

Purdue University
School of Nursing
2003 - 2008 Strategic Plan
(currently under revision)

I. Preamble

Reflective of Purdue University's mission as a land grant institution, the School of Nursing promotes the liberal and practical education of diverse men and women for beginning and advanced practice of the nursing profession.

Purdue University School of Nursing (SoN) believes that professional nursing practice begins with baccalaureate nursing education and continues throughout the professional life of the nurse. We further believe that nursing education is enhanced by a community of motivated students and faculty committed to excellence in learning.

The School of Nursing faculty is a dynamic and scholarly community with a shared vision of discovery, learning, and engagement/service that is responsive to the needs of clients and constituents. The School seeks to engage in transforming projects in nursing and health care that will benefit the quality of life of the citizens of the state of Indiana, the nation, and the world.

The role and scope of Purdue University's School of Nursing has evolved and expanded over the past 44 years from an associate degree program to a baccalaureate program to a Graduate Nursing Consortium to a stand-alone master's program for advanced practice nursing to a doctoral program. With the approval and initiation of the stand-alone master's program in 2003 and the doctoral program in 2005, the School of Nursing will, for the first time, be eligible for national ranking.

II. Culture, Values, and Guiding Principles

The School's integration of the University's tripartite mission of *engagement*, *discovery*, and *learning* initiatives is exemplified in four nurse-managed clinics that serve nearly 10,000 clients, a majority of whom are uninsured or underinsured. The School seeks to engage in service learning projects that will favorably impact the quality of health care delivery for citizens of the local community, the state of Indiana, the US, and the global arena, while preparing expert nurses to meet the health care needs of a changing and dynamic society. Discovery and *practice/service* trajectories focus on rural healthcare, health promotion, disease prevention, quality of life, parent-child health, gerontology, patient safety, chronic disease management, informatics, nursing historical inquiry, educational technologies, ethics, human rights, healthcare policy, finance and economics, and homeland security. The School of Nursing values *synergistic advocacy* models that will ultimately steer health policy to foster optimal health care delivery systems (see figure 1).

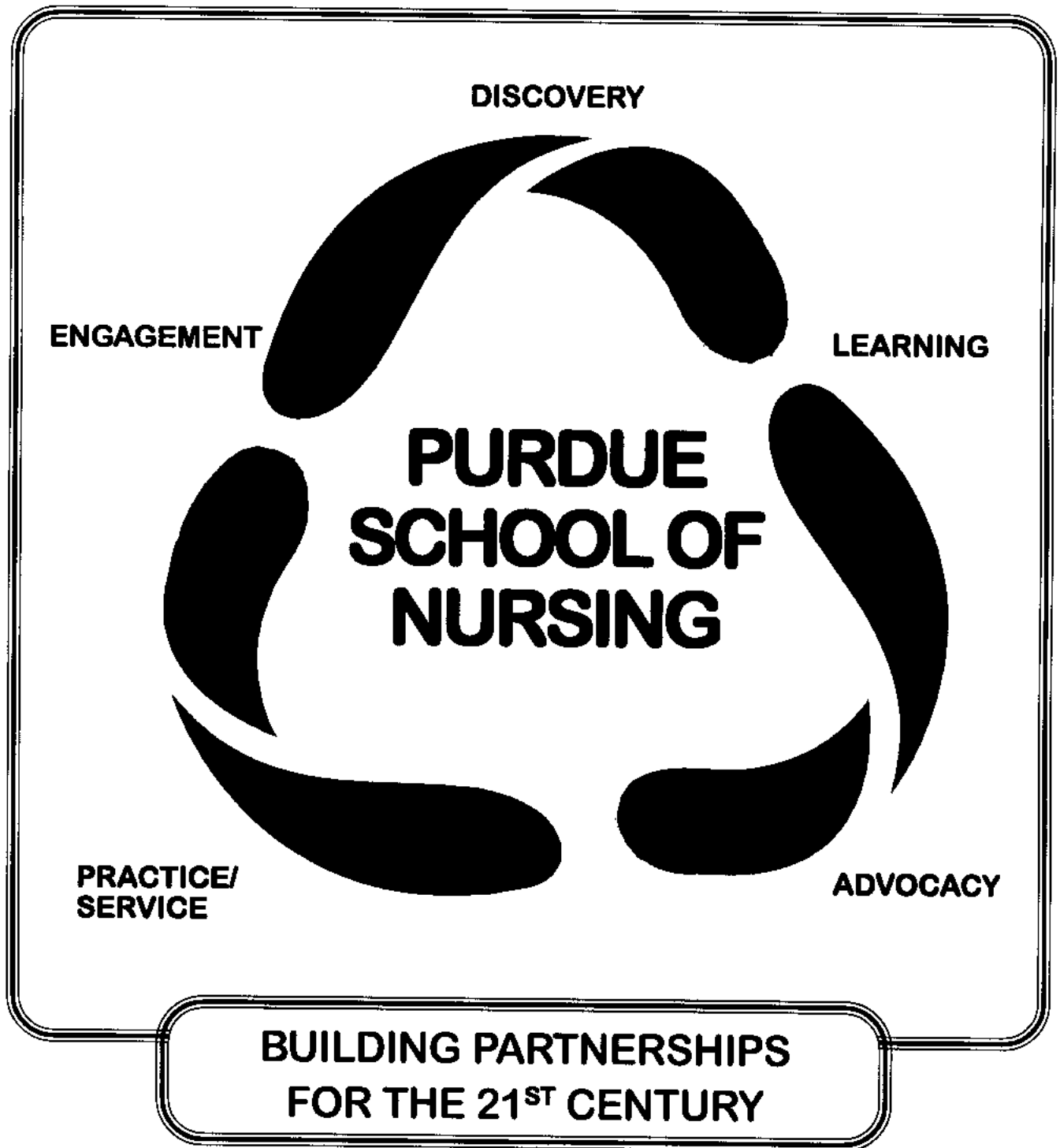


Figure 1. Purdue School of Nursing Strategic Planning Model

The School of Nursing is part of a distinguished tradition of *democracy, inclusiveness, flexibility, and accessibility* in higher education. The School seeks to develop and nurture *diversity* as its members pursue academic excellence and preeminence. As it makes advanced nursing education available to qualified students, the School demonstrates its concern for the *intellectual and personal growth and worth of every individual*. All members of the School of Nursing community are valued for who they are and what they contribute. Our community's celebration of its members' diverse backgrounds, cultures, and viewpoints cultivates *mutual respect* in all its interactions. The School of Nursing expects its members to hold to the highest standards of personal and professional behavior.

As an academic unit, the School of Nursing pursues *excellence* and *preeminence* in all its endeavors. It is open to change and encourages continuous improvement. The academic unit values learning as a way of life and promotes habits of critical thinking and intellectual curiosity. It offers undergraduate and graduate nursing students access to state-of-the-art learning experiences, facilities, and materials; to a faculty that vigorously pursues research, scholarship, and the enhancement of evidence-based nursing practice; and to academic guidance sensitive to their interests, needs, and abilities.

III. Mission

The mission of Purdue School of Nursing is to serve the citizens of Indiana, the nation, and the world through **discovery** that expands the realm of nursing and healthcare knowledge, **learning** through the dissemination and preservation of knowledge that prepares graduates for leadership in their work settings and communities, **engagement** through the application of nursing science and outreach in local to global healthcare settings, and **advocacy** through participation in healthcare legislation and policy that respects diverse client populations.

In all these activities, the School of Nursing seeks to:

- Create interdisciplinary and collaborative partnerships in the advancement of a scientific body of nursing and healthcare knowledge.
- Develop collaborative models that are mutually respectful, create synergy, and value diverse viewpoints and populations.
- Prepare graduates for the practice of professional nursing in general and specialized clinical settings and communities.
- Contribute to the improvement of nursing education through innovation, evaluation, and participation in local to global nursing education activities.
- Encourage the advancement of nursing science by creating a milieu that fosters lifelong learning and scholarly endeavors in graduates and faculty.
- Advocate for the improvement of the healthcare delivery system through changes in public policy with regard to accessibility, effectiveness, and quality of healthcare.
- Promote a positive societal view of professional nursing by increasing public awareness of nursing's contribution to healthcare.
- Foster a work environment that stimulates and facilitates intellectual development and scholarly and creative endeavor among nursing faculty, students, and staff.

IV. Vision

Purdue University School of Nursing will be a preeminent institution, advancing the quality of nursing practice by offering excellent, progressive nursing education programs, and fostering discovery and engagement through application of new knowledge via innovative interprofessional, collaborative partnerships within the School, the University and beyond.

	<p>Conference, Black Expo-Indianapolis, the Annual National Conference on Race & Ethnicity in American Higher Education</p> <ul style="list-style-type: none"> • Collaborate with the Purdue Office of Admissions at the following recruitment events for underrepresented undergraduates: Explore Purdue, Destination Purdue, Introducing Purdue, Annual Partnership Day (Caterpillar sponsored) • Annual contacts with at least 5,000 underrepresented undergraduate students (Request from Purdue Admissions to tally the number of written inquiries collected at these events) <p>Graduate Programs</p> <ul style="list-style-type: none"> • Participate in at least five recruitment events annually to recruit for PUSON graduate programs • Participate annually in Historically Black Institution Visitation Program sponsored by the Graduate School • Attend at least two national nursing conferences annually, including the Minority Nursing Association annual meeting (or comparable meeting), to recruit for the graduate program 	<p>population increased 27.3%, far above the Purdue increase of 9.4% for the same time period.</p> <p>Over 100 written inquiries and 500 personal contacts at the Hispanic Leadership Institute (2005).</p> <p>Met 2005 – 2006</p> <p>Met 2005 – 2006</p> <p>Met 2005 – 2006</p>
Increase the level of scholarship support for incoming nursing students	<ul style="list-style-type: none"> • Scholarship funding increase by 3% for each of the next 5 years. • Federal traineeships available for all full-time graduate students by 2007. • Scholarships obtained through partnerships e.g. Regenstrief and hospital partnerships will support the majority of part time graduate students 	<p>Fuld Scholarships</p> <p>Rohrman Scholarships</p> <p>5 scholarships for DNP students from Regenstrief 2005 – 2007 - Met</p> <p>3 Vierk scholarships for graduate students 2006 – 2007 Met</p>
Promote nursing as a career to prospective students	<ul style="list-style-type: none"> • Student-led recruitment efforts each semester through the Student Ambassadors supported and evaluated by the PUSON Office of Student Services • Re-institute the Breakthrough to Nursing initiative of the National Student Nurses Association beginning 2006. • 10% increase in number of contacts made through the “STEP-UP” program (HRSA grant 2004-2007). • Annual 10% increase in number of students attending Nurse Camp experiences in school’s nursing centers and Center for Nursing Education 	<p>Ongoing</p>
Involve alumni in target areas in recruitment process.	<ul style="list-style-type: none"> • Annual alumni-led recruitment efforts increase. • Alumni will participate in the University’s Fall Preview Day 	<p>Ongoing</p>

Goal 2: Retain a diverse student population		
Strategies	Metrics	Progress
Minimize barriers that affect retention of highly qualified students.	<ul style="list-style-type: none"> All undergraduate beginner and CODO students attend NUR 901, a seven week orientation program offered annually (Fall semester). Student council Mentor Mentee program for new students to the undergraduate program (ongoing). Scholarship funding increase by 3% for each of the next 5 years for continuing students (Campaign for Purdue). Exit interviews by the Director of Student Services for 100% of students who leave the undergraduate program to determine cause Exit interview by the Director of the Graduate Program for 100% of students who leave the graduate program to determine cause Increase in the number of graduate research assistantships to 8 by 2008 DHHS/HRSA traineeships support all full-time graduate students throughout their program of study 	<p>Met and Ongoing</p> <p>Ongoing</p> <p>Met</p> <p>2005 – 2006 None left program Five in 2006 from RCHE; 11 from HTAP; 2 from Rorhman’s</p> <p>Met</p>
Submit foundation and federal program grants to support educational programs.	<ul style="list-style-type: none"> Annually submit at least three proposals to funding agencies to support all programs. 	<p>Helene Fuld – submitted April 2006 for \$2.49 million secured, McConnaughay, Rohrman, & HRSA. secured Six other grants submitted.</p>
Enhance cultural competence among faculty	<ul style="list-style-type: none"> Faculty development activity once a semester coordinated by Director of Student Services and Diversity Enhancement. Faculty and staff participate in University level diversity training as offered. 	<p>Met – April 24, 2006 Cultural Competence Workshop Minimum of three SON faculty/staff attend annually – Two nursing faculty attended a 5 day Cultural Competence Conference in Lansdowne, VA in January, 2007. They will co-teach the graduate course entitled “Culture and Health”, meet with the curriculum committee for content mapping update, and</p>

		co-lead a college-wide Cultural Competence workshop in fall 2007.
Identify and provide early support and remediation for at-risk students.	<ul style="list-style-type: none"> Streamline communication system between faculty and student services staff Identification of all at-risk students based on midterm report of unsatisfactory grades or semester grades All at-risk students referred to available university services for support Attrition rate of at-risk students calculated annually Graduation rates for students post-sophomore year exceeds 75% at 6 years (undergrad program) Graduation rates for graduate programs will be 80%. Student participating in the Step-up program will increase by 10% annually. 	Met and ongoing 100% met – 2005, 2006 Grant ending 2007
Provide students sufficient and early exposure to practice to allow them to make informed decisions regarding nursing as a career choice.	<ul style="list-style-type: none"> 100% direct admits to the Nursing Program. 100% freshman students participate in classroom and clinical observation with PUSON faculty and upper-class students Number of students who CODO out of nursing. Increase number of students who CODO into nursing. Number of students participating in Nursing Nexus learning community will increase by 10% annually. Mentoring program for all level one students and subsequent levels as needed. 	Done Ongoing Done June 30, 2007 Met
Decrease advisor: student ratio.	<ul style="list-style-type: none"> Hire third academic advisor Hire fourth academic advisor by fall 2007 to accommodate program growth. 	Met Graduate Program Secretary provides academic advisement

Goal 3: Address the local to global nursing shortage by increasing the number of baccalaureate and advanced practice nurses graduating from Purdue University SON		
Strategies	Metrics	Progress
Increase number of baccalaureate and advanced practice nurses enrolled at Purdue.	<ul style="list-style-type: none"> Annual recruitment activities yield a full class for each program. Minimum 150 baccalaureate graduates on an annual basis by 2007 Number of graduate students at 32 by 2008 Number of graduates accepting employment in Indiana >70% 	32 as of 2006 Met
Explore future collaboration with other nursing programs to identify	<ul style="list-style-type: none"> Articulation agreement with IVTC completed 1/06 Consortium partnership for BSN to DNP with other public colleges 	

prospective students.	<ul style="list-style-type: none"> and universities in Indiana by 2008 • Access to CIC Schools of Nursing consortium graduate classes for 100% of graduate students 	2 graduate students took IT course through University of Iowa in 2006. DNP Consortium in assessment phase
Initiate ANP master's program on West Lafayette campus	<ul style="list-style-type: none"> • Approval from the Purdue University and the Indiana Commission for Higher Education • CCNE accreditation achieved in 2006 	Met. Positive Exit Review. Notification October, 2006. Maximum years of accreditation attained (IOUG; 5 first time graduates) 10/2006.
Increase master's tracks offered based on ongoing needs assessment.	<ul style="list-style-type: none"> • PNP specialty courses offered, beginning Spring, 2006 2007 • Oncology subspecialty courses offered beginning Summer 2007 Community needs assessment to determine program expansion needs in 2008 	\$75,000 gift from Esther McConaughay Trust received spring 2006. PNP course documents approved by Graduate Council – April, 2006. First graduate in May, 2007.
Encourage baccalaureate students to pursue graduate education.	<ul style="list-style-type: none"> • Exit survey for BS graduates indicate that 60% plan to pursue graduate education • 1-year and 3-year graduate surveys indicate 30% have begun graduate studies 	Ongoing
Develop a practice doctorate (DNP) program.	<ul style="list-style-type: none"> • Approval for DNP from Purdue University and the Indiana Commission for Higher Education to admit by Fall 2005. 	Met
Facilitate access to SON graduate courses through distance education	<ul style="list-style-type: none"> • 80% of graduate faculty trained in distance education best practices by 2008 • One graduate level nursing course will be offered on-line/distance by fall 2006 • One additional course each semester • Ongoing dialogue with interdisciplinary core course faculty regarding distance education possibilities 	Met ongoing Fall, 2008 Meeting held with ICHE, Purdue VP for Legislative affairs, and Purdue Vice

	<ul style="list-style-type: none"> • Seek ICHE and legislative funding for DNP Consortium. 	Provost Fall 2008 – Target date for planning phase
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Learning: Curriculum

Goal 1: Prepare professional nurses to assume leadership roles in a dynamic health care system		
Strategies	Metrics	Progress
Evaluate the curriculum plan of each program to assure the plans reflect national standards for baccalaureate and graduate education in nursing.	<ul style="list-style-type: none"> • CCNE accreditation of BS, MS in 2006 • Ongoing BSN program standardized testing and exit exam • Pass rate on NCLEX at or above national average • Ongoing program evaluation plans for undergraduate and graduate programs • Program evaluation plan in place for DNP by June, 2006 • Ongoing student feedback through PICES and exit surveys • 100% pass rate on Master's Advanced Practice certification exams. 	Positive initial report, Full accreditation Notification 10/2006 Ongoing Met Ongoing Done for ICHE Ongoing 100% as of Fall, 2006
Integrate BS, MS, and DNP core competencies (e.g. AACN <i>Essentials</i> & specialty organization core competencies) and developing DNP standards into the curricula.	<ul style="list-style-type: none"> • Core competencies in each curricula evidenced by scheduled content mapping • Annual faculty discussion of program evaluation data for each curricula 	Ongoing
Institute capstone course in the undergraduate program	<ul style="list-style-type: none"> • Required course for undergraduate students enrolling fall 2006 as beginners in the program • At least 50% of senior students choose the capstone as an elective prior to full curricular integration 	Met - Summer, 2006 Met – Spring, 2007
Expand learning activities to enhance leadership skill development.	<ul style="list-style-type: none"> • Full faculty development regarding service learning • New faculty orientation will include information on service learning beginning 2006. • Annual participation of 75% of students in local service learning activity • One and three year graduate surveys for all programs reflect PUSON graduates assume leadership roles • Employer data from annual survey of employers at spring Career Fair and one year post-graduation survey reveal satisfaction with score of 	Met in 2005-2006 faculty meetings 100% of seniors – Met Ongoing Met

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	3.5 or higher <ul style="list-style-type: none"> • Annual increase in the number of health care institutions participating in the PUSON Career Fair that hold Magnet status for nursing • Annual increase in hospital-based graduates employed in hospitals holding Magnet status for nursing (evidenced in exit survey) • Graduates of master's and DNP program assume leadership roles in the healthcare delivery system (evidenced in exit survey) 	Met Met
Foster membership in professional nursing organizations.	<ul style="list-style-type: none"> • Majority of students will belong to a nursing organization while enrolled at Purdue University • Majority of graduates will belong to a professional nursing organization within the first year of graduation (one year graduate survey) • Majority of faculty will hold leadership roles in local to international professional nursing organizations or community health organizations 	Met Met Met 2005 – 2006
Develop written and oral communication skills for graduates of all programs	<ul style="list-style-type: none"> • Course assignments in BSN program work to build exit skill • Writing workshop for graduate students offered annually • Student presentations at local, national, international meetings in collaboration with faculty: 30% juniors, 100% seniors. 100% graduate 	Offered January, 2006 To be offered in 2007 Ongoing
Build a strong scholarly environment to expose nursing students to the possibilities for career development as a nurse scholar	<ul style="list-style-type: none"> • 100% student attendance at semi-annual SON conferences • Student poster sessions presented at the semi-annual SON conferences. • Independent credit for students who participate as members of a research team (e.g. research assistants) and students working on research projects in all programs. • Annual awards for best undergraduate and graduate research project. • Career trajectory discussions with all undergraduate students to encourage rapid enrollment in graduate studies 	5 graduate students presented posters at STT - April, 2006. Senior Leadership class present posters at PSON Leadership Conference on 4/13/07, at annual KySS walk, and in community partnership sites Ongoing Met Ongoing Student Services to monitor

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	<ul style="list-style-type: none"> Tracking system in place by Fall of 2006 to monitor sector of employment, involvement in research, and doctoral degrees received by graduates of the undergraduate and master's program. 	

Goal 2: Provide opportunities for students to expand their clinical learning in a broad spectrum of practice settings and with a variety of client populations		
Strategies	Metrics	
Provide learning opportunities in PUSON nurse-managed clinics.	<ul style="list-style-type: none"> All students experience at least one rotation in a PUSON nurse-managed clinic. Increase in clients served by PUSON nurse-managed clinics from 5,000 in 2005 to 10,000 by 2008 	Ongoing 10,000 in 2006
Develop additional contracts with health care settings to provide clinical learning experiences for students in all programs	<ul style="list-style-type: none"> Number of contracts with health care sites increased from 135 to 150 All students have the opportunity for interdisciplinary and multicultural experiences All students have the opportunity for experiences in both urban and rural settings All students have the opportunity for clinical experiences in community and ambulatory settings 	By 2008 Met/Ongoing Met/Ongoing
Integrate cultural content throughout the curriculum to provide students with skills and knowledge to care for patients from diverse cultures.	<ul style="list-style-type: none"> All students exposed to diverse client populations by graduation. Curricular Content mapping reveals evidence of content relevant to cultural competence in all programs. 	Ongoing
Expand opportunities for interdisciplinary student interactions	<ul style="list-style-type: none"> Increase by 20% the number of Nursing and Pharmacy students taking Spanish for Healthcare Professionals course Number of students from other disciplines enrolled in open nursing courses (e.g. NUR 208, NUR 310, NUR 505, NUR 632) increased by 10% Number of nursing faculty and students who are in partnership in the Regenstrief Center for Healthcare Engineering increased by 10% 	2 Health Communications students enrolled in graduate Health Policy course. 5 DNP students doing research with RCHE – 2006; > 11 in 2007; 15 faculty.
Expand national and international learning experiences for nursing students	<ul style="list-style-type: none"> Annual participation of 20% of students in national or international activities (e.g., Katrina relief, Navajo Nation experience, Nicaragua or Ecuador experience) in collaboration with Timmie Foundation Purdue 	Ongoing – 12 Students to Nicaragua– 10 2006 Ecuador – 10 2007

	<p>Chapter.</p> <ul style="list-style-type: none"> • Collaboration with American Red Cross for disaster preparedness training for PUSON students • Number of international learning opportunities available through study abroad program maintained • All students have the opportunity to participate in the Purdue University Interdisciplinary Hurricane Relief effort 2005-2008 	<p>8 Students to BiloxiMS- 2006 Met; 6 students to Biloxi 2007</p> <p>4 Students to Navajo Nation 2006 For public health core Ongoing</p>
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Goal 3: Strengthen the development and stewardship of human, fiscal, physical, and information technology resources to support an innovative teaching/learning environment		
Strategies	Metrics	
Enhance resources and space in the Center for Nursing Education (CNE).	<ul style="list-style-type: none"> • All new resource acquisitions are recorded • Hire CNE Coordinator • Annual selection of Senior Scholars as CNE student staff • CNE meets instructional needs of students and faculty evidenced by student evaluations and exit survey and faculty satisfaction reports • Purchase Sim Baby and Meti Child 	<p>Ongoing</p> <p>Met</p> <p>Met</p> <p>Ongoing</p> <p>Met</p>
Recommend resources to update information access through the library and the Office of Information Technology (ITaP).	<ul style="list-style-type: none"> • Increased number of successful internal and external grants to purchase instructional equipment. • Curricular integration of technology as a support for student learning in all courses • Increase instructional equipment fund and library budget. Infrastructure for expanded distance education/online learning in place by fall 2006. 	Ongoing
Maintain faculty/student ratio consistent with accrediting bodies	<ul style="list-style-type: none"> • Increase faculty numbers as student enrollments increase • Maintain 1: 9 faculty/student ratio for agency-based clinical courses at the undergraduate level • Maintain 1:6 to 1:8 faculty: student ratio at graduate level as delineated by certifying bodies • Increased use of adjunct faculty in all programs. 	<p>Met - 35 faculty in 2003; 59 in 2007</p> <p>Met</p> <p>Met – 2005 – 2006</p> <p>In Progress</p>
Provide competitive faculty and staff compensation.	<ul style="list-style-type: none"> • Faculty salaries meet AACN 50th–75th percentile by 2006 • Competitive salaries for senior faculty by 2006 • Staff salaries comparable to local market 	<p>Met</p> <p>Associate Professors at \$70,000 or above</p> <p>Significant improvement –</p>

	<ul style="list-style-type: none"> Institute a faculty practice plan in 2006 	More AA's than other schools & departments. Clinics, contracts with GLHS, Developing contracts with St. Vincent's.
Collaborate with university partners to provide students, faculty and staff with tools for technologically advanced teaching/learning.	<ul style="list-style-type: none"> Informatics course for undergraduate program beginning fall 2006 Acquisition of technological tools supportive of learning (e.g. mini cams, instructional computer programs) Annual funded instructional equipment grant At least one faculty instructional support grant annually Hand-held technologies and software integrated into courses at each level by fall 2007 	Met Met
Increase sponsored basic and advanced training grants supportive of curricular program goals.	<ul style="list-style-type: none"> Number of grants submitted increase annually Number of grants funded increase annually Traineeships available to all full-time master's students by Fall, 2006 Research fellowships available to all full-time DNP students by 2007 	Met Met Met Met (RCHE 16, Rohrman 2, Fuld 2)
Continue faculty development to enhance the teaching mission of all programs.	<ul style="list-style-type: none"> 50% of faculty hold doctoral preparation by 2008 Semi-annual orientation process for new faculty 15 faculty participate in interdisciplinary collaboration within the university e.g. Discovery Park and the Regenstrief Center for Healthcare Engineering by 2008. PhD preparation or post-doc experience with CIC Informatics consortium beginning 2008. Continued collaboration in the CIC consortium Faculty development programs based on annual needs assessment by the Director of Faculty Development and Faculty Affairs Committee Monthly journal club and Teaching developments in Progress (TIP) and Works in Progress (WIP) initiated spring semester 2006 	28 by 2008 and 2 new hires Ongoing Met 2 DNP students in 2006 Ongoing Met
Provide qualified ancillary staff and clerical support for faculty	<ul style="list-style-type: none"> Number of clerical support staff increased in proportion to increasing faculty numbers Clerical staff members each attend a continuing education program annually 	Receptionist hired 2005 Grad secretary hired 2006 Faculty Secretary hired Fall, 2006; Long-Term Temporary Secretary 2006-2007
Expand the physical facilities of the	<ul style="list-style-type: none"> Building expansion plan approved by CPC1. 	Met 2005

Johnson Hall of Nursing to meet the educational goals of the School.	<ul style="list-style-type: none"> • Building expansion lead gift by 2008 • Fundraising activities increase by 2000% 2005 - 2006 	Met
School of Nursing to achieve status as an independent school	<ul style="list-style-type: none"> • Gain approval for independent Master's program • Gain approval for Doctoral program • Expand nurse-managed clinics as sites for mission integration from 2 clinics to 5 clinics • Increase extramural funding from 2000 to 2006 to \$5 million • Head to discuss faculty goal of independent status with Dean and Provost • Review CIC and benchmark schools for structure by May 2006 • Request to Provost and President for structure change • Obtain metrics from new Provost and President • Present proposal in 2008-09 	Met 2003 Met 2005 Met 2006 Met 2006 \$2.5m with \$3m pending – 6 million total Met 2006 In process Met Ongoing due to change of personnel. Metrics completion of doctorates – 2 tenure track hires.

Learning: Lifelong Learning

Goal 1: Provide educational and enrichment opportunities through programs and services that foster excellence in leadership and practice		
Strategies	Metrics	Progress
Conduct ongoing needs assessment of constituency for lifelong learning needs.	<ul style="list-style-type: none"> • Report assessment findings and needs to the Lifelong Learning Advisory Committee on an annual basis. 	Met
Sponsor a variety of lifelong learning activities for continuing education credit.	<ul style="list-style-type: none"> • Minimum of two offerings a semester (academic year). • Annual educational offering focused on faculty development needs • Annual number of participants to be 700 • Objective-driven evaluation report for each individual program. • Positive income stream by 2007. • Educational opportunity directed at faculty development offered annually. 	Ongoing Met. Annual: <ul style="list-style-type: none"> • Midwest Oncology Symposium • Leadership Conference • History, Ethics and Human Rights Conference • Mental Health Conference
Co-sponsor an annual nursing	<ul style="list-style-type: none"> • Healthcare professionals' participation increase by 5% annually 	Ongoing

leadership conference in collaboration with the Purdue Nursing Alumni Organization.	<ul style="list-style-type: none"> through 2008. Evaluations of conference are positive. 	
Co-sponsor an annual program with the Center for Nursing History, Ethics, and Human Rights focusing on societal, ethical, legal, environmental, and workforce implications of School of Nursing research initiatives.	<ul style="list-style-type: none"> Healthcare professionals' participation increase by 5% annually through 2008. Evaluations of conferences are positive. 	Ongoing Met
Maintain provider accreditation status through the Indiana State Nurses Association.	<ul style="list-style-type: none"> Accreditation renewal every three years (due 2007). 	

Discovery

DISCOVERY: Undertake bold and visionary initiatives that propel the School of Nursing to preeminence in discovery and dissemination of nursing and healthcare knowledge

Goal 1: Promote a supportive research environment		
Strategies	Metrics	Progress
Provide administrative and financial support to faculty for sustained and concentrated scholarly activities.	<ul style="list-style-type: none"> • Salaries comparable to benchmark institutions; competitive start-up packages • Annual meetings for guidance on the management of start-up packages • 25% of faculty provided some release time for research initiatives • One full-time secretary for research • 10% FTE editorial support from Director of Communication and Marketing • Research assistants for faculty support • Computer hardware and software to support research faculty that is no more than 4 years old • 500 square feet of clinic space needed for clinical research • 500 square feet of space dedicated for faculty research • One person to have sabbatical in collaboration with strategic partnerships in Discovery Park • One Robert Wood Johnson scholar in the next five years 	<p>Increased from 50th to 75th percentile - \$15,000 to \$25,000</p> <p>Met</p> <p>Met</p> <p>Met</p> <p>Met</p> <p>Met</p> <p>15,000 square foot new Delphi Clinic by 2008</p>
Create a cadre of productive extramurally funded junior and senior faculty.	<ul style="list-style-type: none"> • Research training support for pre-doctoral and post-doctoral faculty • Increase network of interdisciplinary scientists with external funding support by 25% 	<ul style="list-style-type: none"> • 5 enrolled in DNP program in 2005; 44 in 2006. <p>Met</p> <ul style="list-style-type: none"> • 1 post doctoral appointment at Indianapolis VA. • 1 provost fellowship.
Provide internal relational and process support	<ul style="list-style-type: none"> • 25% FTE to provide research design and methodology support • 25% FTE to provide biostatistical support • Use of interactive bi-weekly seminars to present research/works in 	Met

	<p>progress</p> <ul style="list-style-type: none"> • Development of initiatives by Research Committee to stimulate research • Interactive internal peer review system for each grant proposal • Internal mentors for faculty developing research programs 	<p>Ongoing</p> <p>Met interdisciplinary partners at RCHE and HTAP</p>
Provide external resources for supporting faculty research	<ul style="list-style-type: none"> • Outside scientific reviewers and consultants for each grant proposal (per NSF guidelines) • Increase in faculty participation in workshops, seminars, and courses to build research skills by 25% • Increase faculty attendance at research presentations, conferences, and post-doc fellowships pertinent to the mission of SON by 25% • Bring in seasoned researchers for faculty development at least annually • Research traineeships/fellowships available for 100% of our full-time graduate students by 2008 	<p>Ongoing</p> <p>Co-sponsor 2008: MNRS Oncology Conference 2006</p> <p>In process</p>

Goal 2: Attract and involve faculty and students who conduct diverse research		
Strategies	Metrics	Progress
Provide financial incentives to attract and retain faculty to conduct research.	<ul style="list-style-type: none"> • Salaries and start-up packages comparable to benchmark institutions • Meet the 75th percentile of AACN salary report for 2008 	<ul style="list-style-type: none"> • Currently between 50-75th AACN percentile.
Increase the number of faculty lines for tenured-track researchers in nursing	<ul style="list-style-type: none"> • Tenure track faculty are 65% of total faculty by 2008 • Faculty growth is commensurate with program growth • Annual needs assessment by the research committee, faculty affairs committee and administration to predict the numbers of needed research faculty hires. Exceed national norm (50%) of faculty with doctoral degrees by 2008 • Number of faculty with doctoral degrees matches peer institutions. 	<ul style="list-style-type: none"> • 2006 status: 14 completing doctoral study by 2008.
Increase visibility of SON research in local, national, and global arenas.	<ul style="list-style-type: none"> • Increase number of qualitative, quantitative, and historical research presentations by 10% annually • Increase number of qualitative, quantitative, and historical research publications by 20% annually • Press release for each published manuscript prepared by the Director of Communication 	<p>Ongoing</p>

Create a scholarly community among faculty, undergraduate, and graduate students.	<ul style="list-style-type: none"> • At least 5% of undergraduate student body works with faculty research • Increase in presentations by students/faculty at local, state, and /or national conferences by 10% • One socialization event/year between students and faculty 	Met 2006 Met

Goal 3: Promote School of Nursing's participation in nursing and interdisciplinary research		
Strategies	Metrics	Progress
Facilitate research activities among nursing faculty in collaboration with other resources within and outside the University.	<ul style="list-style-type: none"> • Number of faculty in collaborative research within School of Nursing increased by 30% • Number of collaborative research teams integrating academic and clinical track faculty increased by 30% • Number of faculty in collaborative research with other disciplines at Purdue University increased by 20% • Number of faculty in collaborative research outside the university increased by 10% • Number of presentations in interdisciplinary seminars, colloquia, poster sessions, and participants increased by 20% 	Ongoing
Encourage collaborative research with the various Centers at Purdue (RCHE, Center for Aging the Life Course, Human Development Institute, Families in the Armed Services, Rural Initiatives, Homeland Security Institute). *Need to verify the names to be sure the center names are correct.	<ul style="list-style-type: none"> • Number of nursing faculty and doctoral students collaborating in interdisciplinary research with Purdue Centers increased from 11 to 15 by 2008 	11 ISDH, 9 HTAP, and 5 DNP students – 1 st cohort
Increase intramural and extramural visibility of SON research expertise foci.	<ul style="list-style-type: none"> • Number of collaborative projects increased by 30% 	Met
Increase faculty contact with funding agencies.	<ul style="list-style-type: none"> • All tenure track faculty have a posting on the Community of Science website • Numbers of faculty who have meetings with funding agencies increased by 20% • Head and faculty representatives participate with SON Director of Development in sponsored annual visit to foundations interested in funding nursing research 	Met

Increase the number of submitted proposals to funding sources.	<ul style="list-style-type: none"> At least 20 proposals submitted annually by 2008 	
Increase the number of funded proposals.	<ul style="list-style-type: none"> \$5 million in intramural and extramural funding by 2007 Quarterly reports with assistance of grant secretary Top quartile ranking in US News and World Reports by 2008 	Met

Goal 4: Establish partnerships with outside agencies and industries to undertake creative initiatives to meet local, national, and global health care needs		
Strategies	Metrics	Progress
Initiate cooperative agreements and networking with local to global health care facilities, academic institutions, and community agencies.	<ul style="list-style-type: none"> Local health needs assessments will increase by 20% Number of faculty on review panels will increase by 20% Number of faculty on editorial boards will increase by 20% Number of ongoing projects will increase by 20% Develop a Research Advisory Board Nurse Consultants on research projects will increase by 20% 	
Establish a leadership role in expertise on the ethics of human subject research through the Center for Nursing History, Ethics, and Human Rights.	<ul style="list-style-type: none"> Number of workshops on History, Ethics, and Human Rights attended and /or led will increase by 20% Number of consulting projects on History, Ethics and Human Rights to increase by 20% NIH funding for research on ethics and human rights to increase by 20% Interdisciplinary Ethics in Research graduate level course by 2008 	<p>April, 2006 – “History of Healing” held at Prophetstown Living History Center September, 2006</p> <p>Annual History and Ethics Symposium</p>
Encourage research collaboration with other schools of Nursing and healthcare partners.	<ul style="list-style-type: none"> Number of projects to increase by 10% Number of papers to increase by 10% Number of grants to increase by 10% 	Co-sponsor MNRS in 2008, Partner with Indianapolis Patient Safety Coalition
The needs of national health care, public health concerns, and global health issues are addressed by SON faculty research.	<ul style="list-style-type: none"> Establish relationship with Indiana Medicaid to conduct research to inform policy Faculty participation in research addressing CDC initiatives, WHO, and PAHO initiatives increased by 10% 	<ul style="list-style-type: none"> Indiana Medicaid is actively collaborating with SON faculty and has provided data to enhance their research collaboration.

Goal 5: Expand the dissemination and utilization of nursing and healthcare knowledge		
Strategies	Metrics	Progress
Increase faculty participation in utilization of research findings.	<ul style="list-style-type: none"> Number of faculty serving as EBP consultants to healthcare agencies in Indiana increased by 20% All graduate students have at least one EBP research project 	First cohort of 5 students have EBP projects.
Develop networks beginning with rural Indiana and expanding globally.	<ul style="list-style-type: none"> Number of faculty participating in Health Care TAP projects in Indiana increased from 2 to 10 by 2007. Number of faculty participation in research addressing rural health issues identified by CDC initiatives, WHO, and PAHO initiatives increased by 10% 	Met Met in 2007

Engagement

ENGAGEMENT: Effectively address the needs of society through engagement

Goal 1: Develop partnerships to provide nursing and health care services to meet needs of clients in the local, national, and global community		
Strategies	Metrics	Progress
Conduct ongoing community needs assessment regarding number, type, and potential of current partnerships	<ul style="list-style-type: none"> • Current partnership (clinical agencies) database • Increased number of partnerships reflects needs of programs (initiatives, student numbers, clinic activities) • Annual review of partnership needs/opportunities with faculty and clinic staff 	
Provide opportunity for community input in assessment, implementation, and evaluation of partnerships	<ul style="list-style-type: none"> • Participation in quarterly GLHS meetings • Three meetings per year with local schools of nursing with whom share clinical resources • Annual meeting of Community Advisory Council • Annual evaluation of Career Fair employer participation • Annual review of Employer Survey by Curriculum Committee and Leadership Team • Annual meetings with major agencies where multiple students have clinical experiences 	<p>Met/Ongoing Met/Ongoing</p> <p>Met/Ongoing Met/Ongoing Met/Ongoing</p> <p>Met/Ongoing</p>
Develop partnerships with established rural health centers, The Indiana Rural Healthcare Association, The Indiana Primary Care Associations, Indiana Rural Development Council, Indiana Department of Health, and the Purdue University College of Agriculture Center for Rural Studies.	<ul style="list-style-type: none"> • Proposal to Provost to establish a Center for the Study of Underserved Populations • Annual collaborative activity with Purdue Extension (e.g., Breaking New Ground) 	By 2008
Expand initiatives locally, nationally, and globally that increase opportunities for students and faculty to interact with diverse populations.	<ul style="list-style-type: none"> • Annual participation of 20% of students in national or international activities (e.g., Katrina relief, Navajo Nation experience, Nicaragua and Ecuador experiences) • Annual support of an international initiative by Nursing Students Without Borders (e.g., Nursing Library Development) • Increased interest in international health opportunities as evidenced by 10% increase in membership in Nursing Students Without Borders by 2008 	<p>12 Students to Nicaragua– 2006</p> <p>8 Students to Biloxi, MS 2006</p> <p>4 Students to Navajo Nation 2006</p>

	<ul style="list-style-type: none"> • Collaboration by 2008 with PAHO of WHO, or similar international organization, to identify strategic opportunities for faculty, staff and students • Annual Report to WHO Collaborating Center, Case Western Reserve University Affiliate • Annual planned activity with underserved, school-age populations through the nurse-managed clinics 	<p>KySS 2005, MHA 2006, Home for Hope, Murdock After School, CASA, LARA, YWCA, Trinity Clinic, Biloxi, Weed & Seed Grant</p> <p>Director of International Projects</p>
Strengthen outreach to international students and their families	<ul style="list-style-type: none"> • Increased contact with international student families as evidenced by <ul style="list-style-type: none"> ○ 5% of students in NUR 403 visiting families with newborns ○ 5% of students participating in activities at the International Center ○ 50% of graduate students delivering health care to international student families through nurse-managed clinics 	<p>International Babies?</p> <p>Met for 2005 – 2006 Ongoing</p>
Promote a broad range of health care services in the School of Nursing's nurse-managed clinics and other multidisciplinary sites	<ul style="list-style-type: none"> • \$ 1 M in funded grant support of School's nurse-managed clinics by 2008 • 80% of faculty who are nurse practitioners practice in the PUSON nurse-managed clinics (PNMC) • Formal, incentivized faculty practice plan published by Fall 2007 	<p>Met 2007 – FHCCC</p> <p>Task Force Appointed</p>
Use an integrated model of care incorporating evidence-based practice in all nurse-managed clinics.	<ul style="list-style-type: none"> • Annually reviewed and updated protocols which reflect best practices • Semi-annual review of client outcomes compared to clinic standards and national norms (where available). 	<p>Met</p>
Expand health education/health promotion offerings in the community that support desired health behavior changes	<ul style="list-style-type: none"> • Annual participation of 75% of students in local service learning activity or health promotion activity. • Annual report of outreach offerings and participation in health education/health promotion offerings. • 5000 screenings (in 2006 with potential expansion in subsequent years) as outlined in the Work Life Health Improvement Plan with 300 post-screening interventions among Purdue retirees and spouses. • 10,000 client encounters provided in nurse-managed clinics by 2008 	<p>Met - 2006</p> <p>> 9,000 in 2006</p>
<p>Goal 2: Develop partnerships to create entrepreneurial initiatives including commercialization of research to strengthen economic development</p>		

Strategies	Metrics	Progress
Further explore opportunities for partnership with the local to global community [Regenstrief Institute, Purdue Research Park, Discovery Park, the Cancer Center, Purdue Department for Commercialization, Greater Lafayette Health Systems, Arnett Clinic, Clarian Health, St. Vincent Health Care System and beyond]	<ul style="list-style-type: none"> • Annual report of collaborative exchanges • 5% of faculty positioned on governance and advisory boards 	
Deliver targeted multidisciplinary product and service initiatives	<ul style="list-style-type: none"> • 10% increase in faculty and student Healthcare TAP (HTAP) initiatives • Expansion of reimbursable faculty time in HTAP initiatives 	15 funded faculty and DNP students in 2007.
Market the services of the School of Nursing to relevant community partnerships	<ul style="list-style-type: none"> • Marketing plan reviewed and updated annually • Minimum of 12 articles published annually (potential sources: Purdue News, <i>Purdue Nurse</i>, <i>Inside Purdue</i>, local and regional news outlets) that note community partnerships. 	
Goal 3: Strengthen interest in nursing as a career through enhanced ongoing engagement		
Strategies	Metrics	Progress
Interface with local and national media to enhance interest in nursing as a career.	<ul style="list-style-type: none"> • Minimum of 12 articles published annually (potential sources: Purdue News, <i>Purdue Nurse</i>, <i>Inside Purdue</i>, local and regional news outlets) which are focused on nursing as a career. 	
Explore state and federal grant opportunities to increase interest in nursing incorporating projects such as “Kids Into Health Careers.”	<ul style="list-style-type: none"> • Monthly list of potential grant opportunities. • HRSA Grant submission fall 2007 	PIs identified by summer 2007
Strengthen interest in pursuing a nursing degree among in-coming, at-risk freshmen (limited income, 1 st generation college student, ethnic minority) through STEP-UP Program.	<ul style="list-style-type: none"> • Annual 10% increase in number of students attending Nurse Camp experiences in school’s nursing centers and Center for Nursing Education 	Grant concludes in 2007.

<p>Offer activities in Center for Nursing Education for middle- and high-school students</p>	<ul style="list-style-type: none"> • 5% annual increase in number of contacts made to health careers faculty and advisors at regional schools • 50% participation rate among schools invited to Student Services sponsored activities • Annual participation in 4-H Roundup sessions for high school students interested in nursing • Annual health fair through NUR 348 for the Hispanic community, providing exposure to nursing as a career option 	<p>Met</p> <p>Ongoing</p>
<p>Strengthen linkages with middle and high schools and community colleges, especially those with diverse and economically-disadvantaged populations, using Indiana Career and Postsecondary Advancement Center (ICPAC) data</p>	<ul style="list-style-type: none"> • Established plan by 2007 <ul style="list-style-type: none"> ○ Baseline data ○ Projected growth • Number of middle- and high-school program presentations through STEP-UP program increased by 10% • Number of students (from economically-disadvantaged backgrounds, 1st generation college, or ethnic minority groups) enrolled in STEP-UP program increased by 10% 	
<p>Goal 4: Develop and implement a program of internal and external communications designed to market the School of Nursing and its graduates</p>		
<p>Strategies</p>	<p>Metrics</p>	<p>Progress</p>
<p>Expand the “Career Fair” and explore additional marketing possibilities to increased nursing student participation in the fair.</p>	<ul style="list-style-type: none"> • Minimum of 50 participants/vendors • 50% of nursing students attending fair • 30% of graduating students report connection to employer made through Career Fair • Annual information to vendors pointing out link between participation and securing workforce 	<p>Met</p>
<p>Record accomplishments of PUSON faculty, students, staff and alumni in the <i>Purdue Nurse</i>, in the national and international media, and on School of Nursing website.</p>	<ul style="list-style-type: none"> • Semi-annual publication of <i>Purdue Nurse</i> that features accomplishments of the various stakeholders (faculty, staff, students, alumni, preceptors). • Annual review of website for: <ul style="list-style-type: none"> ○ Content review ○ Number of hits • All accomplishments recognized in some media form. 	<p>Ongoing</p>

Enhance involvement in media opportunities	<ul style="list-style-type: none"> • Monthly participation in WBAA programming • Student involvement in national and international conferences featured in <i>Purdue Nurse</i>. • 15 annual media opportunities by faculty, staff, or students. • Annual review of media for inclusion of Purdue/School of Nursing logos 	Ongoing
Articulate a marketing plan as a part of a comprehensive development plan.	<ul style="list-style-type: none"> • Plan developed by 2008 	Ongoing
Serve as an expert resource for health education in the community, particularly with minority or underserved populations	<ul style="list-style-type: none"> • 100% of senior students will provide teaching activities. • 20% of faculty on health organization boards by 2008. 	Ongoing
Enhance School website to support implementation of School's strategic goals.	<ul style="list-style-type: none"> • Systematic website evaluation 	Annual
Goal 5: Cultivate and enhance alumni interest through increased communication and student-faculty alumni programming and development initiatives		
Strategies	Metrics	Progress
Develop a plan to strengthen connection between School of Nursing Alumni Association and current students, faculty, staff, and alumni.	<ul style="list-style-type: none"> • Plan articulated by 2007 • 5% increase in the number of formal school of nursing alumni focused programs • Annual increase in number of alumni updates provided to the school and published in <i>Purdue Nurse</i> 	New Development Director hired
Engage nursing alumni and patrons in formal University and School of Nursing fund raising	<ul style="list-style-type: none"> • > 15% alumni giving to the School • Development Committee's secured major gift by 2008 • Grateful Patient Scholarship established by 2007 • Increase of 25% in giving from retired faculty 	Currently 10%; 3 rd highest in University Development Director Scheduling meetings
Goal 6: Foster a community that values and participates in health care advocacy efforts on behalf of clients, families, communities, and nations		

Strategies	Metrics	Progress
Encourage faculty, students, staff, and alumni memberships in professional organizations.	<ul style="list-style-type: none"> • 90% of faculty and staff reported membership in professional organizations • 25% of alumni reporting membership at 1 and 3 years post graduation • 85% of students report membership in pre-professional associations such as PSNA, MSNA, etc. 	Met NONPF membership
Articulate support for data-driven decisions to shape health care policies and priorities.	<ul style="list-style-type: none"> • Minimum of 15 faculty contacts annually to share expertise regarding specific health care issues with legislators and other health policy decision makers • 100% of graduate students represent PUSON at local and state legislative days 	Met/ongoing Met
Encourage nursing student participation in university-wide committees that formulate policies and assist in creating ideal learning environments.	<ul style="list-style-type: none"> • Establishment of baseline data by 2007 of student involvement in <ul style="list-style-type: none"> ○ university-wide committees ○ undergraduate leadership positions (student organizations, fraternities, sororities, co-ops) ○ graduate leadership positions (work, professional associations, graduate student council) 	Student Services collecting data
Promote faculty appointments to local, state, national and international organizations, review panels and commissions	<ul style="list-style-type: none"> • 20% of faculty in leadership positions in health-related organizations • 5% of faculty on review panels • 5% of faculty on health-care related commissions and other appointed positions 	Ongoing

4/03/07

V. Peer Institutions

These Schools of Nursing have been benchmarked as institutions of quality equal to or greater than the Purdue School of Nursing and materials have been gathered regarding specific areas of excellence in discovery, learning, engagement, practice/service, and advocacy.

University of Arizona (Discovery, Rural Health Care, Gerontology)

University of Illinois - Chicago (Doctoral Program, Global Health)

University of Iowa (Gerontology, Information Technology/ Informatics, Research, Evidence-Based Practice)

George Mason University (Advocacy, Global Nursing Network)

University of Kentucky (Doctoral Program)

University of Michigan (Primary Healthcare, Nurse Managed Center, Rural Healthcare)

Penn State (Rural Healthcare)

University of Texas – Austin (Discovery, Learning, Engagement)

University of Pennsylvania (Historical Research)

University of Wisconsin – Milwaukee (Nurse Managed Centers)

Vanderbilt University (Women’s Health, Informatics, Nurse Managed Clinics)