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 advancing knowledge through science and research
- Shaping care through practice innovations and partnerships (Spring, 2006)

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 2007-2008:

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Fall 2007 – Traditional BSN

- 401 applications received
- 110 admitted
- Average GPA 3.65

Fall 2007 – Accelerated BSN

- 121 applications received
- 30 admitted
- Average GPA 3.807

Spring 2008 – Traditional BSN

- 163 applications received
- 100 admitted
- Average GPA 3.57

Spring 2008 – Accelerated BSN

- 43 applications received
- 29 admitted
- Average GPA 3.759

Summer 2008 – Accelerated BSN

- 43 applications received
- 29 admitted
- Average GPA 3.759

- T vacancy: BSN Scholarships: Sara Plueckhans, Ashley McCarty, Jackie Burgoss
- Two Presidential Scholars: Kristen Allen and Karissa Guerro
- One Cox Scholar: Jessica Furstenburg

Twelve students were selected from the School of Nursing as part of the IUUI Top 100: Amanda Bischel, Jesse Ferris, Antoinette Hampton, Rachel Jones, Andrea Maners, Theresia Paaowo, Heather Parmetner, Julie Reindke, Kristi Roberts, Sarah Shank, Jill Tuttle and Marci Worden.

In addition to the 12 IUUI Top 100 students, 20 were selected from the Top 10 outstanding female students at IUUI: Jesse Ferris, Theresia Paaowo and Heather Parmetner.

Graduates

- August 2007: 64 (30 BSN, 34 MSN) (an increase of 48% from 2006/07)
- December 2007: 112 (10 RN BSN, 68 MSN, 7 Accelerated BSN, 7 MSN)
- May 2008: 175 (94 BSN, 15 RN BSN, 66 MSN) (an increase of 37% from 2006/07)

Scholarship Support

- Undergraduate scholarships: 89,699 (an increase of 48% from 2006/07)
- Graduate scholarships: 370,796 (an increase of 37% from 2006/07)
- Total scholarships: $560,495 (an increase of 37% from 2006/07)

Evidence of Progress for 2007-2008:

Expansion of the BSN class. Overall the school admitted 28% more students in 2007 (for a total of 290 students) compared with the average accepted (n=230) previous 5 years. This increase is attributable to admitting 60 additional accelerated students (n=30 January, 2007 and 30 in September 2008). This made possible by the Clarion Health Partners contract for 4 years that provided 8 additional MSN prepared faculty who teach 80% time with the school of nursing and 20% with CHP. About 1/6 of those new students also accept a full tuition scholarship from CHP that requires a 3 year obligation. The first cohort, admitted in January, 2007 graduated in August 2008.

Activities planned for 2008-2009:

The use of the interview for all eligible applicants for the undergraduate program is currently being evaluated in terms of any changes in diversity of the admitted class and retention statistics – especially the first 3 semesters. This will be reported on in next year report as the first cohort of those interviewed will graduate.

We plan to admit another 20 students per year in the traditional classes of BSN students which will then place our expansion at 33% over 2006. This expansion was part of the agreement for the program for which the state provided $740,355 (an increase of 37% from 2006/07)
Emphasis and reward effective teaching

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2007-2008:

- Merit/bonus program: The school was not able to participate in a bonus/merit cash program in addition to base increases given for 2007-2008. The base budget was too financial restricted at the time. Difference in faculty base salary raises for that time period however, did reflect variance in productivity during the year.

- Promotion criteria: Four faculty were promoted for 2008-09.
  - Janet Carpenter to Full Professor
  - Marche Elliott to Full Professor
  - Janice Bellew to Associate Professor
  - Jannis Gerbensney to Associate Professor

- One faculty member was granted tenure.

- Awards and nominations:
  - The BSN and MSN educational programs of IU South Bend were re-accredited for 9 years by the National League for Nursing.
  - The School of Nursing continues as an NLN Center of Pedagogical Excellence in Teaching. The school is one of 11 schools of nursing in the country to be designated as a Center of Excellence by the National League for Nursing through 2009. http://www.nln.org/excellence/centerdesignees.html
  - Dr. Patricia Ehrhart was selected unanimously by the American Association of Colleges of Nursing to receive the 2008 GE Healthcare-AACN Pioneering Spirit Award.
  - Mary Jo Eff and Prudence Twigg were identified as IU School of Nursing “Famous professors” by student-athletes.
  - Denise Ferrell was recognized with The Advancement of Nursing Award by the Indianapolis Star’s Salute to Nurses in May 2008.
  - Drs. Judith Halstead and Pam Jeffries were inducted as a Fellow in the NIN Academy of Nursing Education.
  - Dr. Sarah Horton-DuBose was selected as a National League for Nursing Leadership and Mentoring Protégé.
  - Drs. Beth Richardson and Melissa Swenson were formally inducted into the American Academy of Nurse Practitioners as a Fellow of the AANP.
  - Dr. Anna Alt-White, PhD, RN, was awarded a Census of Translational Research at Veteran’s Hospitals.

- Faculty Development:
  - In 2007-08 the following visiting lecturers and faculty spent time with faculty consulting in groups and with individuals:
    - Dr. Julia A. Anderson, National Institute of Health Davis-Sams Professor worked with faculty related to diversity in research (Nov., 2007)
    - Dr. Sean Clarke, University of Pennsylvania Center for Health Outcomes and Environmental Policy, Sonnem Menk Lecturer and speaker at a lunch as part of the CHF in Nursing leadership (March, 2008).
    - Dr. Michael Bleich, Executive and CEO of Kansas University Health Partners was the speaker at the annual Doctoral Forum (April, 2008)
    - Dr. Martha Till, Professor University of Iowa spoke on “Translational Science: Models, Designs and Methods” (May, 2008)
    - Dr. Barbara Velec-Frederich, Loyola University spoke about “Developing a Research Trajectory” (June, 2008)
    - Dr. Barbara Smith, University of Maryland spoke on “Bedside to Bench and Back Again: An Approach to Translation” (July, 2008)
    - Dr. Anna Alt-White spoke on “Translational Research at Veteran’s Hospitals” (August, 2008)

Evidence of Progress for 2007-2008:

- Teaching excellence remains highly valued in the IU South Bend as a route for promotion, merit and recognition.

Activities planned for 2008-2009:

- Faculty continue to be encouraged to seek our professional development opportunities. For instance, 3 faculty were chosen to participate in a federally funded HRSA grant (University of Colorado and Kansas and IU South Bend were co-sponsors) to develop expertise in teaching--especially clinical teaching.

- Visiting faculty have been invited for the 2008-09 year to come to campus to consult with faculty related to diversity, doctoral education, writing for publication, and health system research, physical activity interventions with patients with cardiovascular disease.

C. Enhance undergraduate student learning and success

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2007-2008:

- Overall the student outcomes in terms of outcomes on the NCLEX (BSN = 94.8%; ASN = Columbus campus 83.33%) 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.

- Mentor program: Twenty-seven faculty (primarily in the undergraduate program and of clinical rank) work with approximately ten 3rd and 4th semester traditional and accelerated track students and spend meet for an hour every twomonth 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 bond with. The program began fall semester, 2006 and the students are systematically evaluated each semester.

- For our fourth semester traditional and accelerated track students, IU South Bend is working with University College to implement a Structure 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 enrolled and trained to be student mentors for a course. The SLA was initiated in the fall 2007 medical/surgical course with 5 mentors conducting 5 separate recitation hours on Friday (8:30-9:30am) before every medical/surgical course. The nursing students are obtaining needed information and reviews from the SLA instructor student-mentors. Evaluations will be conducted on our students, their learning outcomes, and the SLA experiences and satisfaction with this endeavor.
Evidence of Progress for 2007-2008:

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 2008-2009:

Evaluate effectiveness of the programs described above.

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 2007-2008:

As noted above our retention exceeds 95% from 3rd to 8th semester which we believe is largely attributable to small clinical groups (n=110) throughout the curriculum, mentoring groups with faculty sponsors in the early semesters. Attrition is largely attributable to extreme stressors associated with family illness and student pregnancies.

Evidence of Progress for 2007-2008:

Traditional BSN students entering campus Spring 06, as of Fall 07, Retention Rate is 97%. Of the 104 students, nine student left in good standing, one transferred in nursing to another IU campus and two failed.

Activities planned for 2008-2009:

IUSON will continue to monitor retention.

E. Provide effective professional and graduate programs
Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2007-2008:

- The IUSON at IUPUI has the only PhD program in the state. Currently 63 students are in the program and approximately 42% live out of state. As part of the curricula, credits are required to attend full sessions in the summer. 16 applications were received in 2007 and 7 were admitted for the June 2008 cohort. Changes in out-of-state tuition rates last year (me moved from distance fees to out of state tuition accounts for the drop from previous years in which approximately 3% of applicants were out-of-state.
- Linda or Marla needs to update these numbers for us related to applicants for 2007.

IUSON offers 9 masters specialty tracks at present. In the Spring 2006, a total of 453 master’s graduates are enrolled in the MSN program. 99% are part-time.

The accelerated MSN program in nursing education was approved by the faculty and graduate school last spring. The Indianapolis Private Industry Council (IPC) provided $400,000 in support for up to 17 full-time students in this track.

At the request of Community Health Network of hospitals 3 of the MSN majors are being offered off-site in their institutions for a cohort of 30 students.

The Adult Clinical Nurse Specialist Program received $285,000 of funding for 3 years (in its final year) to develop an online version of the program and enroll nurses throughout the state. Currently, 42 students are enrolled in this program. In addition, Dr. Sara Horton-Deutsch and Angela McNells received a HRSA grant for Advanced Nursing Education with a focus on psychiatric/mental health. They received $492,000 for 3 years of funding.

The School received $114,930 in Advanced Nurse Training monies and we supported 8 students. For the 2008 year we plan to devote 30% of advanced Nurse Training monies to PhD Student Support. Also, we secured a modest amount of money through the Federal Nurse Faculty Loan Program (NFTP) to support one PhD student and increased our request for the 2008-2009 year. We also secured $100,000 from the IUPUI Graduate School Research Incentive Funds to support PhD and Graduate Students.

Faculty spent a year studying the possibility of offering a DNP (Doctor of Nursing Practice) degree. An extensive needs assessment was performed by a task force and consultants from the University of Washington and the University of California San Francisco were brought to campus to describe their experiences. These schools were chosen as both have PhD programs and are in the top 15 NIH funding ranks.

Evidence of Progress for 2007-2008:

Activities:
Certification rates for our nurse practitioner programs at IUPUI...
Activities planned for 2008-2009:

The PhD program self-study will be submitted Fall, 2008 to the campus and an external review will be completed during the year. We will also be monitoring our application pool for MSN and PhD students and will increase recruitment efforts. A Doctor of Nursing Practice Degree is planned for offering (assuming all approvals are obtained) Spring, 2010. A task force of faculty are working on the curriculum.

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 2007-2008:

- The amount of research dollars awarded in 2007 was $8,912,931.
- Additional funding for 12 PhD students and 4 post docs was awarded by both NIH, the American Cancer Society (A) via Individual awards and the T-32 and R-25, both research training grants.
- A 5-year HRSA Health Information Technology Scholars (HITS) grant was awarded to a collaboration of schools of nursing at Indiana University, University of Kansas, University of Colorado at Denver and Health Sciences Center and the National League for Nursing. The purpose of the grant is to develop, implement, evaluate, disseminate and maintain a faculty development collaborative that will prepare faculty to integrate information technologies into the nursing curriculum, and expand the capacity of colleges of nursing to educate students for the 21st century.
- Additional funding for educational research and program support was received from the National Council of State Boards of Nursing, the Health Resources and Services Administration (HRSA) and Indianapolis Private Industry Council.
- It was presented and ten doctoral students volunteered. Six graduate and two undergraduate student posters were featured at MNRS.
- Seven undergraduate honors students from IU/SN participated in the UCAPS program at IUPUI.

Evidence of Progress for 2007-2008:

The school remained in the 8th place for rank in NIH funding for 2007 (of 102 schools). Given the decrease in NIH funding to schools overall this is impressive.

Activities planned for 2008-2009:

Continue to recruit research intensive faculty in both clinical and educational research.

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 2007-2008:

New faculty are given 2 summers of support and a 1 course release semesters for 2 years to develop their funding to support their scholarship. They are assigned a mentor and work closely with the faculty research groups to hone their proposals. One faculty member was paid a salary stipend this summer to revise an NIH grant.

Evidence of Progress for 2007-2008:

- 1 grant from American Heart Assn; 1 from American Nurses Foundation; 1 from National Council of State Boards of Nursing; 2 from HRSA; 1 from Fairbanks Foundation; 1 from Sigma Theta Tau International and 1 from the Private Industry Council. Multiple subcontracts on grants for site research at IU were also secured.

Activities planned for 2008-2009:

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 2007-2008:

One staff member was added to support the 10 NIH pre and post doctoral training grant, the new center for Research in Nursing Education and the Center for Enhancing Quality of Life in Chronic Illness (CEQI). In addition, a staff member was added to support pre and post award activities in the Center for research and Scholarship. A full professor, Dr. Michael Weaver, was hired (has a degree in biostatistics) in January 2007 to assume the position of Director of Statistical Services in the CNRS.
Evidence of Progress for 2007-2008:

Although the NIH 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. With the new program fee we were able to use all of the IDC funds to now completely support research related initiatives.

Activities planned for 2008-2009:

With the receipt of funding from the National Cancer Institute at 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. 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 taking their research programs to a new level. This next year we need to focus on recruiting post docs form other research intensive schools for assistant professor positions. We will also need to plan 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.

3. Excellence in Civic Engagement

A. Enhance capacity for civic engagement

Campus Planning Theme: Civic Engagement

Secondary Goals:

Sub Unit:

Time Frame:

Activities taken for 2007-2008:

- The Mosh project “Healthy Families Home Visiting Program has successfully transitioned to new management and in the future will be administered by The Villages of Indiana. The Villages is a community agency that provides a wide array of children’s services.”

- The IU School of Public and Community Health, the School of Public Health, and the School of Social Work have partnered with the Assemblywoman to provide programs and resources to the community. The IU School of Public and Community Health has partnered with the Assemblywoman to provide programs and resources to the community.

See above

Activities planned for 2008-2009:

Given the current fiscal climate, and the number of faculty available for the schools teaching and research mission, each opportunity for expanded involvement in civic activities will be carefully evaluated by the executive advisory 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. 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.

- The school is exploring the opportunity to apply for a WHO Collaborating Center in Nursing and Midwifery. This will be a better fit with the school and campus’ mission in Kenya at Mol University. The current WHO Collaborating center for Healthy Cities will not apply for re-designation.

B. Intensify commitment and accountability to Indianapolis, Indiana and Kenya***

Campus Planning Theme: Civic Engagement

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2007-2008:

The school continued substantive involvement in several community initiatives such as Fit for Life and the Mol University department of Nursing. Our primary focus is to build faculty capacity at Mol. We supported 1 MSN student (Loice Strawa) in 2007 and 1 faculty member (Naomi Mutea) who is currently here preparing to apply to the IU School of Nursing.

Evidence of Progress for 2007-2008:

- Progress is slow.

Activities planned for 2008-2009:

- The violence in Kenya in 2007 slowed our progress considerably and conference calls that are held each month have resumed this fall. We hope to support continued development of their faculty to offer the RN-BSN program, developed summer 2007 and to develop their capacity and the number of doctorally prepared faculty. Funds to support these initiatives must be found to continue.

4. Enhancement of the Resource base

A. State Funds

Campus Planning Theme:

Secondary Goals:

Sub Unit:

Time Frame:

Activities taken for 2007-2008:

Enhancement of the resource base comes primarily though the monies generated by the 1st year of the program fee (see fiscal report). This enabled us to give a 5.7% average raise for faculty and 3.5% for staff. The faculty salaries remain low compared to the other Big 10 schools of nursing and must continue to be a focus of fiscal planning. In addition, salary savings are generated by the HRSA grants that now support 2 of the masters program tracts.
Evidences of Progress for 2007-2008:

Increases in grant funding from foundations in Central Indiana and the federal government.

Activities planned for 2008-2009:

Additional funds will be sought via HRSA to support the new DNP program.

B. Research Funds
Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2007-2008:

See above report under Research

Evidence of Progress for 2007-2008:

See above.

Activities planned for 2008-2009:

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 2007-2008:

See report on expansion of BSN program in 2007 under undergraduate section.

Evidence of Progress for 2007-2008:

See above.

Activities planned for 2008-2009:

No further expansion beyond 20 additional students (discussed above)

D. Donors - Alumni and Corporations
Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2007-2008:

Total Dollars raised for the period of July 1, 2007 through June 30, 2008 was $753,966. The majority of gifts received were restricted.

Donor events - Development

- Stewardship Event at the Symphony on the Prairie - August 2007
- Emeriti Luncheon - October 2007. Annual luncheon honoring Emeriti faculty of IUSON.

Donor events - Alumni - in Indiana

- Northwest Indiana area alumni event. Hosted by DeLancey's Broome and Raola along with Mary Lou Misch (BSN, 1949) - September 2007
- Healthy Living Conference - February 2008
- Minnesota Conference - March 2008. Luncheon held for IUSON alumni attending regional conference held in Indianapolis
- Reunions and Events - May 2008. All alumni reception, class dinners and recognition luncheon. Tour of IUSON and visit to new Resource Center for Innovation in Clinical Nursing Education.

Donor events - Alumni - out-of-state

- Held in conjunction with IU School of Medicine
  - San Diego, CA - March 2008
  - Los Angeles, CA - March 2008

Evidence of Progress for 2007-2008:

Increase in annual support over previous year in numbers of donors and number of gifts; included in at least two estate plans; major gifts received in support of student scholarships and Resource Center for Innovation in Clinical Nursing Education.
Activities planned for 2008-2009:

Donor events

- Stevansheim Event at Symphony on the Prairie – August 2008. Donors of $1,000+
- Resource Center for Innovation in Clinical Nursing Education – September 2008. Open House and Donor Appreciation Dinner
- Emeriti Luncheon – October 2008. Annual luncheon honoring Emeriti faculty of IU.SON.
- Campus Campaign – February 2009. Annual solicitation of IU.SON staff and faculty.
- IUSON Gala – tentative date of September 2009. Annual presentation of IUSON Awards and celebration of 95th anniversary.

Donor events – Alumni – in Indiana

- IU East in Richmond in conjunction with Reid Hospital – November 2008
- IUSON Alumni Conference – March 2009. Luncheon held for IUSON alumni attending regional conference being held in Minneapolis, MIN.
- All-alumni reception, class dinners and recognition luncheon.
- Tour of IUSON and ground breaking for Ball Garden and Convalescent Park.

Donor events – Alumni – out-of-state

- Targeted message of cancer research and prevention.
- Florida – at least two locations – February 2009
- Phoenix, AZ – possibly held in conjunction with IU School of Medicine – February 2009.

E. Space Issues

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

Actions taken for 2007-2008:

The 3rd floor renovation (see above) is completed but we are in dire need of additional research space. In addition the faculty offices are spread over 2 floors and the 35 year old space is inefficient and costly to heat and cool. The original furniture (1973) remained in many faculty offices, including double stacked bookcases in many of those.

Evidence of Progress for 2007-2008:

New furniture was bought summer 2008 for 60 faculty offices (2/3).

Activities planned for 2008-2009:

We have met with the IU architects to discuss renovation of additional space for research and better utilization of academic office space.

F. Faculty Issues - Recruitment and Retention

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

Actions taken for 2007-2008:

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. This past year, the dean used monies from the program fee approved by the trustees in 2006 to hire three more undergraduate faculty and one faculty for the PhD program. We still have three more positions to fill for the undergraduate and three for the doctoral programs. In addition, we were able to hire several additional faculty to replace those retiring. But not all retirement positions were filled and two of the endowed chair/professorship positions are open currently. The funding generated by tuition from the program fee also allowed us to give an average of 5.7% raise for faculty (range 3.0-9.1%) that now places the IUSON in the 50th percentile salary range in the Big Ten.

Evidence of Progress for 2007-2008:

see above comment.

Activities planned for 2008-2009:

Faculty salaries are very competitive in terms of recruitment of new faculty. Salary requests from applicants above that of current faculty at IUPUI are the norm. 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.

Fiscal Health

Reallocation Plan

Other Question(s)

1. What are you doing to increase
   a. the number of undergraduate degrees your unit grants?
   b. the number of undergraduate degrees you grant to low-income students (Federal recipients)?
   c. the number of first-time full-time students who complete degrees in four years?
   d. the percentage of students completing courses successfully?
   e. your research funding?

2. The number of undergraduate degrees your unit grants?

We expanded our undergraduate program in 2007 by 60 students (25%) a year. This expansion was funded by the Clinician Health Partnership. Last year expanded the number of BSN admissions by 25 per year and 4 in the PhD program. We are currently the largest school in Indiana offering BSN-PeD (x=1515), and one of the top 7 schools on the IUPUI campus in terms of student numbers. No plans for future expansion in the undergraduate programs with the exception of the JP-BSN option which is currently being revised to make it more accessible to working nurses.
2. If you had to implement a budget reduction of 3.5% a) what would be your budget priorities and b) what strategies would you employ to fulfill the line of maintaining critical operations and investing in your future? Please describe how faculty will be involved in the decision-making process.

The School of Nursing has recently completed a prioritization of our academic majors in the Master’s Program. We have been, and will continue to, suspend admission to those programs that we deem to be least cost-effective or not desirable to continue offering for other reasons (i.e., changing missions, market demands, nursing knowledge contributions to social health needs, economic costs, available resources, pending retirements and retention of faculty and students). Our program has allowed us to maintain our resource usage and identify critical faculty.

In addition to the above, a portion of the 3-5% budget reduction could be absorbed through normal attrition (upcoming retirements and resignations). We do not plan to replace all the faculty and staff positions that would be vacated.

We have also targeted the fiscal management of almost all of our community service projects to other agencies, the most recent of which was effective December 31, 2009. These decisions were implemented over the course of the last several years in order to assure a continuous level of service to our community. In terms of budget reductions, these decisions allowed the School to deploy the faculty members associated with the projects and eliminate several staff positions, thereby reducing our FTEs and the resulting RC assessment.

The remaining budget reduction would be absorbed through hiring slow-downs. We would continue our use of part-time faculty (saves the cost of fringe benefits) to augment the resources provided by the full-time faculty to assure the quality of the educational programs. The faculty are working diligently to determine more efficient and effective ways to continue to offer the same high-quality programs the school is known for.

Our faculty have been, and will continue to be, involved in the fiscal decision-making process through the school’s Budgetary Affairs Committee (BAC). This committee is advisory in nature and is appointed by the Dean. It includes both faculty and staff representation.

3. Please describe current commitments or plans that require multiple year funding, including the amount of funding required and the length of time the initiative’s funding is required.

Plains are underway for a major renovation of the entire 4th floor of the School of Nursing Building. We have examined this issue extensively and determined that a renovation would be the most cost-effective way of meeting our needs for future growth. With a redesigned floor plan, the space would be used more efficiently and allow for more office space. We are currently working with the University Architect’s Office on this plan. Once the design is completed, cost estimates can be obtained. We will then construct a financial package that outlines the total costs (including rental of temporary space), what resources the School can contribute and what amount of debt the School would need to incur to complete the project. Preliminary discussions of these plans have been held with Dave Hedges, Vice Chancellor of Finance and Administration.

The School has made a commitment to the Interdisciplinary Simulation Center at the Canal Building. It is to be operated jointly by the IU School of Nursing, IU School of Medicine, and Clarian Health Partners, Inc. Our annual commitment to the operating costs of the Center is $300,000. However, it is anticipated that the Center will move to a cost recovery model in 3-5 years, thus reducing the contributions required by its partners. Additionally, costs could vary depending on usage levels (those levels serve as the basis for determining each partner’s share of the annual operating costs).

4. How do you intend to use your reserved over the next four years? Please provide the information by fiscal year.

Our reserves are designated to the fourth floor renovation for at least the next four years. Details will be forthcoming once the total cost estimate is determined.

5. What are the current numbers and percentages of tenure-track faculty, clinical faculty, and lecturers in your school?

Please describe your plan for allocating new faculty positions so as to influence the number and percentage in each category.

We will continue with these same percentages. Given we are a clinical discipline, these numbers provide an appropriate mix.

6. How do you define return on investment for diversity efforts in your unit (e.g., numbers of faculty/staff/students recruited and retained, grants received for special studies, new teaching methods or courses, placement of graduates, program reputation)? What are you doing to improve your ROI?

This is a very good question and I would have to give this more thought in the future. Currently we are having some success supporting our undergraduate diversity scholars (or 2-3% of our student body) to make through the program and be mentored by graduate faculty in hopes they will apply to graduate school in the near future. We have been fortunate enough to be able to recruit 2 African-American PhD students who are supported on the NIH T-32 training grant and hope we will be able to retain them when they finish. We have hired 3 men over the last two years and several Asian faculty, but still have a clear need to recruit Hispanic students and faculty.