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 2009-2010:

**Fall 2009 – Traditional BSN**
- 293 applications received
- 100 admitted
- Average GPA 3.77

**Fall 2009 – Accelerated BSN**
- 137 applications received
- 40 admitted
- Average GPA 3.85

**Spring 2010 – Traditional BSN**
- 209 applications received
- 90 admitted
- Average GPA 3.71

**Spring 2010 – Accelerated BSN**
- 117 applications received
- 40 admitted
Average GPA 3.85

Summer 2010 – Accelerated BSN
- 98 applications received
- 30 admitted
- Average GPA 3.88

Scholars and high-achieving students
- Four Herbert Presidential Scholars – Christine Allen, Cora Daniel, Rachel Hopf, Natasha Cassara
- Four Bepko Scholars – Alisha Allison (pre-nursing), Jacquelyn Burgess, Elizabeth Keervern (pre-nursing), Ashlee McCarty, and Kelsey Whitcomb
- One ROTC Direct Admission – Theresa McGuan
- One Cox Scholar – Kasey Houchin
- Two DSRP students - Jasmine Woods & Natasha Cassara
- Five students were selected from the School of Nursing as part of the IUPUI Top 100: Lea’ Abshire, Ashley Butler, Cora Daniel, Brittany Ramsey, and Victoria Wheeler.

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<th>August, 2009</th>
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<th>May, 2010</th>
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Scholarship Support and Other Financial Aid
- Undergraduate scholarships $598,039 (an increase of 13% from 2008/09)
- Graduate scholarships, fee remissions and fellowship $1,062,429 (a decrease of 7.5% from 2008/09)
- Total Financial Aid $1,660,468 (an decrease of 0.91% from 2008/09)

Diversity in Student Population:

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**Undergraduate Subtotal**

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### MSN - All Tracks

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**Total**

|       | 103  | 140  | 269  |

**Evidence of Progress for 2009-2010:**
The RN to BSN Consortium Program was approved by the IN Commission for Higher Education in May 2010. The first cohort was admitted at IUPUI and IUUK in Fall 2010.

Our 2009-2010 NCLEX scores averaged 91.72% while the national passrate averages at 88.91%. Programming to improve the pass rates of our graduates includes an early warning system, referrals to tutoring services, and counseling. Standardized testing has been instituted in all undergraduate courses and benchmark pass rates are under evaluation and adjustment. The admission interview is under review. This process was piloted for the last 3 years to assess whether adding an interview would increase class diversity based on a variety of parameters. Data is being compared to review and faculty will vote this next academic year.

Activities planned for 2010-2011:

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. The BSN student body has peaked at 820. This expansion has placed considerable pressure on 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. As the new DNP program begins, we will be assessing the four education programs (BSN, MSN, new DNP and PhD) in the next year for appropriate number of students in each.

B. Emphasize and reward effective teaching

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2009-2010:

In 2009-2010 no raises or merit bonuses were given to faculty or staff. Currently faculty across all ranks sit in the 50th percentile of the CIC Big 10 Schools within Academic Medical Centers.

Faculty Promotions – Spring 2010

- Anna McDaniel, DNS, FAAN named Chancellors’ Professor
- Kathleen Hanna, PhD to Full Professor
- Carol Shirk, DNS to Associate Professor with tenure
Awards and nominations

- Dean Marion Broome was inducted into the Sigma Theta Tau Inaugural International Nurse Researcher Hall of Fame, July 2010.
- Dr. Anne Belcher was appointed as a trustee for The Health Foundation of Greater Indianapolis.
- Dr. Jan Buelow was elected to the board of directors of the National Epilepsy Foundation and received the Nursing Researcher of the Year Award from the National Association of Clinical Nurse Specialists in March 2010.
- Dr. Victoria Champion was honored with the 2009 Indiana Women of Achievement Award for Excellence in Women’s Health Research.
- Dr. Cheryl Crisp (PhD student) was awarded the Midwest Nursing Research Society (MNRS) Pediatric Research Section Outstanding Dissertation Award in April 2010.
- Dr. Betsy Fife and Dr. Michael Weaver received the 2010 Midwest Nursing Research Society (MNRS) Distinguished Scientist Recognition Award.
- PhD students Esther Smith-Howell received first place honors for the poster “Exploring the Role of Cancer Fatalism as a Barrier to Colorectal Screening” presented at the 2010 Midwest Nursing Research Society meeting.
- Drs. Janice Fulton and Janet Welch received notification that they will be inducted as Fellows into the American Academy of Nursing in November 2010.
- Dr. Judith Halstead was elected President-elect of the National League for Nursing (NLN) in September 2009. She will serve as president-elect of the NLN from 2009-2011 and take office as president for 2011-2013.
- Dr. Pamela Ironside was selected winner of the National League for Nursing (NLN) Excellence in Nursing Education Research Award.
- Helen McKuras was selected as a 2009 Glenn W. Irwin, Jr., MD Experience Excellence Recognition Award winner.
- Dr. Susan Rawl was re-elected as Secretary of the Board of Directors for MNRS.
- Drs. Deanna Reising and Sharon Sims were inducted as a Fellow of the NLN Nursing Education Academy.
- Dr. Deborah Stiffler was appointed the Executive Director of the IU School of Medicine National Center of Excellence in Women’s Health – effective July 1.
- Dr. Diane Von Ah was selected by the National Cancer Institute, in a very competitive process, to be a NIH Faculty Champion for Genetics/Genomics.
- Marla Zimmerman was elected President of Board of Directors for Mental Health American of Greater Indianapolis.

Faculty Development

In 2009-2010 the following visiting lecturers and faculty spent time with faculty consulting in groups and with individuals:

- Beverly Malone, PhD, RN, FAAN, CEO of the National League for Nursing, was the 7th Davis-Sams Distinguished Visiting Professor. Dr. Malone visited IU SON in October, 2009 to facilitate dialogue about how healthcare providers can cultivate trust with patients from diverse backgrounds.
- Linda Cronevett, PhD, RN, FAAN, Professor and former dean, School of Nursing, University of North Carolina at Chapel Hill, was the Sonna Merk Lecturer and spoke at a luncheon for faculty and CHP nursing leadership. Her presentation was entitled “Quality and Safety in Healthcare Today: New Challenges for Nursing Education and Practice.” (March, 2010).
• Claire Uraucker, PhD, RN, Distinguished Professor and Director, Graduate program in Psychiatric Mental Health Nursing at Kent State University was the speaker at the annual Doctoral Forum (June 2010)
• Patricia Benner, PhD, RN, FAAN, Professor Emerita, University of California, San Francisco presented the results of the Carnegie National Nursing Education Study at the Diane Billings Lectureship (April 2010)
• Lisa Day, PhD, RN, Educating Nurses: A Call for Radical Transformation, Diane Billings Lectureship (April 2010)
• Shirley Moore, PhD, RN, FAN, Associate Dean for Research, Edward J and Louise Mellen Professor of Nursing, Case Western Reserve University, presented Designing and Testing Interventions for Health Behavior Change, December 2009 as a distinguished lecturer for Research Center for Enhancing Quality of Life.
• Kathleen Knafli, PhD, FANN, Professor, University of North Carolina at Chapel Hill, Lessons Learned in an Instrument Development Study, IUSON Center for Enhancing Quality of Life in Chronic Illness (CEQL), March 2010 as a distinguished lecturer.
• Dr. Claire Draucker, Kent State University, was appointed the Visiting McBride Professor for 2009-2010. She visited campus four times during the year for a week at a time and consulted with faculty in education and research programs.
• Eight clinical faculty were supported (course release and stipend) while enrolled in doctoral study in a variety of institutions such as Rush University, University of Nevada-Las Vegas, Purdue University.

Evidence of Progress for 2009-2010:

Teaching excellence remains highly valued in the IUSON-IUPUI as a route for promotion, merit and recognition.

Activities planned for 2010-2011:

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

C. Enhance undergraduate student learning and success

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

Actions taken for 2009-2010:

Overall the student outcomes in terms of outcomes on the NCLEX (range 85.42 – 91.72%) and certification exams in the various graduate programs (78-100%) are above average to excellent. 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 2009 - 2010

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<tr>
<th>Dates</th>
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<td>01-01-09</td>
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<tr>
<td>04-01-09</td>
<td>06-25-09</td>
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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 130 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 2009-2010 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 monthly.

### Student Professional Day - Dr. Beverly Malone, CEO of the National League for Nursing, spoke at the 5th annual Student Professional Development Day on October 5, 2009. 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 Resource Center for Clinical Nursing Education opened officially in May, 2008. This $1.8 million dollar renovation on the 3rd floor of the IUSON provides undergraduate and graduate students with a state-of-the-art facility in which faculty can develop and enact simulated scenarios using high fidelity mannequins. Students then assess and intervene under ‘real time’ conditions while being videotaped (for later debriefing with faculty). This enables BSN and MSN students to develop complex critical thinking and psychomotor skill sets in a safe environment before applying these with real patients in health care systems. Comparison of usage data for the RCICNE shows a doubling of encounters by students and faculty from 6,900 to 11,887 in the past year.
NCLEX scores remain above the national average.

Activities planned for 2010-2011:

Faculty and some of their PhD students are conducting research in the RCICNE. One abstract has been accepted to date to present preliminary research about the effectiveness of simulation.

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 2009-2010:

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.

Evidence of Progress for 2009-2010:

Traditional BSN students entering campus Spring 09, Retention Rate was 97%. Of the students, one student left in good standing, one dropped out, but will return in Spring 2010 and two were dismissed for failure.

Activities planned for 2010-2011:

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 2009-2010:

- The IUSON at IUPUI has the only PhD program in the state. Currently 61 students are in the program and approximately 33% live out of state. As part of the curricula students are
required to attend on campus sessions in the summer. 16 applications were received in 2009 and 14 were admitted for the June 2010 cohort. From July of 2009 through June 2010 10 PhD students graduated from the program.

- The latest U.S. News and World Report (2009) ranked the IUSON graduate programs 15th in the nation and 3rd in the Big Ten. Two tracts, psychiatric mental-health nursing (6th) and clinical nurse specialist (3rd), were ranked in the Top 10. The Family Nurse Practitioner program was ranked 11th.

- IUSON offers 8 masters specialty tracts at present. In the Spring 2010 a total 485 master’s graduate students are enrolled in the MSN program; 85% are part-time.

- The Indianapolis Private Industry Council (IPIC) provided $318,000 in 2007 in support for full-time students in the educationtrack. By Fall of 2010 all 14 MSN nursing education graduates qualified for faculty positions in central Indiana nursing schools.

- In 2009 the Adult Clinical Nurse Specialist Program was re-funded, 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 McNels 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 47 students are actively enrolled in the program.

- Total Graduate Nursing credit hours generated in 2008-2009 were 6,675, and total number of graduate credit hours generated in 2009-2010 was 6315 revealing a net difference of 360 which represents a -5.4% 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. The School continued to participate in an outreach program in collaboration with Nursing 2000 and offers recruitment seminars, conference and local hospitals in the area approximately 430 students interested in graduate education attended. Materials that outlined advanced practice nursing education programs in the state were updated and are accessible at the Nursing 2000 website.

- In 2009-2010, the school received $93,472 in Advanced Nurse Training federal funding and we supported 9 students. For the 2010 year we plan to devote 30% of acquired Nurse Traineeship monies to PhD Student Support. We also secured a total of $222,845 ($82,594 + $140,252 (ARRA) money through the Federal Nurse Faculty Loan Program (NFLP) to support PhD students. We also secured $130,000 from the IUPUI Graduate School Research Incentive Funds to support PhD and Graduate Students.

- During the fall of 2009 a faculty task force developed a curriculum for a new degree program – the doctorate of nursing practice. The Indiana University School of Nursing Doctor of Nursing Practice (DNP) is a post-masters 37 credit hour practice-focused professional doctorate. Graduates of the program are trained to assume leadership positions in nursing and health care, both at system and direct patient care levels. Graduates will contribute to quality improvement and patient safety through systems thinking, reflective practice, informatics, translation science, and evidence-based clinical practice. Holders of the DNP degree may seek careers in primary health care, complex health care systems, nursing informatics, patient safety, and in clinical nursing
Evidence of Progress for 2009-2010:

Certification rates for our nurse practitioner programs at IUPUI ranged from 78-100%. We have substantially revised the one program (pediatric nurse practitioner). The program accounts for the 78%. This year we expect these rates to improve substantially. We increased our successful submissions by 2 to the Division of Nursing at DHHS in Washington, DC for funding innovative educational programs.

Activities planned for 2010-2011:

Master’s Degree Program: Hold a town hall meeting about the implications and consequences of the LACE (Licensure, Accreditation, Certification and Education) new standards for graduate programs and curriculum revision; continue with curriculum revision and evaluation of the Nursing Education Track. Prioritize HRSA grant submissions based on curriculum strategic plans and innovations proposed.

DNP Program: Continue the development of the program evaluation plan for the DNP program in light of the decision made at the May 4, 2010 DNP implementation retreat. A HRSA grant submitted in December 2009 was scored 90 of 100 points, but not funded at that time.

PhD Program: Convene faculty work groups the PAC continue to work to revise curriculum and courses based on the external review done in 2009 and recently approved AACN PhD program standards.

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 2009-2010:

- The amount of external research dollars awarded in FY2009 was $5,870,992.
- Continued funding for pre and post-doctoral students was secured by NIH through the T-32 and R-25 training grants, as well as 2 individual American Cancer Society awards and 2 NRSAs.
- 21 nursing faculty attended the 2010 MNRS conference, along with 12 graduate/doctoral trainees and four undergraduate students. There were a total of 26 presentations by IU faculty and students. Six nursing students (three PhD and three BSN) were selected to present their research posters at the conference, with one of the doctoral students taking first place in the competition.
Evidence of Progress for 2009-2010:

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. Through the hard work of all faculty and staff, IU SON ranked 17th out of 76 schools of nursing in the country in the amount of NIH funding received. Although we are down in our ranking over last year, as of July 1, 2010, $298,807 in total intramural funds and $5,870,992 in total monies have been awarded to IU SON investigators. We also have 2 strong training grants, the T32 and R25 grants that train pre and post-doctoral students. In May proposals for renewal of both of these grants was submitted.

Activities planned for 2010-2011:

- Increasing the number of grants that are externally submitted
- Increasing the number of doctoral students that apply for individual NRSAs
- Strategic recruitment of mid and senior level research intensive faculty
- Supporting faculty to cross disciplinary lines for research funding

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 2009-2010:

- 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 reviewers

Evidence of Progress for 2009-2010:
Two new assistant professors were hired (summer 2009) who have potential to build N.I.H. research careers. One from a NIH Post Doc in Informatics from the University of Iowa and one with an R03 from the University of Illinois at Chicago for NIH. One Associate Professor from the Oregon Health Sciences University who is a PI on a R21 was also hired.

37 external awards were received in FY 2009. Two new R01s were awarded and five existing HRSA awards were secured. In addition to NIH and HRSA, other funding was obtained from various agencies, including the American Cancer Society, Robert Wood Johnson Foundation, National League of Nursing, Indiana State Department of Health, Walther Cancer Institute, American Nurses Foundation, American Heart Association, Sigma Theta-Tau, Indianapolis Private Industry Council, and multiple subcontracts with other universities.

Activities planned for 2010-2011:

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 2009-2010:

We recruited two new grant specialists who are highly productive, and began conducting evaluation of research services available to the school. A small renovation of space on the 3rd floor is finished and houses the T-32, CEQL and the Center for Research in Nursing Research.

Evidence of Progress for 2009-2010:

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 two research scientists this year- 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 2010-2011:

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. 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 from other research intensive schools and schools with strong reputations in nursing education 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. This renovation is underway by 2011. A current small renovation of some space on the 3rd floor is complete and houses the T-32; CEQL and the Center for Research in Nursing Research.

Faculties have 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, but clerical support to cover faculty requests is limited. Department chairs and administrators are working to coordinate appropriate support for scholarship.

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 2009-2010:

- School of Nursing has launched the program “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 in the fall of 2010 to include Mary Rigg Community Center.
Evidence of Progress for 2009-2010:

See above

Activities planned for 2010-2011:

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 at 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 and Kenya***

Campus Planning Theme: Civic Engagement

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2009-2010:

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 in Liberia. Our primary focus is to build nursing faculty capacity in Liberia. One of our alumni, Dr. Wannie 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 partial support as well. We continued this year also to support one MSN student (Loice Sirawa) and one faculty member (Naomi Mutea from Moi University Department of Nursing) who has enrolled in the IUSON DNP program.
Evidence of Progress for 2009-2010:

Progress is continuing to be slower than hoped.

Activities planned for 2010-2011:

We continue to explore possibilities for funding and for faculty leadership to support the activities in the community.


A. State Funds

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

Actions taken for 2009-2010:

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 2 of the masters program tracts.

Evidence of Progress for 2009-2010:

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 2010-2011:

Additional funds will be sought via HRSA to support the new DNP program in December 2010.

B. Research Funds

Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame:
Actions taken for 2009-2010:

See above report under Research

Evidence of Progress for 2009-2010:

See above.

Activities planned for 2010-2011:

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 2009-2010:

A system-wide RN-BSN program was developed by the deans and faculty at all 8 campuses this past year. The consortium was approved by the ICHE in May and students admitted at IPUI and IUK this fall. Interviews for a statewide director are underway, Fall 2010.

Evidence of Progress for 2009-2010:

Activities planned for 2010-2011:

No further expansion in the traditional or accelerated BSN program is planned. Increased recruitment will be undertaken for MSN students to better meet the needs for primary care. The new DNP program admitted 17 in Fall 2010. Fourteen PhD program applicants are being reviewed currently.

D. Donors - Alumni and Corporations

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

Actions taken for 2009-2010:
Solicitation

- Annual solicitation of IUSON staff and faculty, February and March
- Planned Giving
  - Targeted those age 50+ with a planned giving possibility score of 600+
  - Mailing fall of 2009
  - Follow up e-communication February, 2010
- Scrubs and Beyond – continued growth of partnership
- Mailing to all DNS Graduates to endow a PhD Leadership Fellowship
- Gift Agreements Approved
  - DNS to PhD Leadership Fellowship
  - Brenda Lyon for the Meier/Lyon Nursing Education Fellowship
  - Bill and Rose Mays for the Rose M. Mays Excellence in Teaching Diversity Fund
  - Tyler Luke Mayse Nursing Scholarship - $1,000/year
- Major Gifts Received
  - MLM Charitable Foundation (Mary McKenney) - $5,000
  - Paul and Mary Hise – $10,000 in support of scholarships
  - Faith Sterling, $100,000 Charitable Gift Annuity
  - $10,000 from children of Virginia Mermel to start a scholarship in their mother’s name
- Gift Agreements in Process
  - Cheryl Ashbaucher bequest of $10,000
  - Class of 1963
- First-time Student Fundraising Event - March
  - Black and Red Soiree – dinner and auction
  - Raised more than $1,800 for students-helping-students Scholarship
- Worked with classes for class gifts to IUSON
  - 1964 began discussions as their 50th anniversary coincides with School’s 100th anniversary in 2014
  - 1960
    - Development office produced and mailed two solicitation mailings
    - Gift announced at 2010 reunion
  - 1963
    - Development office produced and mailed one solicitation

Cultivation/Stewardship

- Events
  - Alumni gatherings for 95th anniversary
    - Brownsburg - July
    - Indianapolis - July
    - Bloomington - July
  - Symphony on the Prairie, August 28 – Donor’s $500+
  - Spotlight on Nursing Walk/Run – October 10
  - Emeriti Luncheon – October 30
    - Optional tour of Simulation Center in Fairbanks Hall
  - Scholarship Luncheon – November 12
  - Alumni Visits and Gatherings in Florida in February
    - Faith Sterling, Ormond Beach
    - Carolyn Haire, Pompano Beach
    - Bonita Springs Group
Winter College
- Spirit of Philanthropy Luncheon, April 22
  - Honorees – Paul and Mary Hise
- Nursing 2000 Annual Scholarship Dinner – May 14
- Reunion – May 21-22, 2009

Undergraduate
- 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:
  - Marjorie Tarplee – Special Recognition Award
  - Ann Eskew – Excellence in Nursing Award
  - Debra Winders-Davis – Distinguished Alumna Award

Graduate
- DNS Alumni
  - Special day planned in celebration of DNS graduates receiving PhD designation
- Gail Wolfe, speaker
- Creation of PhD Leadership Fellowship announced and solicitation from two contributors, Brenda Lyon and Gail Wolfe
- Certificates and transcripts provided to all attendees; mailed to those who did not attend
- Cream and Crimson Alumni Weekend in Bloomington – June 18
  - Barbara Kunkler received IUAA President’s 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
- IUSON scarf sent to BOA, donors $500+, EPC
- Development section of IUSON website updated and expanded

Special Projects
- Assisted with putting together 16-page insert in Indianapolis Woman magazine
  - Identified alumni for inclusion for career ideas
  - Philanthropic story about Bill and Rose Mays
- Continued to Chair the Core Values Committee
  - Workshop on Trust at start of academic year
- Participation on the Programming Committee for the annual conference of the Network of Advancement Professionals of the American Academy of Colleges of Nursing
- Participated as panel member for development topic at annual conference in Washington, DC of the Network of Advancement Professionals of the American Academy of Colleges of Nursing
- Began discussions and planning with regard to School’s 100th Anniversary Celebration in 2014
- Campaign preparation included: Dean and Development Director attending six campaign training sessions offered through the IU Foundation in cooperation with the Center on Philanthropy; creation of a campaign structure; determining campaign priorities; beginning to prepare campaign materials
- Providing leadership for IUSON’s Archives Committee
• Bloomington – began putting together an alumni outreach program for the purpose of starting a fundraising program
  ○ five year reunion
  ○ E-communication

Evidence of Progress for 2009-2010:

Total philanthropic income: as reported by the IU Foundation - $517,733.45

Attached reports provide detailed financial data in support of the total reported by the IU Foundation that include:
• Monthly comparison of number of donors, total number of gifts and total dollars received
• Five-year giving trends identifying source from whom income was received providing both number of donors as well as total dollars received per category
• Giving analysis report for five fiscal years for range of gift: number of donors, number of gifts, and total dollars per range of gift
• Five-page campaign analysis report documenting direct mail and telefund solicitations by type of solicitation documenting donor count, gift count and gift amount.

While Indiana University overall had a banner year in fundraising giving to the School of Nursing was down. The School has a long history of receiving bequests from our devoted alumni that have a definite impact on the total philanthropic income reported. Only a few, minor estate gifts were received during this fiscal year. 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
• Targeted, solicitations to groups of alumni based on their interests/involvement/mentors

Activities planned for 2010-2011:

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 soliciations will be based on interests, questions and involvement of donor. We hope to grow
E. Space Issues

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

Actions taken for 2009-2010:

Last year we met with the University architects & outside consultants to design & plan the 3rd floor renovation that is described immediately below (345) and also to redesign and configure the entire 4th floor of this building. Plans are for it to house all of the faculty offices & associated support staff with a more efficient design and provide for better workflow. The funding for this 4th floor project has been approved and bids are being sought this fall.

Evidence of Progress for 2009-2010:

The 3rd floor research suite was completed in May 2010 and the T-32 pre and post-doctoral training program, Center for Enhancing Quality of Life (CEQL) and the Center for Nursing Research Education (CNRE) are housed in the space.

Activities planned for 2010-2011:

Faculty will be relocated to leased space at Illinois Street & New York Street in January 2011 so construction on the 4th floor project can begin. Construction is expected to begin end of January and take 18 months.

F. Faculty Issues - recruitment and retention

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

Actions taken for 2009-2010:

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 are open currently. Retirement of senior faculty are exacerbating the shortage of experienced faculty.

Evidence of Progress for 2009-2010:

We continue to hire new research intensive faculty. Two assistant professors from Wisconsin and Kansas were hired in summer 2010.

Activities planned for 2010-2011:

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 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. Please describe faculty/staff participation in the planning process in your unit. What factors strongly influence your budget and planning priorities? Please give examples, which might include attracting and retaining undergraduates, strengthening graduate programs, building collaborative partnerships, increasing diversity in faculty and student populations.

This past academic year, 2009-2010, the faculty and staff participated in a review and revision of the Indiana University School of Nursing (IUSON) Strategic Plan (SP) initially developed 6 years ago. Both the university and campus strategic goals were reviewed during that revision to ensure that the IUSON plan was in close alignment. The school’s SP (see Appendix I) is organized around 5 goals: 1) Excellence in education and evidence-based teaching, 2) Renowned leadership in research and knowledge development, 3) Development and maintenance of partnerships that support innovations, 4) Acquisition, allocation and effective management of resources to support the school’s missions, and, 5) Integration of core values of the school into all aspects of the organization. Budgeting priorities are all linked to specific goals in the IUSON strategic plan (see attached). Examples of the IUSON various accomplishments and initiatives that are aligned with the Principles of Excellence and Chancellors’ Guideposts are described in the school’s annual report for 2009-2010 (www. http://planning.iupui.edu/apbr/reports/byunit/default.aspx/14/10)

Participation in planning

Priorities for budget planning are closely aligned with the 5 goals in the SP. Input from key committees in the school influence our budget planning on an on-going basis provided by the following faculty and staff groups:

• Curriculum committees (BSN; MSN; DNP; PhD) monitor national trends in the profession and recommend revisions to existing and development of new programs (e.g., Doctor of Nursing Practice degree; RN-BSN completion program system-wide). Faculty governance and staff council groups also have opportunities to participate in shaping the strategic goals and school initiatives. Standing committees specified in faculty
governance bylaws beside curriculum, include faculty affairs, undergraduate and graduate student affairs, and APT. Through the guidance of the elected leadership and the executive committee, faculty are invited to engage in dialogue, debate, and critique involving school and specific program initiatives.

- The Budgetary Affairs Committee of the school (BAF) is comprised of representatives of the clinical faculty at all ranks, the tenure and tenure track faculty at all ranks, staff and selected administrators. Members of this committee provide input on policy and processes that influence decisions related to fiscal planning. For instance, one priority is recruiting and maintaining the best faculty and staff. When the opportunity came this year to give raises, this committee discussed the process to be used to determine raises based on merit. Two subcommittees that reviewed the faculty and staff applications and made recommendations to the dean consisted of members of BAF. Another example would be the work of the budgetary affairs committee in partnership with the Faculty Affairs Committee to reconcile the proposed faculty workload document. Input from Budgetary Affairs was brought to the department chairs and administrators with the goal of implementing some components of the proposed workload document by Fall of 2011.

2. How do the plans within your unit align with the President’s Principles of Excellence and the Chancellor’s Guideposts? Please describe your process for integrating your unit’s plans with those of the campus.

As was described in Q#1, the strategic planning review and revisions engaged in last fall (2009-2010) were reviewed in light of President McRobbie’s Principles of Excellence and Chancellor Bantz’s Guideposts (see Appendix II). The annual report filed in November, 2010 provides specific examples of the school’s various education, research, partnership, and innovation initiatives. The annual report describes the various strategies used by the school to recruit and retain a diverse faculty, staff and students. In addition, the annual report details the priorities and plans for the campaign that will hopefully raise funds to help support the school’s missions. For instance, a goal of the IUSON development priorities for the campaign is to fund scholarships for nursing students with emphasis on the RISE scholarships. Formalizing partnerships with the clinical agencies and the development of faculty appointments across systems will help IUSON meet our educational goals, and allow the school to meet the health care systems need for primary care providers.

3. What longer-term trends (5-10 years) exist in your discipline/field that will affect your unit?

The profession (practice) and discipline (science) are both undergoing marked transformation. Several national reports have called for marked changes in the way we prepare nurses at all levels from BSN-PhD. The faculty carefully studied these reports and consulted with several experts in nursing education and research about the recommendations. Curriculum committees are reviewing the curricula and the clinical practica and planning the next steps. National trends that affect and will continue to affect the profession and discipline include:

- The faculty shortage in Indiana is reflective of the national shortage. The average age of a faculty member estimated nationally to be between 56-59 years of age; it is estimated that between 50-60% of faculty are eligible to retire in the next 10 years. New incentive models addressing faculty retention past typical retirement age will be necessary to retain the most experienced, knowledgeable and skilled faculty.

- There is an increased demand for PhD graduates to replace those retiring from academe. However, nationally, over 50% of PhD graduates take positions in the health care system, pharmaceutical industry or research organizations—a direct result of the marked discrepancy in compensation packages between the university and health care. This will require some innovative approaches to jointly recruiting these individuals, many of whom would like to teach but cannot ‘afford to’.

- The inception of the Doctor of Nursing Practice degree (the terminal degree for practice) has attracted many nurses in practice who would like to gain additional knowledge and skills in informatics, translational research models, evidence-based practice and leadership. This places additional burden on graduate faculty related to research supervision and curriculum innovation.
faculty related to research supervision and career mentoring.

- There will be a continued demand for BSN prepared nurses as the boomer generation of nurses in practice retire. This demand for nurses in the acute care system will be even more acute as graduates take expanded positions in the community, home health, hospice and clinics to care for an aging population with many chronic illnesses.
- Recent recommendations have set target for 80% of nurses in practice to have a BSN degree which will result in an unprecedented demand on the new IU system-wide consortial RN-BSN completion program.
- Unprecedented demand for nurse practitioners will continue as health care and insurance reform continues.
- Shifting focus on chronic illness and self-care management is creating demands for all providers, basic and advanced, to be better prepared with interventions for self-care interventions for patients and their families in primary care and community care settings. In addition to the increased demand for nurse practitioners in primary care settings, the demands of chronic illness affects all graduate programs, including clinical nurse specialists, nurse administrators, and nurse educators who will find established care settings shifting focus and the delivery of care occurring in new and different, less costly non-hospital settings.
- Health care is focused on high quality, cost effective clinical outcomes. There are increased demands for understanding health care financing – both revenue generation and cost avoidance, and linking cost to clinical outcomes.
- The aging population is increasing the demand for increased knowledge and experience in gerontological nursing practice at all levels, for increasing numbers of advanced practice specialists in gerontological nursing, and for research addressing effective interventions and innovative programs of care for older adults.
- Nursing faculty are required to obtain and maintain certification in specialty fields. In practice specialties, this means that faculty members need opportunities for clinical practice. A new model for faculty practice is needed to provide for time and compensation commensurate with these requirements.
- Increasing diversity among the population is creating increasing demands for cultural competence in nurses.
- Demands for increased diversity among the nursing workforce, including nursing faculty, will continue.

4. If the University experiences further budget cuts, what existing and emerging programs/initiatives in your unit will be your highest priorities?

I. Faculty excellence: The 2 central missions of the school, education and research, will continue to be our highest priority. IUSON at IUPUI has one of the largest BSN programs of any school in the country that also offer masters and doctoral education. The unrelenting demand for nurses at all levels in the state of Indiana, as well as nationally, was discussed in Q#3. To meet this demand we must have outstanding faculty committed to educating nurses who will become leaders in the profession. The school has between 85 and 87 full-time faculty and 7 open posted positions. The school is also experiencing between 3-4 retirements and 1-2 faculty leaving to take other university positions the last few years. This means we are continually recruiting nationally for the strongest faculty. At the same time, we must continue to support those clinical faculty who have chosen to pursue a doctoral degree. In order to attract and retain the most qualified faculty it will be essential that salaries and research packages are competitive. Currently, our faculty salaries are at the 50th percentile of the Big Ten schools of nursing, yet the school ranks 3rd (behind University of Michigan and University of Illinois at Chicago) in research and graduate programs.

II. Research excellence: As one of the top 15 Schools of Nursing housed in academic medical centers with a well-respected, research intensive PhD program (and now a DNP program), we have a responsibility to not only meet the needs for nurses in practice and in teaching, but to contribute to the knowledge base in nursing science. Research training programs and faculty research programs are funded by both the National Institutes of Health and other national agencies. Research training in a research intensive, multidisciplinary environment will attract the best students and prepare them for careers in research.
environment like IUPUI is critical to continue to produce nurse scientists who can develop, test, and translate knowledge used by nurses and other health professionals to improve health and manage illness. In addition, IUSON has recently built a strong tradition of research and scholarship in nursing education. This investment is highly significant as the new and burgeoning knowledge base in this area must be supported for the profession to most effectively make decisions about how to educate and train nurses. Our faculty have been highly innovative in using new pedagogies with our students in all the degree programs, have systematically studied many of those innovations, and disseminated their findings. Research is no longer an individual endeavor, and requires significant resources to support the teams that can produce meaningful research programs that provide evidence we can use to make the best decisions for both patients and students. Therefore, in a school such as IUSON, investment in research is not an option but a necessity.