th Anniversary Club targeted especially to non-donors
- Targeted, solicitations to groups of alumni based on their interests/involvement/mentors

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Activities planned for 2011-2012:

E-communication will be increasingly used by the Development Office to further our outreach in an expensive manner for two purposes: building stronger relationships with current donors and expanding the base of donors.

Direct mail through targeted solicitations will play an important role this fiscal year. These mailings will be based on interests, experience and involvement of alumni.
One audience of focus will be Nurse Practitioner graduates of IUSON. Solicitation of this audience will be made via peer-to-peer through personal visits, phone calls and direct mail. An NP alumna is leading this effort along with two highly regarded faculty members who have been involved with this program for several years.

Personal visits will continue to be a priority through alumni gatherings with follow up and one-on-one visits. Graduates with more than one IUSON degree and high scores for major gifts and planned gifts will be targeted for significant cultivation.

More direct interaction with faculty for key projects: Leadership Institute, Mental Health outreach and RESPECT Center.

Continued interaction with two, principal gift donors

Increased focus on corporate and foundation solicitations
Bloomington campus:

- Creation and implementation of communication strategy
- Creation of a case statement
- Continued interaction with students
- Involvement of faculty
- Solicitation of faculty
- Community Advisory Committee convened

Completion of campaign fact folders for IUPUI Impact Campaign

E. Space Issues

Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2010-2011:

Renovation of the 4th floor of this building began in March 2011 and is expected to be completed in December 2011. Faculty and affected staff have been working in temporary space at a downtown location. They are scheduled to return in January 2012.

Evidence of Progress for 2010-2011:

The 4th floor will have been completely renovated and will now house all of the faculty offices and associated support staff offices in more efficiently designed workplace space.

Activities planned for 2011-2012:

Renovation will continue on the 3rd floor with particular emphasis on creating, expanding and enhancing research space and enhancing student learning environments and associated information and learning technologies.

F. Faculty Issues - recruitment and retention

Campus Planning Theme:

Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2010-2011:

This is an area of greatest challenge as our high performing faculty, particularly the NIH-funded researchers, are highly sought after and our salaries are the lowest in the Big Ten schools. Not all academic vacancies were filled last year and remain posted. Two of the endowed chair/professorship positions were filled. Retirement of senior faculty are exacerbating the shortage of experienced faculty.

Evidence of Progress for 2010-2011:

We continue to hire new research intensive faculty. Two assistant professors from Wisconsin and Kansas were hired in summer 2010. Four faculty took advantage of the Early Retirement Incentive Program (ERIP) offered Spring 2011 and will retire December 2011.

Activities planned for 2011-2012:

Faculty salaries are very competitive in terms of recruitment of new faculty in times of economic distress in many states. However, salary requests from applicants remain above that of current faculty at IUPUI . Therefore, to recruit the brightest and the best, adjustments of salaries (based on performance of course) will be critical to keep parity or morale will suffer. The raise approved for November 1, 2010 and July 1, 2011 did enable the Dean to acknowledge the top faculty performers in teaching and research this year. This will continue to be one of the dean's top priorities this next year.

Fiscal Health

Reallocation Plan

Other Question(s)

1. What changes are you seeing in the characteristics of incoming and returning students, and how are you preparing these students to meet the changing needs of the future workforce?

Baccalaureate (BSN) students:
The incoming student body in the IUSON continues without significant change in the past few years. Over the past 8 admission cycles (since summer 2009) our average admission GPA in both the traditional and accelerated tracks has been over 3.7. We recognize that there are a large number of pre nursing students in University College who have not gained admission. Because of the need to provide clinical and lab placements for every student in the BSN (as well as state regulations that prohibit greater than 10 students to faculty member ratio in clinical settings. the size of our program is not able to accommodate a larger number of students. Additionally the IUPUI School of Nursing has the greatest number of undergraduate students enrolled in the major (@810) than comparable schools who have MSN, DNP and PhD programs. With 85 FTE faculty and a total of 1200 students in all 4 degree programs faculty resources are already stretched to the maximum.

Our student body continues to be less diverse than that of IUPUI as a whole (we are currently 12% minority students with IUPUI as a whole is at 18%), a pattern that has continued without much change in recent years. As we explore ways of

addressing this, we find that our applicant pool is patterned similarly—not as diverse as the university as a whole-and so efforts for change need to be considered at points before application to the program. In order to address this, we are exploring ways to strengthen the relationship we have with Crispus Attucks HS, creating a plan in which students from this largely diverse High School engage with us early and perhaps begin prerequisites early. We have implemented a day for high school age students to explore the field of nursing and learn about the requirements and how to prepare for success, entitled, "Breaking the Myths of Nursing.

Our retention rates have been consistently well over 90% (95.86% overall in 2010-11), with both the traditional and accelerated second degree tracks reporting consistently strong retention over the past several years. In terms of overt measures of program success, our NCLEX first time pass rate has been 91-92% for the past several years. The Accelerated student NCLEX first time pass rate, during this time period, has been higher than the pass rate of the Traditional student.

The curriculum in the undergraduate BSN is undergoing a process of revision aimed at meeting the changing needs of the workforce. This planning process has involved students, nurses, and inter professional colleagues along with nursing faculty as we have delved into revising our curriculum. We anticipate that we will achieve a curriculum plan with updated concepts and competencies, a much closer connection between clinical and didactic learning, and a significant inter professional education component. We also hope to achieve smooth transitions to graduate degree programs.

During the past academic year, a new online RN to BSN curriculum and program was launched, in a statewide consortium with the other IU Schools of Nursing on the 8 campuses. The program was funded initially with funds for salaries from the IUPUI SON budget (and $2,000 from each campus to support marketing the program)and is now fiscally profitable. The Director of the program, as well as all support services resides within on the IUPUI IUSON. The all online nature of this program allows students from any campus to enroll in a course with other students and faculty across the state share responsibility for the courses. This program has already doubled enrollment, and is one way we are aiming to assist the state to achieve the goal set forth by the Institute of Medicine's report on the *Future of Nursing* (2010) for a workforce that is 80% baccalaureate prepared by 2020. In order to achieve this ambitious goal, many associate degree nurses will need to return to complete a BSN in the next 5 years.

Graduate Students:

The overwhelming majority of the graduate students attend school at IUSON part-time (85%). Students in masters, DNP and PhD programs are very busy with work as well as school responsibilities, as well as family. The majority of our graduate classes are offered as distance accessible. In fact, several have been funded by the HRSA to extend options for graduate degrees across the state of Indiana. Although some faculty have commented that students seem to like synchronous and hybrid class schedules (e.g. intensives, use of videoconferencing, etc.) most students express a need for flexibility in their course schedules to be able to complete assignments and school requirements. More faculty are offering on-line classes fully or partially asynchronous to allow some flexibility for their students. With the exception of the NIH funded T-32 students, who are funded for full-time study, the majority of the graduate students try to work school schedule in and around work schedules. In today's workplace, there is less flexibility for students to be able to schedule certain days for release from work to attend classes. The graduate program coordinators are working on a schedule for each program's courses scheduled on one day per week to provide easier work and school scheduling.

Some faculty report some students defer, or delay entry into graduate programs once they are accepted and start classes at a later time, as the reality of the load of both full time work and coursework are realized. We are trying to be creative with funding mechanisms that can support a portion of our students' tuition to lessen the need for full time work. This funding then shortens the time to graduation. Funding mechanisms include Block grant funding; more purposeful distribution and communication of possible funding packages; etc.).

We are receiving inquiries from, and increasing admissions of, international students. International students' special needs with respect to visas, licensing requirements, etc. have become more complex. We are developing closer relationships with the staff at the IUPUI International Office to increase collaboration and smoother processing of these students' requirements and needs.

Finally, both incoming students and our practice partners who employ them are asking for higher and higher levels of health informatics/technology awareness and competency, and training labs need to reflect these student characteristics and our practice partner's needs. Nursing and Informatics faculty are working on development of an idea for a funded center for informatics training. Informatics requirements are being added, or have been included in new and current programs.

2. What are your plans for any surplus amounts in your fund balance?

Now that the renovation of the 4th floor of our building is nearly complete (and funds for payment of that work have already been transferred out of our fund balance), plans are to continue renovations throughout the building. We plan to complete the rest of the 3rd floor to better accommodate research needs now and in the future. Plans include creation of a research space that will accommodate staff from several funded studies, as well as updating research project office space throughout the rest of the floor. We plan to use part of that 3rd floor space for a Research Clinic in which interviews, behavioral assessments, etc. can be performed.

Once the campus's new testing center is complete, we will work with UITS to repurpose and redesign the student computer cluster (currently located on the 3rd floor) in order to provide a more contemporary way to meet student learning technology needs. The remaining amount of our fund balance is designated for a complete renovation of the first floor of our building which includes classroom space. The auditorium, which spans 2 floors, currently wastes a great deal of usable space over 2 floors, is rarely used to capacity and is difficult for speakers to use and engage with an audience of any reasonable size. This 1st floor update will require an extensive renovation, but will provide for additional classroom space. The renovation will require more funds than we currently have in our fund balance. We are in the early stages of discussion with the University Architect's Office.

There is also a clear need to upgrade our existing faculty salaries. Our salaries are at the 50 percentile for Big 10 schools- 3 others of which are also in the top 10 ranked schools of nursing (Iowa, Illinois and Michigan). The majority of our clinical faculty have now completed their doctorates, or are in doctoral study, and will require a higher salary for the school to be competitive at retention. Current university salary increase guidelines prevent overall increases of the majority of the faculty who do need to have 10-20% salary increases in order for the school to be able to recruit and retain the strongest faculty. Recognizing that base salary increases wouldn't come from the surplus cash in the fund balance, if there ever is any window to do this that would be appropriate and desirable. If there is an opportunity for faculty to receive bonuses again, we would plan to use some of the surplus in the fund balance for cash bonuses. It should be noted that our base budget includes funds for posted faculty positions and that the surplus in the fund balance includes the cash from the salary savings prior to the time that they are filled. We also plan to use some of the surplus in the fund balance for faculty development (i.e., travel, conferences, start-up packages for recruiting, etc).

3. What are your short-term and long-term plans for ensuring adequate facilities to meet your mission? To what extent are on-line and/or hybrid courses a useful strategy in addressing any anticipated space constraints?

Part A): As stated in our response to #2 above, we have recently renovated the 4th floor of our building. This floor now houses all faculty offices, including space for unfilled faculty positions and an allowance for future planned growth, as well as the associated academic support structure. It also provides open spaces for part-time faculty to work when they are at the school.

As a part of our long-term facilities plan, we are beginning discussions about a full renovation of the first floor of our building.

This floor houses several large classrooms, including an auditorium, and the Center for Academic Affairs (contains full complement of nursing student services, including academic advising). The renovation would provide both more and contemporary student learning and services space, all with updated learning technologies.

Part B): Both online and hybrid courses are well supported in the literature as effective instructional modalities. While we anticipate continued usage of both models in the future, we are particularly seeing an increased growth in hybrid models. Our planning includes discussions about the projected mix of pedagogy. We anticipate that there will also be an increased need for technology equipped classrooms that allow on-campus students to gather with the faculty member, while distance students join the class live via high definition, IP based videoconferencing platforms. The ability to rotate the scheduling of these courses (for live vs. online sessions), and have some students join remotely, ultimately maximizes the use of existing space and reduces the total need for space. We continue exploring new information and learning technologies that will better allow us to offer quality education, both in the classroom and distance-accessible.

4. What marketing strategies/materials are you planning to develop/disseminate during the coming year?

- **a. Who is the intended audience for each?**
- **b. What do you hope to accomplish with this strategy with this audience?**
- **c. How much are you planning to spend for each strategy?**
- **d. How will you tell if your expenditure was worth your investment? [Provide return on investment (ROI) data for past expenditures, if available, and plan to track ROI in the future.**

All of our strategies are focused on four things: 1.) recruiting faculty; 2.) recruiting students; 3.) raising philanthropic dollars; and 4.) engaging alumni. We have received the trustees' directive of "efficient and effective communication" and see that directive implemented in the 25% reduction in print materials and the call to benchmark marketing/communication efforts. IU Communications has also proposed various software tools and strategies to help units within IU reach their intended audiences while lowering cost and increasing internal IU partnerships.

With these important components in mind, the IU School of Nursing is focusing on two major strategies in order to reach our intended audiences:

Strategy 1: Increased web-based outreach
Strategy 2: Increased face-to-face constituent outreach

Both of these strategies have the same intended audiences and accomplishments (see below). The partnerships we've established with the IU Alumni Association, IU Foundation, IU Clinical Affairs and IU Communications are and will remain for us valued assets in accomplishing these goals.

Strategy 1: Increased web-based outreach
We currently have an IUSON Twitter account, web site and Facebook page. We will add the capability to deliver e-newsletters to our audiences, which would tie the social media process (see below) together by integrating all of our web-based mediums, increasing the outreach to all five of our audience segments.

The social media process involves: e-newsletters to all audiences; Facebook and Twitter posts to alert readers to news on the e-newsletter; news also posted on the school's website with Facebook and Twitter messages to drive audiences to the website for more information.

Strategy 2: Increased face-to-face constituent outreach

Meaningful connections to the IU School of Nursing are built upon relationships. To establish and build those relationships we will continue to partner with the IU Alumni Association, IU Foundation, IU Clinical Affairs, and IU Communications in order to:

- Attend eight national nursing conferences in 2012 (engages the school with potential students and faculty and alumni; enables donor stewardship and acquisition);

enables donor stewardship and acquisition);

- Build relationships with central Indiana hospitals to create a pipeline for potential students & faculty, to reach alumni, and to steward/acquire donors;
- Work with the Indiana Center for Nursing to reach potential nursing students & faculty, donors, and alumni;
- Develop a plan to reach students inside IUSON (IUPUI) and the eight IUSON campuses statewide to provide a path to graduate school;
- Increase awareness of faculty research in order to attract graduate students and potential faculty and to steward/acquire donors;
- Create a recruiting brochure for the doctoral program;
- Create a database for tracking interested applicants to the RN to BSN, MSN, and doctoral programs.

Who is the intended audience for each? These audiences are the same for both strategies.

1. Potential faculty

2. Potential graduate students*

3. Donors

4. Young alumni

5. Older alumni

**Undergraduate applications and enrollment remain very strong with an average of 3 applicants for every open spot. The demand for active recruiting for undergraduate admissions is not great at this time but we will continue to monitor enrollment trends. We will focus on current undergraduate students as a pipeline for applications to the graduate program.*

What do you hope to accomplish with this strategy with this audience? These intentions are the same for both strategies, and the timeframe for realizing these goals is two years.

1. Potential faculty: Double applications for open faculty positions
2. Potential students: Double applications to the PhD and DNP programs; increase applications to targeted MSN programs by 25%; increase applications to the RN to BSN program by 20%.

3. Donors: Demonstrate that the IU School of Nursing is a good steward of philanthropic dollars by illustrating the impact that their gifts have on nursing students and faculty; demonstrate need for continued philanthropy

4. Young alumni (22-35): Engage a wider audience of alumni by increasing contact to 8,000 alumni. This age-group receives information via social media (Twitter and Facebook) on an ever-increasing basis.

5. Older alumni (35-65): Engage a wider audience of alumni by increasing contact to 8,000 alumni. This age group is web-savvy and uses email; we have a tremendous culture shift to accomplish in moving this audience from print to electronic publications and will have to proceed carefully.

How much are you planning to spend for each strategy?

Strategy 1: We will become part of IU's contract with WhatCounts by purchasing an IU School of Nursing account. The current estimate is $500 yearly for 500,000 messages. The only other anticipated cost involves the e-newsletter template; IU Communications is providing the bid for the template. The other components (Twitter, Facebook and our web site) are already in place.

in place.

Our plan is to continue to decrease spending on the printed alumni newsletter, which has already dropped 25%. We plan to print one edition this year and one next – that's down from two editions per year.

Strategy 2:

- National conferences: $27,000 for all eight (booth cost, flight, room, per diem)
- Brochure: $10,000

How will you tell if your expenditure was worth your investment? [Provide return on investment (ROI) data for past expenditures, if available, and plan to track ROI in the future.]
These measurements are the same for both strategies and the timeframe for realizing these goals is two years.

1. Response to open faculty positions will double

2. Applications to the MSN, DNP, PhD and RN to BSN applications will increase: 25% is the goal for the MSN program and 20% for the RN to BSN program. Applications for the doctoral programs will double.

3. Donors: Gifts to the IU School of Nursing will increase by 20%, through continued commitment of current donors as well as acquisition of new donors.

4. Young alumni:

   a. Increase membership on Facebook and Twitter by 50%

   b. Track response to e-newsletter; a 20% open-rate is considered successful by the social media industry. Our goal is 25%.

5. Older alumni:

   a. Track response to e-newsletter; a 20% open-rate is considered successful by the social media industry. Our goal is 25%.