2006-2007 Nursing

Mission

The Indiana University School of Nursing exists to develop and lead the “knowledge work” of nurses today and tomorrow to positively influence health of communities by:

- Inspiring learning through excellence in teaching
- Creating and enhancing knowledge through science and research
- Shaping care through practice innovations and partnerships (Spring, 2006)

Vision Statement

- Solely IU SON’s reputation as the national leader in nursing education research and best educational practices
- Position IU SON as a nationally renowned leader in clinical research
- Achieve excellence in teaching and research powered by partnerships and innovation

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 2006-2007:

- Fall, 2006 – Traditional BSN
  - Applications: 327
  - Admitted: 100
  - Average GPA: 3.72

- Spring, 2007 – Traditional BSN
  - Applications: 150
  - Admitted: 50
  - Average GPA: 3.48

- January, 2007 – Accelerated BSN (NEW)
  - Applications: 20
  - Admitted: 10
  - Average GPA: 3.54

- May, 2007 – Accelerated BSN
  - Applications: 20
  - Admitted: 10
  - Average GPA: 3.38

- Two Brock Scholars in Honor Program
  - Two Presidential Scholars in Honor Program
  - One Cos Scholar

- 15 nursing students were chosen for the IUPUI Top 100 this year: Amanda Bird, Jessica Faries, Cassandra Harrison, Nikki Waring, Stacie Wright and Alondra Gutierrez.

- Jessica Faries was named the Top Female student overall.

- Graduates:
  - December 2006 = 132 (116 BSN / 16 MSN)
  - May 2007 = 150 (129 BSN / 21 MAnn / 7 Matters)

- Scholarship support:

- Undergraduate/Graduate: $42,000.00 (increase of 20% over 2005-06)
- Graduate: $80,000.00 (increase of 10% over 2005-06)

- Total: $122,000.00 (increase of 10% over 2005-06)

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Evidence of Progress for 2006-2007:

- New Co. The undergraduate class increased by 30 students during this time (i.e. admission), or an increase of 13%. This was accomplished via a contract with Marian Health who hired 6 MSN prepared faculty who are with the School 80% time. This next year another 30 students will be added for a final increase of 13%.

- New Co. The MSN track with a focus in nursing education was passed by faculty and approved for offering by the campus. Funding for 20 FT students was provided by the Indianapolis Private Industry Council (IPC) and 25 applications were received.

Activities planned for 2007-2008:

- New Co. In general the students in the IU SON at IUPUI are well prepared and highly qualified academically. However, the student body is less diverse than it should be (see Question related to diversity initiatives). Until Spring, 2007 students were chosen based on their GPA and PSAT scores. In addition, the minority participation in the program did not reflect the diversity of the student body. Therefore, in Spring, 2007, the faculty implemented a pilot admission process which increased the diversity of the student body. This year, we have expanded the program to include students with a GPA of 2.5 or higher. The diversity of the student body has increased significantly.

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- New Co. This year, we have expanded the program to include students with a GPA of 2.5 or higher.

B. Emphasize and reward effective teaching

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit:

Time Frame:
Actions taken for 2006-2007:

&nbsp;

**Bursary program** — There wasn’t any money available for funding the merit bonus program for faculty and staff this year. We will re instituted this next year.

**Promotion criteria** — Last year 2 faculty were promoted:

Angela McNeel, Associate Professor
Joyce Welch, Clinical Assistant Professor

Awards and nominations:

- The National League of Nursing designated IU SON as a NLN Center of Excellence for pedagogical excellence.
- Six IU SON faculty were nominated for the Nurse Educator of the Year and Gail Kost was selected as 2007 Nurse Educator of the Year by the Indianapolis Star.
- Dr. Carol Sheehy was awarded the Sequoia Award for her efforts toward enhancing diversity among students.
- Pam Ironside was inducted into the American Academy of Nursing
- Melissa Swenson and Beth Richardson were selected as Fellows in the American Academy of Nursing Practitioners
- Rose Mayers received a 2006 Heritage Lifetime Achievement Award from Heritage Place in Indianapolis
- Marion Broome was selected as the 2006 University of South Carolina Outstanding Alumni of the Year.

Faculty development — In March 2007 a teaching workshop for faculty on the theory and practice of teaching using clinical simulation and how to integrate it into the curricula was held. In May 2007 Dr. Gamadette Maluy, Arizona State University, presented a day long workshop on Integrating Evidence Based Practice into the BSN curriculum.

Evidence of Progress for 2006-2007:

Teaching excellence remains highly valued in the IU SON & PUI as a route for promotion, merit and recognition.

Activities planned for 2007-2008:

Continue faculty development through workshops.

C. Enhance undergraduate student learning and success

Campus Planning Themes: Teaching and Learning

Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2006-2007:

- Overall the student outcomes in terms of outcomes on the NCLEX (BSN - 96.26%; ASN-Columbus campus - 89.77%) and certiﬁcation exams in the various graduate programs (77-100%) are excellent. We continue to use the ATI testing and evaluation program in our undergraduate baccalaureate curriculum throughout all 8 semesters.
- The Nursing program — Twenty three faculty (primarily in the undergraduate program and of clinical rank) work with ten 3rd and 4th semester traditional and accelerated track students and meet for an hour every month and with the large mentor group and the dean once a month. The purpose of this program is to provide new undergraduate students with a faculty mentor they could get to know better, and a small group of fellow students to bend with. The program began fall semester, 2005 and the students are systematically evaluated each semester.
- For our 5th semester traditional and accelerated track students, IU SON is working with University College to implement a Structured Learning Activity (SLA) for the students’ first medical/surgical course, which is a difﬁcult course with a higher failure rate than most of our courses. Through the University College, selected students are mentored and trained to be student mentors for a course. The SLA was initiated in the fall 2007 medical/surgical course with 8 mentors conducting 5 separate recitation hours on Friday (8:30 - 9:30) before every medical/surgical course. The nursing students are obtaining needed information and reviews from the SLA instructor and student mentors. Evaluations will be conducted on our students, their learning outcomes, and the SLA experiences and satisfaction with this endeavor.

Learning Resource Center (LRC) renovation: The 3rd floor LRC renovation was bid out in June and remodeling was scheduled to begin October, 2007. Anticipated completion date is May, 2008. The initial expense has been supported by an estate gift from a 1950s alumnus Jane Johnson Shaffer. The renovation will provide space for clinical simulation laboratory teaching and clinical information management systems. This will enable the BSN and MSN students to develop complex critical and psychomotor skill sets in a safe environment before applying these with real patients in health care systems.

Evidence of Progress for 2006-2007:

The integration of the ATI program remains very successful, with an overall 96% pass rate on NCLEX higher than the national average.

Activities planned for 2007-2008:

Evaluate effectiveness of the programs described above.

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

Campus Planning Themes: Teaching and Learning

Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2006-2007:

Evidence of Progress for 2006-2007:

Retention is 94%.

Activities planned for 2007-2008:

E. Provide effective professional and graduate programs

Campus Planning Themes: Teaching and Learning

Secondary Goals:
Sub Unit:
Time Frame:
Actions taken for 2006-2007:

- The IUSBN at IUPUI has the only Ph.D. program in the state. Currently, 12 students are in the program and approximately 34 (54%) are out of state. Because the Ph.D. program in distance accessible almost half (n=14) are out of state.

- The IUSBN-EJEP offers a graduate certificate in nursing informatics.

- U.S. News and World Report ranked the IUSBN graduate programs 17th in the nation. Two tracks, psychiatric mental health nursing, and clinical nurse specialist, were ranked in the Top 10.

- The IUSBN offers 12 masters specialty tracks at present. In the Spring 2007 240 graduate students are enrolled in the MSN program. 80% are part-time. Certification rates for our nurse practitioners programs at IUPUI range from 90-100%.

- Working with regional campuses to develop strength for MSN programs. IU-South Bend worked with the IUSBN faculty to develop their Family Nurse Practitioner MSN program which has been approved by the CNB to begin admitting students.

- The accelerated MSN program in nursing education was approved by the faculty and graduate school last Spring. The Indiana Private Industry Council (IPIC) provided $20,000 to support full-time students in the BSN to MSN program.

- Increased in residency to the Graduate School at DBHS in Washington, DC for funding innovative educational programs. The Adult Clinical Nurse Specialist Program received $33,500 in funding for 2007 to develop an online version of the program and enroll students throughout the state. Currently, 41 students are enrolled in this program.

- Last year the IUSBN created (as a result of demand), a graduate certificate in Teaching in Nursing which was approved by IU this year. There are 4 students enrolled.

- Course development for the masters programs declined last year so reduced enrollments in current courses were underway. The School participated in an outreach program in collaboration with the Nursing 2000 and offered a research seminar at IUPUI. The school offered a seminar for faculty interested in graduate education attended. Materials that outlined advanced practice nursing education programs in the state were developed and are accessible at the Nursing 2000 web site.

- The School engaged faculty in an internal evaluation and program revitalization efforts which resulted in several administrative decisions related to master degree offerings. Decisions related to graduate program offerings resulted in reductions (i.e., suspension of admissions and acceleration of completion over 2 year period) or changes from 1 major to 3 major offerings and two certificate programs.

- A policy decision to move away from distance education pricing technology; use of institutes and out of state students was phased in over this next year.

- Increased in residency to the Division of Nursing at DBHS in Washington, DC for funding innovative educational programs. The Psychiatric-Mental Health faculty also submitted a proposal to BRSB in 2006. This proposal was approved but not funded. Additional student stipends were obtained and a new grant will be submitted in December, 2007. The Psychiatric Mental Health nursing training grant is designed to offer graduate level mental health counseling and advanced practice graduates in a distance accessible format.

- The school received $38,988 in Advanced Nurse Training monies and supported 12 students. For the 2007 year we plan to devote 20% of acquired Nurse Training monies to PhD Student Support. Also secured a modest amount of money through the Federal Nurse Faculty Loan Program (NFLP) to support our PhD students and increased our request for the 2007-2008 year.

Evidence of Progress for 2006-2007:

The IUSBN dean and vice-chancellor visited IUSBN in October to begin a discussion about how to develop an independent program on that campus over the next 2 years. It was agreed they would offer the FNP program beginning Fall, 2007. We collaborated with IUSSB and in fact have decided to implement the Family Nurse Practitioner Curriculum on their campus beginning in the Fall of 2008. This program has been approved by the Commission on Higher Education.

Activities planned for 2007-2008:

Evidence of Progress for 2006-2007:

The IUSBN was ranked 46th of 102 schools of nursing who receive NIH funding for research in 2006.

Evidence of Progress for 2006-2007:

Pilot funds are available through the endowed Center for Enhancing Quality of Life in Chronic Illness and the Margaret Wither Behavioral Oncology Program for faculty to apply for. Start up packages for faculty include $5,000 for pilot studies and summer salary support for 2 semi-annum after which they are expected to be self-sufficient. 2 faculty (Dr. Feinman and Dr. Kaplan) were awarded $5,000 each for pilot studies.

Evidence of Progress for 2006-2007:
Activities planned for 2007-2008:

One signature center for interdisciplinary health science simulation research was submitted.

\[ \text{Campus Planning Theme: Research, Scholarship and Creative Activity} \]

\[ \text{Secondary Goals:} \]

\[ \text{Sub Unit:} \]

\[ \text{Time Frame:} \]

Actions taken for 2006-2007:

- Fall 2005 the Center for Research and Scholarship was reorganized. 
- Program to support a pre and post award staff member were created.

The Center for Excellence in Research in Nursing Education and Scholarship was also created and Dr. Pam Isemide from the University of Wisconsin-Madison was recruited to direct that center. 

Dr. Isemide has been externally funded for two studies of educational practices spanning.

Evidence of Progress for 2006-2007:

Although the new rankings are important it is critical that we build in structures to support faculty to continue their programs and recruit new faculty interested in research careers. We have also hired research scientists more recently: another group who can contribute to this effort. It is also critical that some of the financial support from OEC ($200,00) the dean uses currently to support part-time instruction must be applied for use in the research infrastructure. With the new program fee funds approved by the trustees the OEC should be available next year to enable the dean to do this.

Activities planned for 2007-2008:

With the receipt of funding from the National Cancer Institute at NIH for both the T-32 from NIBR and the R-25 (Interdisciplinary Training Grant for Oncology Scientists) there is a critical need for more research space beyond what the school can provide. 

Space is being assessed and a plan will be developed for campus review this next year. The current rank and infrastructure support is a major recruitment tool for associate and full professors with interest in raising their research programs to a new level. This next year we need to focus on recruiting post docs from other research intensive schools for assistant professor positions.

Evidence of Progress for 2006-2007:

Maintenance of prior activities

Activities planned for 2007-2008:

Given the current fiscal climate, and the number of faculty available for the school, teaching and research mission, each opportunity for expanded involvement in civic activities will be carefully evaluated by the executive advisory group and steering committee for fiscal health in terms of investment of funds and time before committing the school to expansion of activities. More opportunities for service learning are anticipated.

B. Internally commitment and accountability to Indianapolis, Indiana and Kenya

Campus Planning Theme: Civic Engagement

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2006-2007:

The school continued substantive involvement in several community initiatives such as Fit for Life, the MOM project, Institute for Action Research in the Community (IARCH), The Healthy Families Projects.

Evidence of Progress for 2006-2007:

A transition plan has been developed for several programs in the community currently housed in the school of nursing and the capture of 9% indirect costs on other state contracts for service projects

Activities planned for 2007-2008:

Dr. Mary Beth Reisner, the Director of the WHO Collaborating Center held a meeting of system faculty to develop a statewide community based project. Funds to support this endeavor as a pilot were provided by funding from the Gala proceeds from 2004, 2005. This is in progress. However, given the new emphasis on a ‘goodness of fit’ between the mission of the school, campus and university we are anticipating requesting re-designation for the WHO Collaborating Center that currently must respond to P4H0 initiatives to that in Africa.

The dean, associate dean for community and international affairs and Dr. Joanne Martin, met with state officials to discuss the need for indirect costs to support and ongoing service projects supported by the school now and in the future. In addition, there is a need to transition programs that do not provide explicit education or research opportunities for students and faculty. The RFA for one of the largest projects (Healthy Families) is out and we anticipate moving this project to another more service oriented agency.

Internationally, the school is focusing a major effort on developing educational and research capacity of the faculty in the Department of Nursing at Moi University. A strategic plan for the next 3 years is under review by the

A. State Funds

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

*Actions taken for 2006-2007:*

State funds (utility and sales). The dean spoke at the Indianapolis Rotary Group last September and the club in Fishers in May; has met with trustees and state officials, visited with legislators in Washington, DC. In October and served on the State Workforce Development Action Committee to propose solutions to address the nursing shortage. The committee recommended a faculty loan repayment program which was not considered by the state legislature.

*Evidence of Progress for 2006-2007:*

Many individuals appear more cognizant of faculty shortage as a root cause of the nursing shortage. Solutions pending.

*Activities planned for 2007-2008:*

Continue to increase visibility of the school and dean and to generate discussions with various constituencies that will progress toward some solutions.

B. Research Funds

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

*Actions taken for 2006-2007:*

Research funds (recruitment emphasis): The school has hired one assistant professor who completed a post doc at the University of Kentucky. The dean is also requiring that faculty hired onto the clinical faculty rank either have a doctorate or agree to enroll in a doctoral program prior to their 3rd year of appointment. The dean is also requiring enrollment in a doctoral program for her support for promotion to associate rank on the clinical track.

*Evidence of Progress for 2006-2007:*

See above.

*Activities planned for 2007-2008:*

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

C. Additional Students

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

*Actions taken for 2006-2007:*

The Clarion Health Partner Health System provided 6 MSN prepared nurses who are being mentored as faculty over a 4 year period. This enables expansion of the accelerated program (MSN degree) by 100% (n=30 additional) for an annual increase of 10%.

*Evidence of Progress for 2006-2007:*

Increase began Jan 2007.
30 additional second degree students were admitted in January.

*Activities planned for 2007-2008:*

Implementation of above increase in admissions.

D. Donors - Alumni and Corporations

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

*Actions taken for 2006-2007:*

Total dollars raised for the period July 1, 2006 through June 30, 2007 is $2,022,572.trib; The overwhelming majority of this money is in restricted gifts.

End:

**Donor events - Development:**

- Endowed professorship fund raising events faculty of TUBON
- Annual luncheon honoring retirees faculty of TUBON
- Third annual luncheon honoring 2006-2007 scholarship donors and recipients
- Celebrations of Nursing Luncheon, Second Annual – April 30
- A breakfast for Financial Advisors in December '06 for planned gifts.
- Stewardship event at Symphony on the Prairie in August '06
- Building Up Program Grant – Campus Campaign
- Built upon success of previous year resulting in yet another increase in dollars pledged

End:
Evidence of Progress for 2006-2007:

Progress &nbsp; Received outright gift of $100,000 in December '07 in response to request for support from IRA rollover. &nbsp; Have received numerous gifts and pledges in support of LRC.

Activities planned for 2007-2008:

Development
• Broadd Lunches October '07
• Scholarship Lunches - October '07
• LCR prospect events - January - through April '08
• LCR opening celebration - June '08

Alumni
• Alumni events in conjunction with Medicine
  &nbsp; • Alumni Lunch - October
  &nbsp; • Alumni event in State
  &nbsp; • Alumni event in San Diego, Florida area in February
  &nbsp; • Alumni event in State
  • Alumni event in Northwestern Indiana in September '07

E. Space Issues

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

Actions taken for 2006-2007:

Space Issue: The 10,000 sq. ft. of learning resource space on the 2nd floor required relocation of all LRC classroom and clinical simulation activities for a year while construction is underway. As there were no funds in the budget to rent additional outside space we invited for donated space--space was found in the Union Building and Wishard Hospital. As mentioned before in previous sections the research mission of the school continues to grow and has outgrown the available space. &nbsp;

Evidence of Progress for 2006-2007:

High levels of productivity have resulted in a more critical need for space.

Activities planned for 2007-2008:

A strategic plan for space management is being developed.

F. Faculty Issues - Recruitment and Retention

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

Actions taken for 2006-2007:

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. In July of 2007 the dean used the money negotiated coming as an emergency in 2004 to increase the salaries of many of our most productive teaching and research intensive faculty. As a result many of the faculty at all 3 professional ranks are within $2,000.00-5,000.00 of the 50-75th percentiles of AACN teams. In addition, the dean adjusted the faculty prep required clinical faculty and so was more similar to those of the associate tenured rank and less like the assistant professor on tenure track 1 yet this must continue to be a focus next year. We must get all faculty salaries to between the 50-75th percentiles of AACN.

Evidence of Progress for 2006-2007:

6 of 12 faculty positions posted in May 2006 were filled. More retirements are anticipated.

Activities planned for 2007-2008:

There are interested, accomplished faculty that are interested in coming to IU Bloomington. Revenues have not increased. Proposals (increase program fees, IPEC funding, GSP program) were successful in acquiring additional resources to expand the faculty base so the school in turn can continue to prepare nurses at all 3 levels of practice and education at current levels. Base salaries must be used to bring the salaries up next year.

Fiscal Health

This is an exciting time for the IU School of Nursing! We have been re-energized because of so many things, not the least of which is the approval of several fee requests that will help us balance our budget and move forward with new initiatives. A brief summary of these fee requests that were approved by the Trustees follows:

- a new program fee (33.50 per credit hour for 07-08 and $67.00 per credit hour for 08-09) for undergraduate students
- graduate tuition increased 10% for 07-08 and 15% for 08-09
- PG courses will now be priced at rates of tuition (out-of-state students will pay full out-of-state tuition rates) phasing in over the next two years for current students
- Clinical fees increased 10% for 07-08

After establishing the new faculty positions as required by the approved program fee proposal, these increases should allow the School to begin to eliminate its structural deficit, restore the guidelines reserve and fund some new initiatives. The School has had net operating losses from general operations for the last four fiscal years, the most recent being nearly a million dollars largely because of repayment of the $1.27 million received from the state of Indiana (ISH 03). With these new increases, we project that we will be able to balance our budget (basis budget more of our revenue streams), restore the required reserve and fund some new initiatives.
As we look forward into 07-08, our recently-completed full-scale analysis projects approximately $500,000 in operating income after committing $450,000 toward the School of Nursing's share of the construction costs of the interdisciplinary simulation center in the canal building (discussed later). Plans for the remaining funds include establishing an operating budget for the canal building, increasing the base funding for part-time faculty, and increasing the reserve for faculty salaries on Citations & accounts duty.

While most appropriate, these increases are not alone to completely correct the School's budget deficit and remove all of the fiscal constraints we face. The School has engaged in internal reviews and cost-cutting measures as well. We continue to use the expense model (originally developed by Jane Johnson) to determine faculty salaries and have eliminated all of our academic grant and reviewed their cost structure; we have examined all of our faculty's productivity (looking at each individual's salary and benefits) to be sources generated from tuition, fees and external funding). And we are making ongoing operational decisions with these data in mind.

Undergraduate credit hours (23,487 actual in 06-07 and 23,500 budgeted for 07-08) have increased by about 1605 as compared to the previous years and are projected to increase again during 07-08. This is indeed good news, especially after such a significant decline in the late 90s and having stabilized around 20,500 for 04-05 and 05-06. Part of the projected increase in undergraduate credit hours is as a result of our commitment to make our enrollment more flexible. One of the many benefits of the new curriculum is that it is designed to be flexible and is structured to allow students to meet the requirements of any number of degree programs. Another significant part of this increase is due to the school taking in an additional 10% of students for the fall 07 term. Having said all of this, the number of qualified applicants to the undergraduate program is now only slightly exceeding our admission capacity. This trend of declining numbers of undergraduate applicants is not what we will continue watching. Graduate credit hours rose from 4,700 in 2002-03 to 6,520 in 2005-06 and is again at 6,350 in 06-07 in response to ongoing massive. After projecting to decline, they are now expected to increase in the fall. We also have a new curriculum that focuses on the needs of the present and improve our marketing and recruitment efforts for increased enrollment in our program.

As I have observed several times before, academic success is a key component to fund the costs of clinical instruction. As Dean McElhinny, Farley, and Federation described in previous years, nursing continues to rank in nation and income only a portion of the full-load costs (includes allocated overload and infrastructure costs). per credit hour of undergraduate and graduate instruction.

Historically, that gap has been largely covered by state appropriations. However, the percentage of total school revenue derived from state appropriations declined from 39 percent in 1998-99 to 33 percent in 2006-2007. Additionally our costs increased over 2006-2007, that means that the funding gap needs to be made up through a variety of means. One of these means is tuition and fees. The tuition and fees for the fall term of 06-07 are $920 per credit hour. This has increased from $800 per credit hour for the fall term of 05-06.

One of the exciting teaching innovations that we have seen in the area of clinical instruction is the use of a learning lab at the Learning Resource Center (LRC) which will help develop new state-of-the-art teaching environments in which we will teach our students clinical competencies and decision-making skills in a controlled, safe (and cost-effective) environment through the use of simulation techniques. These skills can then be transferred to and applied to actual patient situations in comprehensive practice settings. We hope to better prepare our graduates for the real world in which they will practice through the use of the innovative teaching techniques.

As well as participating in the School of Medicine in a new multidisciplinary simulation center in a new building on the canal. Not only will this center provide a physical environment for a multidisciplinary approach to training using simulation, it will also facilitate interactions between the core curricula and training programs. This facility will provide opportunities for our undergraduate and graduate students to learn more complex clinical skills in an environment that will better prepare them for practice. Both this facility and the school's LRC (mentioned in previous paragraph) will not only provide students and professionals with the best training to provide care to patients, but they will also provide training services to others in the area.

Arbitrers: (with increasing enrollments and decreasing revenues), IUSON/USON has made more use of non-typical faculty and part-time faculty. In 1991-92, IUSON/USON had 10 full-time faculty, but that number has dropped to 8 currently. There were 67 part-time faculty ($13,457 FTE) in 2001-2002 and that number has increased to 86 ($13,457 FTE) currently. We are also examining the numbers of part-time faculty and the workload for full-time faculty. While we continue to actively recruit full-time faculty, our major issue in retaining is the salary gap between what nursing can receive in education. That makes continued recruitment a challenge. A comparison of IUSON/USON faculty salaries (2006 & 2007) to AAN (American Association of Colleges of Nursing) data determined that 33% of the faculty were below the AAN’s target. We plan to try and reduce that statistic over time through the use of courses for these new faculty.

Arbitrers: In addition, the national “aging of nursing faculty” continues to result in increased competition for qualified, adequately prepared nursing faculty of all ages and gender. This creates tremendous demand for competitive starting salaries for our new faculty recruits.

Arbitrers: Contracts and grants are contracts and grants that have increased over the years and in 2006-2007, earning a total revenue (expenditure reimbursement driver) from grants and contracts totaled $7.6 million. However, indirect cost recovery ($1.9 million) remains proportionally small because our externally-funded services projects do not pay IMC. The University is important for IUSON/USON’s success in civil engagement. We have negotiated an 8% indirect cost recovery rate from the state for some of these projects and have a transition plan in place, approved by the state, to move some of the currently underfunded projects to another agency. We will continue to monitor these and all service projects and the level at which the School can afford to subsidize them. As a part of this evaluation, we have reviewed our services that are required for these projects and the services that we provide for these projects.

Arbitrers: Fundraising (fundraising) continues to provide an additional source of funds for the School. The School received $1.2 million in this past year, $720,000 of which were unrestricted by the donor, allowing the Dean to designate them for varying School purposes. Much of the unrestricted remaining was committed to the renovation of the LRC (described above). In addition to the new gifts, our endowment generated $360,764 in income, $70,276 of which was restricted (largely for scholarships). We were able to award $70,276 in scholarships in the fall of 2006 and we awarded $515,691 on 08-07 (this includes both graduates and undergraduate awards).

Arbitrers: As we look to the future, we continue to maintain our faculty workload policies and practices and look at more efficient ways to deploy our academic resources. We continue to work with the campus office for Assessment and Planning to manage programs and enrollments. We are currently engaged in identifying which programs might be financially affected and which might be more stable. We are also exploring how we can continue to maintain our mission as a research intensive school with a high quality academic program.

Arbitrers: The faculty continue to be evaluated as the decision-making through a representative faculty administration steering committee and the School’s Budgetary Affairs Committee (BAC). Arbitrers: BAC is a standing, member-chosen, faculty member, and comprised largely of faculty members, and serves in an advisory capacity to the dean.

Reallocation Plan
There is a $54,758 listed in the FY 2006-07 Fiscal Health Report for Reallocation Funding. Arbitrers: It supported the following:

Arbitrers: $1,550 – Dean’s Executive, comprising of the Dean’s Performance Award, added to the base salary

Arbitrers: $2,000 – John Fisher, PhD, President’s Award, added to the base salary

Arbitrers: $2,500 – Linda Zanetti, joint appointment with Liberat and Art, used for the Dean’s base salary, Arts budget

Another Question(s)

1) Diversity. In the past year (July 1, 2006- June 30, 2007) what actions have you taken and what results have you achieved in recruiting and diversifying a student body; enhancing diversity in research, scholarship, and creative activity; and recruiting, developing, and supporting diverse faculty and staff?

Diversity programs in the forms of Diversity Forums and an International Student Program are offered to students. These programs include presentations from a variety of perspectives on ethics, health, technology, learning and cultural dimensions. The Davis-Jones Family Program has been continuously offered to students for the last year of the project. Students and community partners of the project have been educated about the needs of students for health care.

Diversity efforts are made to recruit minority students from various ethnic groups. As part of our efforts, the faculty are trained to be more effective in working with minority students. The university has established a diversity grant to fund minority student scholarships. The university has also established a diversity committee to help develop strategies to enhance diversity in the faculty and staff.

Arbitrers: There are student grants and awards given to students for exceptional academic students. The academic awards are given to students for exceptional academic achievement. The awards are given to students who have achieved outstanding academic achievements.

Arbitrers: The university provides a diversity scholarship program to help minority students. The scholarship is offered to minority students who have achieved outstanding academic achievements.

The international student population is from several countries including Canada, Mexico, South Korea, China, Thailand, Philippines, Peru, Indonesia, Lithuania, Taiwan, Burns, India, Saudi Arabia, and Africa. Students from Africa are from Ethiopia, Nigeria, Malawi, Kenya, Cameroon, Liberia, Zambia, Zimbabwe, Kenya, Ghana, and Costa D’Vid’sp. A diversity scholarship is offered to students who have achieved outstanding academic achievements.

2) International activities. Over the past year, in what international projects and activities have your faculty, staff, and students engaged? What new efforts have been undertaken to internationalize the curriculum?

In addition to hosting the WHO Collaborating Center, the School of Nursing is active on the global academic stage through several ongoing relationships with internationally-located nursing programs. These associations involve short-term nurse exchange programs that regularly engage not only international students and faculty who come to Indiana but also School of Nursing faculty and students who go abroad to teach and learn. In conjunction with the Asian Dean for Graduate Programs, the School of Nursing is a key part of an international collaboration with the School of Nursing at Chulalongkorn University in Bangkok, Thailand for teaching and research collaboration. Professors Susan Moore and Princess
In spring 2007, the University of Nuevo León (Università Autonoma de Nuevo León) in Monterrey, Mexico and conducted a week-long workshop on nursing care. Additionally, an IU School of Nursing student accompanied Dr. Rasmussen through an arranged independent study abroad. Additionally, to promote SON students’ international learning, Professor Mary Beth Silver accompanied four nursing students to Cuernavaca, Mexico for UPLC’s Summer Language Immersion and Service Learning Program.

In addition to the collaborative work set in motion by Dean Brown’s 2006 visit to Mexico University, several IU University nursing faculty visited our campus during the fall semester –밈a Mba in October and Naomi Matoe in December. Both visitors interacted with a variety of students, staff, and faculty during their visits. Subsequent joint work with IU faculty has continued through monthly conference calls, with planning around critical care nursing education, curricular development, and student exchanges. A visit to IU University by SON administrators is planned for August 2007 to further the agenda. In January, a graduate student from Kenya (Lorin Srema) also began a program of study at the SON.

Publications/Presentations:

Baker, C.M., McDaniels, A.M., Firdood, K.C. &amp; Gellings, B.C. (2007) Empowerment among Latina nurses in Mexico, New York, and Indiana. *International Nursing Review, 54*, 124-129. (This work was supported by the IU International Exchange grant, which initiated the partnership with University of Nuevo León.)