MISSION The mission of the University of Kentucky College of Nursing is to foster health and well-being among the people of Kentucky, the region, and the world through collaborative relationships that support excellence in nursing education, research, practice and service in an ever-changing health care environment.

VISION The University of Kentucky College of Nursing endeavors to be one of the nation’s top nursing programs among public research universities.

AIMS
1. Prepare nurses to lead an ever-changing health care environment.
2. Contribute to the knowledge base of the discipline through an active program of nursing and interprofessional research.
3. Engage in collaborative and cooperative relationships for the purpose of modeling excellence in nursing education, research, service and practice.

VALUES
- caring and commitment
- community engagement
- cooperative learning
- excellence, creativity and innovation
- inclusive community
- open and honest communication
- health and wellness of all persons
- respect and integrity
- appreciation of contributions of others
- interdisciplinary collaboration
- life-long learning
- shared leadership

Preamble
Since 1960, the University of Kentucky College of Nursing has lead the way in nursing education in the Commonwealth of Kentucky. The College was established as one of the original units in the A.B. Chandler Medical Center. The Baccalaureate Program began in 1960; the Master’s Program began in 1969, the first in Kentucky; the PhD Program began in 1986 and was one of the first in the region; and the Doctor of Nursing Practice began in 2001, the first in the country. The College of Nursing celebrated its 50th anniversary in 2010-2011 and celebrated the 25th anniversary of the PhD Program and 10th anniversary of the DNP program in 2011-2012.

The College strives to be one of the nation’s top nursing programs through excellence in nursing education, research, practice, and service in an ever-changing health care environment. Our first-time pass rate for BSN graduates taking the National Council Licensure Examination over the last five years has been an average of 96%. Our rankings exemplify our accomplishments. The College is ranked 35th among all U.S. schools of nursing (up from 42nd in 2010), with $1.3 million total in primary investigator National Institutes of Health funding in 2011. The College’s Graduate Program is tied at 21st among graduate schools of nursing according to U.S. News & World Report in its 2012 edition of America’s Best Graduate Schools.

The College had 770 students in Fall 2011, including 76% who are enrolled in the Undergraduate Program and 24% enrolled in the Graduate Program. Men represented 12% of the nursing student body, 11% were minorities (up from 9% last year), and there were 4 international students. There are more than 5,600 College of Nursing alumni; 3,500 live in Kentucky, including more than 800 in Fayette County.

Outstanding faculty members are committed to providing an excellent academic experience for our students based upon their clinical experiences and research endeavors. Nearly 74% of the 57 full-time faculty members hold doctoral degrees and two hold an endowed professorship or chair. Seven faculty are fellows in the American Academy of Nursing.
In 2011-2012 the College’s administrative team included Jane Kirschling, Dean; Patricia Burkhart, Associate Dean for Undergraduate Studies; Patricia Howard, Associate Dean for MSN and DNP Studies; Terry Lennie, Associate Dean for PhD Studies; Tom Kelly, Interim Associate Dean for Research; Suzanne Prevost, Associate Dean for Practice and Engagement; and Karen Minton, Administrative Staff Officer.

**College of Nursing Goal 1. Attract, retain, and graduate outstanding and diverse students while engaging them in nationally prominent nursing education programs.**

*University of Kentucky Goal 1. Prepare students for leading roles in an innovation-driven economy and global society.*

The College of Nursing has a long tradition of preparing baccalaureate and graduate prepared nurses to meet the health care needs of the Commonwealth and nation and for preparing the next generation of nurse scientists. The College was the first to offer a Master’s Program in Kentucky, the first to offer a PhD Program in the region, and the first in the nation to offer a DNP Program.

**Objective 1.1** Recruit highly qualified students.

**Related Mission Area:** Education

**Assessment Methods:** Demographic data on the nursing student body will be tracked, cumulative and science GPA for applicants to the undergraduate professional nursing program will be tracked, whether or not admission criteria for graduate programs were met will be tracked, and decision on offering CRNA program will be made.

**Related UK Metric:**

- **Metric 4-2.** Increase the proportion of students from diverse ethnic groups and other underserved populations.

- **Strategy 1.1.1 Refine admission criteria for direct admit to the major as freshman.** *Completed 2009-2010*

- **Strategy 1.1.2 Assure that admission criteria support recruitment of highly qualified students.** *2011-2012 ongoing, primary leads Patricia Burkhart, Patricia Howard, and Terry Lennie*

- **Strategy 1.1.3 Market graduate programs regionally, nationally, and internationally.** *2011-2012 ongoing, primary lead Terry Lennie, secondary lead Patricia Howard*

- **Strategy 1.1.4 Target enrollment of high achieving minority, international, and male students.** *2011-2012 ongoing, primary leads Terry Lennie and Patricia Howard, secondary lead Patricia Burkhart*

- **Strategy 1.1.5 Determine desirability and feasibility of offering CRNA program.** *2011-2012, on hold, primary leads Patricia Howard and Jane Kirschling*

By 2014 the College of Nursing will demonstrate achievement of Goal 1 as indicated by the following metrics:

**Metric 1.1-1** Percent of males in the nursing student body will increase.¹

- **Benchmark - Fall 2008 11.2% or 76 of 679 nursing students were male**
- **1st year Strategic Plan Fall 2009 11.4% or 87 of 762 nursing students were male [increase of 11 male students]**
- **Fall 2010 12.4% or 93 of 753 nursing students were male [met, increase of 6 male students]**
- **Fall 2011 12.3% or 95 of 770 nursing students were male [met, increase of 2 male students]**

**Metric 1.1-2** Percent of entering minority and international students that matriculate will increase over the previous year.²

- **Benchmark 2008-2009, 320 new students matriculated into the undergraduate and graduate programs. Of the 320, 26 or 8.1% were minority or international students, including 13 (8.2%) in the traditional BSN program [includes 1 international student], 4 (12.9%) in the second degree program, 4 (10.5%) in the RN to BSN program, 2 (3.1%) in

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¹ Tracked by Jenny Fleser, reported by Academic Associate Deans and Dean (aggregate)
the MSN program, 3 (27.3%) in the PhD program [includes 1 international student], and 0 in the DNP program

- 1st year Strategic Plan 2009-2010, 301 new students matriculated into the undergraduate and graduate programs. Of the 301, 30 or 10.0% were minority or international students, including 18 (11.0 %) in the traditional BSN program, 5 (17.9%) in the second degree program [includes 1 international student], 2 (5.6%) in the RN to BSN program, 1 (12.5%) in the PhD program [includes 1 international student], and 4 (7.7%) in the DNP program [increased by 4 students over benchmark] [overall, met]

- 2010-2011, 281 new students matriculated into the undergraduate and graduate programs. Of the 281, 33 or 11.7% were minority or international students, including 19 (11.8%) in the traditional BSN program [includes 2 international students], 4 (11.7%) in the second degree program, 2 (5.8%) in the RN to BSN program, 1 (16.6%) in the PhD program, and 7 (15.9%) in the DNP program [includes 1 international student] [overall, met]

- 2011-2012, 278 new students matriculated into the undergraduate and graduate programs. Of the 278, 29 or 10.4% were minority or international students, including 14 (8.6%) in the traditional BSN program [includes 1 international student], 8 (24.2%) in the second degree program [includes 1 international student], 4 (11.1%) in the RN to BSN program, 1 (14.2%) in the PhD program [includes 1 international student], and 2 (4.8%) in the DNP program [overall, not met]

**Metric 1.1-3** Students admitted to undergraduate professional nursing program will have a minimum cumulative and science GPA of 3.25 on 4.0 scale.2

- Benchmark Fall 2008/Spring 2009 – a) Traditional BSN students, average cumulative GPA 3.42 and science GPA 3.34; b) 2nd degree BSN students, average cumulative GPA 3.0 and science GPA 2.75; and c) RN-BSN students, average cumulative GPA 3.09

- 1st year Strategic Plan Fall 2009/Spring 2010 – a) Traditional BSN students, average cumulative GPA 3.56 and science GPA 3.57; b) 2nd degree BSN students, average cumulative GPA 3.0 and science GPA 3.0; and c) RN-BSN students, average cumulative GPA 3.07 [met for traditional program]

- Fall 2010/Spring 2011 – a) Traditional BSN students, average cumulative GPA 3.63 and science GPA 3.51; b) 2nd degree BSN students, average cumulative GPA 3.13 and science GPA 2.94; and c) RN-BSN students, average cumulative GPA 3.04 [met for traditional program]

- Fall 2011/Spring 2012 – a) Traditional BSN students, average cumulative GPA 3.63 and science GPA 3.51; b) 2nd degree BSN students, average cumulative GPA 3.03 and science GPA 3.21; and c) RN-BSN students, average cumulative GPA 3.17 [met for traditional program]

**Metric 1.1-4** The number of students who matriculate who meet the admission criteria for the DNP and PhD Programs will increase by 5% annually.3

- Benchmark 11 of 17 or 64.7% of DNP matriculates (applied, admitted and enrolled in 2008-2009) met admission criteria; 5 of 8 or 62.5% of PhD matriculates (applied, admitted and enrolled in 2008-2009) met admission criteria

- 1st year Strategic Plan 17 of 50 or 34% of DNP matriculates (applied, admitted and enrolled in 2009-2010) met admission criteria; 2 of 7 or 28.5% of PhD matriculates (applied, admitted and enrolled in 2009-2010) met admission criteria [decreased by 30.7% for DNP admissions and 34% for PhD admissions, not met]

- 13 of 44 or 30% of DNP matriculates (applied, admitted and enrolled in 2010-2011) met admission criteria; 1 of 4 or 25% of PhD matriculates (applied, admitted and enrolled in 2010-2011) met admission criteria [decreased by 4% for DNP admissions and 3.5% for PhD admissions, not met] (Note that in Spring 2011 PhD had 5 readmits, did not factor readmits into this calculation, reflective of new applicants only)

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2 Tracked by Patricia Burkhart
3 Tracked by Kathy Collins, reported by Terry Lennie (PhD) and Patricia Howard (DNP)
- 13 of 43 or 30% of DNP matriculates (applied, admitted and enrolled in 2011-2012) met admission criteria; 1 of 7 or 14% of PhD matriculates (applied, admitted and enrolled in 2010-2011) met admission criteria. [This reflects no change for DNP admissions and 11% decrease for PhD admissions over last year, not met] (Note that DNP program had 3 readmits and PhD Program had 1 readmit, did not factor readmits into this calculation, reflective of new applicants only)

Analysis of Results and Reflections: The number of male nursing students increased by 2. The number of minority and international students decreased by 4 and the overall percentage decreased by 1.3%. Students admitted to the traditional undergraduate nursing program continued to have strong cumulative (3.63) and science (3.51) GPAs. Students admitted to the 2nd degree undergraduate program and the RN to BSN program did not meet the minimum of a 3.25 cumulative and science GPA. In addition, the DNP and PhD students who met the admission criteria continued to drop from the benchmark year, 2008-2009. The College must continue to aggressively recruit to all programs in order to attract highly qualified students as well as more men, minority, and international students. In addition, admission criteria for the graduate programs need to be reviewed in relation to student success in their respective academic programs.

Improvement Actions: Continue to prioritize recruiting at professional nursing meetings as well as advertisements to reach targeted populations – men, minority, and international students. Undergraduate Student Admission and Progression Committee, DNP Program Committee, and PhD Program Committees continue to monitor applicant pool and admission criteria.

Objective 1.2 Provide academic resources and scholarly opportunities to support student retention and success.

Related Mission Area: Education

Assessment Methods: NCLEX pass rate, enrollment of graduate students with a faculty career goal in College of Nursing graduate teaching certificate program, MSN and DNP certification rates, and PhD graduates who accepted a position in which research is a major component will be tracked. In addition, implementation of a Nursing Honors option for BSN students, number of additional elective courses in the DNP program, and nursing faculty participation in initiatives of the Center for Interprofessional HealthCare Education, Research, and Practice will be tracked.

Related UK Metrics:
- **Metric 1-5.** Increase the six-year graduation rate to 64 percent.
- **Metric 1-7.** Exceed benchmark averages on pass rates of first-time test takers in professional programs with licensure examinations.

Strategy 1.2.1 Actively engage in advising of pre-nursing, nursing majors, and graduate students to support retention and timely graduation. 2011-2012 ongoing, primary leads Patricia Burkhart and Patricia Howard, secondary lead Terry Lennie

Strategy 1.2.2 Formalize opportunity for undergraduate students to pursue “Nursing Honors” option. 2011-2012 work will resume on this strategy given University’s commitment to strengthening honors programming, primary lead Patricia Burkhart

Strategy 1.2.3 Implement BSN-DNP option in response to 2015 initiative for advanced practice nursing. 2011-2012 ongoing, primary lead Patricia Howard

Strategy 1.2.4 Prepare PhD graduates for research careers that generate high impact science. 2011-2012 ongoing, primary lead Terry Lennie, secondary lead Tom Kelly

Strategy 1.2.5 Implement a graduate teaching certificate in nursing. 2011-2012 on hold, lead Patricia Howard

Strategy 1.2.6 Actively engage in Interprofessional Education, Practice, and Research initiatives. 2011-2012 ongoing, primary leads Patricia Burkhart and Jane Kirschling, secondary leads Patricia Howard and Suzanne Prevost

Strategy 1.2.7 Assure that programs address emerging issues in health care (e.g., patient safety, emergency preparedness, geriatrics). 2011-2012 ongoing, primary leads Patricia Burkhart and Patricia Howard

Strategy 1.2.8 Redesign graduate courses to be offered in accessible formats that are responsive to the needs of students, including new graduates and adult learners. 2011-2012 ongoing, primary leads Patricia Howard and Terry Lennie
Strategy 1.2.9 Evaluate curricular and student needs for elective and specialty courses and seminars, with particular attention to interdisciplinary learning activities in each program and develop an implementation plan, as needed. 
2011-2012 ongoing, primary leads Patricia Howard and Terry Lennie

By 2014 the College of Nursing will demonstrate achievement of Goal 1 as indicated by the following metrics:

**Metric 1.2-1** The NCLEX pass rate will exceed 90% of first time test takers. 2
- Benchmark 2008 NCLEX pass rate 95%, 93 graduates tested; Kentucky pass rate 91%; national pass rate 88%
- 1st year Strategic Plan 2009 NCLEX pass rate 98%, 87 graduates tested; Kentucky pass rate 90%; national pass rate 90% [met]
- 2010 NCLEX pass rate 97%, 129 graduates tested; Kentucky pass rate 89%; national pass rate 88% [met]
- 2011 NCLEX pass rate 94%, 157 graduates tested; Kentucky pass rate 93%; national pass rate 89% [met]

**Metric 1.2-2** The Nursing Honors option for BSN students is implemented.2
- 1st year Strategic Plan 2009-2010 no action taken on this Nursing Honors option due to other priorities
- 2010-2011 no action taken on this Nursing Honors option due to University curriculum revision [not met]
- 2011-2012 no action taken on this Nursing Honors option due to University curriculum revision [not met]

**Metric 1.2-3** Enroll 90% of graduate students whose career goal is to become a faculty member in the College of Nursing graduate teaching certificate program. 4,5
- 1st year Strategic Plan 2009-2010 Certificate program will be implemented in 2010-2011
- 2010-2011 not completed this year due to retirement of lead faculty [not met]
- 2011-2012 program not implemented due to faculty resources [not met]

**Metric 1.2-4** Of MSN and DNP graduates who sit for national certification, at least 90% will be certified within a year of graduation. 4
- Benchmark of 2008 graduates, 26 of 26 (100%) were certified within a year of graduation [met]
- 1st year Strategic Plan of 2009 graduates, 37 of 38 (97.4%) were certified within a year of graduation [met]
- Of 2010 graduates, 44 of 49 (90.0%) were certified within a year of graduation [met]
- Of 2011 graduates, 30 of 30 (100%) were certified within a year of graduation [met]

**Metric 1.2-5** Within a year of graduation 90% of PhD graduates will obtain positions in which research is a major component or will pursue postdoctoral work such as a postdoctoral fellowship or mentored scientists. 5
- Benchmark of 2007-2008 graduates, 67% of 6 PhD graduates obtained a research focused position
- 1st year Strategic Plan of 2008-2009 graduates, 63% of 8 PhD graduates obtained a research focused position [decreased of 4%, not met]
- Of 2009-2010 graduates, 86% of 7 PhD graduates obtained a research focused position [increase of 23%, not met]
- Of 2010-2011 graduates, 66% of 6 PhD graduates obtained a research focused position [decrease of 20%, not met] One graduate was a foreign student seeking licensure before obtaining a position. Of those with a position 4 of 5 (80%) had a research focused position; a decrease of 6% from previous year.

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4 Tracked by Patricia Howard
5 Tracked by Terry Lennie
Metric 1.2-6  Design and implement a minimum of 2 elective courses in the DNP Program addressing emerging issues in health care.¹

- **1st year Strategic Plan 2009-2010** Re-organized and offered in summer 2010 NUR 752 Culturally Competent Healthcare: Client, Clinician, and Organizational Perspectives; determined additional on-line courses suitable for electives in the DNP program available in the University during 2010 summer session; prioritized the importance of an elective that focused on proposal development and assigned development for offering spring 2011
- **2010-2011** Two electives are offered in the DNP program, one a revised version of the cultural competence course, the other is a new course focused on proposal development offered for the first time Summer 2011 [met]
- **2011-2012** Two electives continue to be offered in the DNP program [met]

Metric 1.2-7* Increase the number of nursing faculty engaged in The Center for Interprofessional HealthCare Education, Research, and Practice initiatives.⁸

- **Benchmark 2008-2009** 11 of 49 Full-time Faculty (22.4%) faculty involved in Center initiatives
- **1st year Strategic Plan 2009-2010** 14 of 54 Full-time Faculty (25.9%) faculty involved in Center initiatives [met]
- **2010-2011** 15 of 59 Full-time Faculty (25.4%) faculty involved in Center initiatives [met]
- **2011-2012** 16 of 57 Full-time Faculty (28%) faculty involved in Center initiatives [met]

**Analysis of Results and Reflections:** The NCLEX pass rate exceeded the target. The certification rate for MSN and DNP students was 100%. The continued decline in the percentage of PhD graduates who obtained a research focused position is of concern. The College of Nursing graduate teaching certificate program was approved but was not implemented in 2011-2012 due to lack of faculty resources. No progress was made on a Nursing Honors option for BSN students due to changes that are occurring within the larger University on the undergraduate curriculum. The College is now offering 2 DNP elective courses and the number of faculty involved with the Center for the Advancement of Interprofessional Health Care initiatives increased to 16, from 11 in the baseline year 2008-2009.

**Improvement Actions:** Continue to offer high quality education programs that are responsive to the needs of undergraduate and graduate nursing students. Will pursue Nursing Honors option during 2012-2013, consistent with UK’s commitment to expand Honors options. Continue to closely monitor MSN and DNP certification rates and make curriculum adjustments as appropriate. Continue to encourage PhD graduates to secure research focused positions.

**College of Nursing Goal 2. Attain national and international prominence in practice, scholarship, and research.**

*University of Kentucky Goal 2 Promote research and creative work to increase the intellectual, social and economic capital of Kentucky and the world beyond its borders.*

As a practice discipline, the College of Nursing recognizes the centrality of practice to providing high quality nursing education programs. The College actively pursues practice opportunities, both within UK HealthCare and beyond, that support faculty and staff practice, as well as create exceptional learning environments. A diverse portfolio of scholarship and research also serves as a foundation for high quality undergraduate and graduate nursing education programs. Nursing faculty and staff support students along the educational continuum to engage in interdisciplinary scholarship and research.

**Objective 2.1** Increase extramural research funding.

**Related Mission Area:** Research

**Assessment Methods:** Track regular title series faculty who have extramural research funding, total amount of extramural research funding, number of data-based research presentations and publications, and Academic Analytics percentile.

**Related UK Metrics:**
Metric 2-1. Increase total annual research expenditures, as reported to the National Science Foundation in science and engineering fields, to $430 million.

Metric 2-2. Increase the five-year total for journal publications to 10,000.

Strategy 2.1.1 Actively participate in UK’s Center for Clinical and Translational Sciences. 2011-2012 ongoing, primary leads Jane Kirschling and Tom Kelly

Strategy 2.1.2 Enhance College’s research standing through strategic faculty hires while supporting teaching and practice. 2011-2012 ongoing, primary leads Jane Kirschling and Tom Kelly

Strategy 2.1.3 Pursue formal University recognition for the College’s research centers with the goal of mentoring junior faculty in developing funded programs of research. 2011-2012 ongoing, primary lead Tom Kelly

Strategy 2.1.4 Increase post-doctoral opportunities within the College. 2011-2012 ongoing, not a priority of administration at this time

Strategy 2.1.5 Increase grant support for students. 2011-2012 ongoing, primary lead Tom Kelly (research) and Patricia Howard (training)

By 2014 the College of Nursing will demonstrate achievement of Goal 2 as indicated by the following metrics:

Metric 2.1-1 Annually, 60% of regular title series faculty will have extramural research funding.

- Benchmark 2008-2009 71% (10 of 14) had extramural research funding
- 1st year Strategic Plan 2009-2010 76% (13 of 17) had extramural research funding [increased 5% over benchmark, met]
- 2010-2011 63% (12 of 19) had extramural research funding [a decrease of 13%, met although declined]
- 2011-2012 53% (10 of 19) have extramural research funding [a decrease of 10%, not met]

Metric 2.1-2 Extramural research funding will increase by 5% annually.

- Benchmark 2008-2009 total extramural research funding was $2,473,259 (primary) and $6,505,078 (collaboratively)
- 1st year Strategic Plan 2009-2010 total extramural research funding was $5,430,841 (represents faculty who were primary investigators) and the total of all extramural funding was $5,746,087 (primary investigators on research, continuing education, training, etc.) and $10,884,155 (collaborative—includes research and non-research funding with nursing faculty serving as co-investigators) [substantial increase in funding; however, percent could not be calculated since data was not available for last fiscal year]
- 2010-2011 total extramural research funding was $3,162,906 [decline of $2,267,935, reduction 41.8%]; the total of all extramural funding was $6,141,460 [decline of $4,679,555, reduction 41.8%]; the total of extramural funding was $5,478,800, reduction 37.6% [not met, need to focus on total extramural research funding]
- 2011-2012 total extramural research funding was $1,220,565 [decline of $1,942,341, reduction 61.4%]; the total of all extramural funding was $1,466,409 [decline of $3,333,765, reduction 68.6%]; the total of all extramural funding was $1,653,666 [decline of $4,487,901, reduction 73.1%] and $10,340,982 collaborative [decline of $4,578,800, reduction 30.7%] [not met]

Metric 2.1-3 Data-based research presentations and publications will increase by 5% annually.

- Benchmark 2008-2009 number of data-based research presentations by faculty was 64 and publications was 56 for a total of 120
- 1st year Strategic Plan 2009-2010 number of data-based research presentations by faculty was 70 and publications was 24 for a total of 94 [presentations increased by 9% over benchmark and publications decreased by 43%, overall total declined 28%]

6 Tracked by Tom Kelly
- 2010-2011 number of data-based research presentations by faculty was 50 and publications was 53 for a total of 103 [presentations decreased by 24% and publications increased by 55% from previous year, overall total increased by 10% over 2009-2010, met]
- 2011-2012 number of data-based research presentations by faculty was 127 and publications was 75 for a total of 202 [96% increase over 2010-2011 total, presentations increased by 154%, publications increased by 42% from previous year, met]

**Metric 2.1-4** Maintain top 10th percentile ranking of nursing faculty among the private and public PhD programs in Nursing (Academic Analytics).³
  - Benchmark 2007 UK graduate nursing faculty ranked 10th out of 99 (top 10th percentile) private and public PhD programs in nursing, Academic Analytics, LLC report
  - 1st year Strategic Plan 2008 UK graduate nursing faculty ranked 25th out of 102 (top 25th percentile) private and public PhD programs in nursing, Academic Analytics, LLC report [not met]
  - 2009 UK graduate nursing faculty ranked 20th (top 18th percentile) out of 111 private and public PhD programs in nursing, Academic Analytics, LLC Report [not met]
  - 2010 UK graduate nursing faculty ranked 20th (top 17th percentile) out of 111 private and public PhD programs in nursing, Academic Analytics, LLC Report (due to a processing error, the ranking is not inclusive of all graduate nursing faculty) [not met, note UK decided to discontinue participation in Academic Analytics so no further data will be reported for College of Nursing]

**Analysis of Results and Reflections:** The overall percent of regular title series faculty who had extramural research funding declined from the previous year as did total extramural research funding where a nursing faculty member was the primary investigator. Data-based research publications increased by 25% and data-based research presentations increased by 11% over the previous year. The College’s ranking on the Faculty Scholarly Productivity Index was not inclusive of all graduate nursing faculty.

**Improvement Actions:** Continue to actively support faculty grant productivity as well as support faculty presentation and publication of research.

**Objective 2.2** Support practice initiatives through promotion of scholarship and the dissemination of outcomes at state, national, and international meetings.

**Related Mission Area:** Research

**Assessment Methods:** Track clinical title series faculty D.O.E. time allotted for scholarship as well as presentations of practice initiatives.

**Related UK Metric:**
- ✓ Metric 2-2. Increase the five-year total for journal publications to 10,000.

Strategy 2.2.1 Faculty engaged in practice who are committed to scholarship will have time and resources for scholarly activities. 2011-2012 ongoing, primary lead Suzanne Prevost, secondary lead Patricia Howard

By 2014 the College of Nursing will demonstrate achievement of Goal 2 as indicated by the following metrics:

**Metric 2.2-1** Full-time clinical title series faculty who are committed to scholarship will have a minimum of 10% time on their D.O.E. for scholarship.⁷,⁸
- Benchmark 2008-2009 7 of 9 clinical title series had time on their D.O.E. for scholarship, range of time 2.3% to 15%
- 1st year Strategic Plan 2009-2010 6 of 8 clinical title series had time on their D.O.E. for scholarship, range of time 3% to 15.5% [no change over benchmark]

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⁷ Tracked by Karen Minton, reported by Dean
⁸ Tracked by Suzanne Prevost
2010-2011 8 of 9 clinical title series had time on their D.O.E. for scholarship, range of time 3% to 16% [2 additional faculty had time for scholarship; however, the minimum target of 10% was not met]

2011-2012 8 of 10 clinical title series faculty had time on their D.O.E. for scholarship, range of time 1.5% to 13.4% (only 1 clinical faculty member had more than 10% time for scholarship) [not met]

Metric 2.2-2viii

Regional, national, or international presentations of practice initiatives will be at a rate of 1.5 per full time faculty members in the College.

- Benchmark 2008-2009 number of presentations of practice initiatives was 41 (target 1.5 x 49 = 74)
- 1st year Strategic Plan 2009-2010 number of presentations of practice initiatives was 83 (target 1.5 x 54 = 81) [met]
- 2010-2011 number of presentations of practice initiatives was 94 (target 1.5 x 59 = 89) [met]
- 2011-2012 number of presentations of practice initiatives was 78 (target 1.5 x 57 = 86) [not met]

Analysis of Results and Reflections: Clinical title series faculty D.O.E. time devoted to scholarship remained stable with a range of 3% to 13.4%; however, the minimum target of 10% was not met. Presentations of practice initiatives fell short of the target for the year.

Improvement Actions: Continue to support clinical title series faculty having time for scholarship, as desired and continue to support presentation of practice initiatives.

College of Nursing Goal 3. Develop the human and physical resources of the College to achieve the institution’s top 20 goals.

University of Kentucky Goal 3. Develop the human and physical resources of the University to achieve the institution’s top 20 goals.

Aspirations to achieve the University’s top 20 goals require that we support faculty to further develop their knowledge and expertise as outstanding teachers, practitioners, scholars, and researchers. In order to meet this challenge, it is also essential that we have knowledgeable staff whose work compliments that of faculty and administration. Physical resources must also be attended to including, but not limited to, sufficient space and high quality information technology support.

Objective 3.1 Enhance use of technology to meet the education, research, and service needs.

Related Mission Area: Education, research, and service

Assessment Methods: Plan for using technology is implemented.

Related UK Metric: n/a

Strategy 3.1.1 Implement a cohesive plan for using technology, including information technology, data management, and educational technology. 2011-2012, primary leads Jane Kirschling and Karen Minton

By 2014 the College of Nursing will demonstrate achievement of Goal 3 as indicated by the following metrics:

Metric 3.1-1ix Seventy percent of undergraduate clinical courses will use high fidelity simulation technology to enhance learning experiences.

- Benchmark 2008-2009 55%, 6 of 11 undergraduate clinical courses used high fidelity simulation technology
- 1st year Strategic Plan 2009-2010 55%, 6 of 11 undergraduate clinical courses used high fidelity simulation technology [same as benchmark]
- 2010-2011 55%, 6 of 11 undergraduate clinical courses used high fidelity simulation technology [remained the same]
- 2011-2012 See Metric 3.1-3

**Metric 3.1-2** The technology plan will be in place. 
- 1st year Strategic Plan work on plan will begin summer 2010
- Strategic Plan (first) and CON IT Policies in place Spring 2011, additional analysis to be done Fall 2011 and implemented in Spring 2012 [met]
- Initial IT Strategic Plan in place Spring 2011 and College IT policies in place Spring 2011. With the hiring of the new CON IT Director in the Spring of 2012, the initial Strategic Plan and Policies will be reviewed/revised [met]

**Metric 3.1-3**

Beginning in 2011-2012, the use of simulation in the undergraduate program will remain stable or increase. 

- 1st year Strategic Plan Spring 2010 undergraduate students were engaged in 64 simulation occurrences
- Fall 2010 undergraduate students were engaged in 100 simulation occurrences [met]
- Spring 2011 undergraduate students were engaged in 92 simulation occurrences [met]
- Fall 2011 undergraduate students were engaged in 127 simulation occurrences [met]
- 2011-2012 undergraduate students were engaged in 232 simulation occurrences [met]

**Analysis of Results and Reflections:** Use of high fidelity simulation technology in undergraduate clinical courses has steadily increased. UK HealthCare developed a simulation center in A.B. Chandler Hospital. Work on technology plan continued.

**Improvement Actions:** Continue to encourage use of high fidelity simulation. Have recruited a faculty member with expertise in simulation to begin Fall 2012. Continue discussions across the health professions education programs, as well as UK HealthCare, on the use of simulation. Continue work on technology plan and policies.

**Objective 3.2** Assure resources that support high-quality instruction, research/scholarship, practice, and service.

**Related Mission Area:** Education, research, and service

**Assessment Methods:** Classroom with at least 100 computers will be completed and classrooms which hold 20 or more students will have podiums with built in monitors. Track number of faculty practicing as part of DOE.

**Related UK Metric:** n/a

**Strategy 3.2.1** Assure that classrooms in College of Nursing Building are equipped to meet educational needs. 2011-2012 ongoing, primary leads Patricia Burkhart, Patricia Howard, Terrie Lennie, and Karen Minton

**Strategy 3.2.2** Optimize processes and infrastructure that support increased grant development and management. 2011-2012 ongoing, primary leads Tom Kelly and Karen Minton

**Strategy 3.2.3** Work with UK HealthCare Enterprise leadership to assure that structures are in place to support undergraduate and graduate students clinical experiences and faculty practice, research/scholarship, and service opportunities. 2011-2012 ongoing, primary lead Suzanne Prevost, secondary leads Patricia Howard and Jane Kirschling

**Strategy 3.2.4** Acknowledge the contributions of clinical preceptors. 2011-2012 ongoing, primary leads Patricia Howard and Suzanne Prevost

By 2014 the College of Nursing will demonstrate achievement of Goal 3 as indicated by the following metrics:

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9 Tracked by Greg Williams, reported by Patricia Burkhart
Metric 3.2-1  The College of Nursing building will have one classroom with greater than 100 computers to accommodate large classes.7

- 1st year Strategic Plan 2009-2010 Federal Earmark received to build large computer testing center/classroom on 6th floor, construction to begin summer 2011
- 2010-2011 Design of a 140 seat computer classroom on 6th floor, completed [partially met]
- 2011-2012 The new computer testing facility will have a total of 140 seats will be substantially completed in May 2012. Scheduling process has been shared with all academic units and UK HealthCare and the facility will be available Fall 2012 [met]

Metric 3.2-2  College of Nursing classrooms that seat more than 20 students will have podiums with built in monitors.7

- 1st year Strategic Plan 2009-2010 0 of 14 classrooms that seat 20 students or more had podiums with built in monitors (5 of the classrooms have real podiums; however, no monitors)
- 2010-2011 No change, continue to request through Provost Facilities Office the need for Podiums with built in monitors [not met]
- 2011-2012 New podium with built in monitor was added to room 501 C/D; planned for installation summer 2012 in rooms 115, 501B, and 504 [partially met]

Metric 3.2-38  The number of faculty practicing will increase by 20%.

- Benchmark 2008-2009 15 full-time faculty were practicing
- 1st year Strategic Plan 2009-2010 17 full-time faculty were practicing [increased 13% from benchmark]
- 2010-2011 18 full-time faculty were practicing [increased 20% from benchmark] [met]
- 2011-2012 20 full-time faculty were practicing [increased 33% from benchmark] [met]

Analysis of Results and Reflections:  Construction of the 140 seat computer classroom is nearing completion. Progress is being made on installing podiums with monitors in classrooms that hold at least 20 students. Faculty practicing increased by 2.

Improvement Actions:  Continue work on computer classroom and advocacy with UK on installing podiums with monitors. Continue to explore faculty practice opportunities.

Objective 3.3  Develop faculty in their roles as teacher, scholar, researcher, and/or practitioner.

Related Mission Area:  Education, research, and service

Assessment Methods: Mentees satisfaction with Faculty Peer Mentorship.

Related UK Metric: n/a

Strategy 3.3.1 Implement philosophy of advising and academic support across all academic programs and evaluate effectiveness. 2011-2012 ongoing, primary leads Patricia Burkhart, Patricia Howard, and Terry Lennie

Strategy 3.3.2 Enhance faculty development in the area of technology for education (e.g., simulation and computer based instruction), research, and service. 2011-2012 ongoing, primary leads Patricia Howard, secondary leads Tom Kelly and Suzanne Prevost

Strategy 3.3.3 Explore additional strategies, including technology, that facilitate the faculty’s work across roles, locations, and time. 2011-2012 ongoing, primary leads Jane Kirschling and Karen Minton

Strategy 3.3.4 Implement faculty development plan which includes an infrastructure for faculty peer mentorship and enhances efforts to assist faculty in achieving promotion and/or tenure. 2011-2012 ongoing, primary leads Faculty Council (faculty peer mentorship) and Associate Deans with reporting relationships

Strategy 3.3.5 Provide faculty with release time for professional development in their role or specialty area. 2011-2012 ongoing, primary lead Coordinating Council

By 2014 the College of Nursing will demonstrate achievement of Goal 3 as indicated by the following metric:
Metric 3.3-1 Ninety percent of mentees in the Faculty Peer Mentorship program will report satisfaction with the program.\textsuperscript{10}
- 1st year Strategic Plan 2009-2010 8 of 15 responded. Of the 8, 75\% of mentees reported satisfaction.
- 2010-2011 Continued support of faculty mentoring program for support of new faculty, and non-tenured faculty. The survey is being revised
- 2011-2012 survey was revised to address Metric 3.3-1, as recommended, and was sent to mentors and their mentees during the summer of 2011, 90\% mentees were satisfied with the program [met]

Analysis of Results and Reflections: Overall, mentees were satisfied with Faculty Peer Mentorship.

Improvement Actions: Continue to offer Faculty Peer Mentorship program.

Objective 3.4 Increase extramural program funding.

Related Mission Area: Education
Assessment Methods: Track submission of HRSA grants.
Related UK Metric: n/a

Strategy 3.4.1 Develop faculty expertise in obtaining HRSA grants by providing ongoing training in grant writing to faculty. 2011-2012 determine faculty interest in writing HRSA grants, primary leads Patricia Howard and Suzanne Prevost

By 2014 the College of Nursing will demonstrate achievement of Goal 3 as indicated by the following metric:

Metric 3.4-1 At least one HRSA grant will be submitted annually.\textsuperscript{11}
- 1st year Strategic Plan 2009-2010 no new HRSA grants were submitted
- 2010-2011 no new HRSA grants were submitted
- 2011-2012 no new HRSA grants were submitted

Analysis of Results and Reflections: Not successful in submitting HRSA grants beyond those that College has received in recent years.

Improvement Actions: Pursue HRSA funding opportunities.

Objective 3.5 Increase philanthropic support for the College.

Related Mission Area: Education
Assessment Methods: Track amount of philanthropic support, including funding for scholarships and research centers; number of donors managed by College; number of personal visits to donor prospects; and, establishment of endowment to support student travel to conferences.
Related UK Metric: n/a

Strategy 3.5.1 Develop plan for increasing faculty and staff participation in development. 2011-2012, primary lead Jane Kirschling
Strategy 3.5.2 Expand number of donors that support the College of Nursing. 2011-2012, primary lead Jane Kirschling

By 2014 the College of Nursing will demonstrate achievement of Goal 3 as indicated by the following metrics:

\textsuperscript{10} Tracked by Faculty Council
\textsuperscript{11} Tracked by Jane Kirschling
Metric 3.5-1 \( ^{\text{i}} \) Philanthropic support will increase by 10% annually.\(^{12}\)
- **Benchmark** 2008-2009 philanthropic support totaled $287,197
- **1st year Strategic Plan** 2009-2010 philanthropic support totaled $356,888 [increased 24% over baseline, met]
- 2010-2011 philanthropic support totaled $502,247 [increased 59% over 2009-2010 target, met]
- 2011-2012 philanthropic support totaled $1,152,719 includes a $1,000,000 expectancy [increased 130% from 2010-2011 target, met]

Metric 3.5-2 Portfolio of donors managed by the College will reach 50.\(^{12}\)
- **Benchmark** 2008-2009 portfolio of donors was 24, including 3 couples, and 6 as secondary, includes 1 couple
- **1st year Strategic Plan** 2009-2010 portfolio of donors was 24, including 2 couples, and 8 as secondary, includes 1 couple [same as benchmark]
- 2010-2011 portfolio of donors was 26, including 2 couples and 5 as secondary, includes 1 couple [1% increase over benchmark]
- 2011-2012 portfolio of donors was 31 [2% increase over 2010-2011]

Metric 3.5-3 The College’s development officer will make 100 personal visits annually to donor prospects.\(^{12}\)
- **Benchmark** 2008-2009 16 personal visits
- **1st year Strategic Plan** 2009-2010 27 personal visits and 56 tasks and 65 constituents [increased from benchmark but metric may not be realistic]
- 2010-2011 61 personal visits and 146 tasks [increased from benchmark by 125% in personal visits and 161% in tasks]
- 2011-2012 42 personal visits [decreased 31% over 2010-2011]

Metric 3.5-4 \( ^{\text{iii}} \) Funding for nursing scholarships will increase by 10% annually.\(^{12}\)
- **Benchmark** 2008-2009 $54,200 funding for nursing scholarships
- **1st year Strategic Plan** 2009-2010 $66,400 funding for nursing scholarships [increased 23% over baseline, met]
- 2010-2011 $73,530 funding for nursing scholarships [increased 23% year over 2009-2010 target, met]
- 2011-2012 $101,167 funding for nursing scholarships [increased 38% from 2010-2011, met]

Metric 3.5-5 An endowment will be established to support student travel to conferences for scholarly presentations or leadership activities.\(^{12}\)
- **1st year Strategic Plan** 2009-2010 no progress to date
- 2010-2011 no progress to date [not met]
- 2011-2012 no progress to date [not met]

Metric 3.5-6 There will be increased philanthropic support for College of Nursing Research Centers.\(^{12}\)
- **Benchmark** 2008-2009 there was $44,600 in support for Centers (Acct #1215394440)
- **1st year Strategic Plan** 2009-2010 there was $0 in support for Centers (Acct #1215394440) [decreased from benchmark, not met]
- 2010-2011 there was $0 in support for Centers (Acct #1215394440) [no change from previous year, not met]
- 2011-2012 $20,500 in sponsorships for the smoke free conferences [partially met]

**Analysis of Results and Reflections:** Philanthropic support for the College increased by 130% over the previous year and scholarships remained stable. Progress was made on philanthropic support for research centers. An endowment for student

\(^{12}\) Tracked by Aimee’ Baston, reported by Dean
travel was not realized. The College’s portfolio of donors remained stable at 60% the desired number (50). Personal visits declined.

**Improvement Actions:** Continue to focus on philanthropic support and building the College’s donor portfolio. Continue emphasizing scholarships given President’s scholarship initiative. Greater emphasis needs to be placed on personal visits.

**College of Nursing Goal 4. Support an environment that promotes diversity of thought, culture, gender, and ethnicity**

*University of Kentucky Goal 4. Promote diversity and inclusion.*

The College of Nursing faculty, staff, and students are committed to providing an inclusive environment that supports the success of all persons. The opportunity to learn and work with men and woman who have different thoughts, cultural experiences, and ethnic backgrounds enriches our personal and professional experiences and enhances our graduates’ abilities to meet the health care needs of all persons in the Commonwealth and in the nation.

**Objective 4.1** Attract and retain talented and diverse faculty and staff.

**Related Mission Area:** Education, research, and service

**Assessment Methods:** Track number of full-time minority and male faculty members and faculty and staff satisfaction with work environment.

**Related UK Metric:**

✅ **Metric 4-1.** Ensure that all educational and administrative units implement strategies to achieve inclusive excellence.

Strategy 4.1.1 Develop strategy for one-on-one recruitment of diverse faculty and staff members. 2011-2012, primary lead Faculty Search Committees

Strategy 4.1.2 Implement faculty and staff retention plan which includes factors in addition to salary. 2011-2012, primary leads Faculty Council and Coordinating Council

Strategy 4.1.3 Develop a plan for work-life enhancement. 2011-2012, Faculty Council with input from staff (if desirable)

Strategy 4.1.4 Incorporate information from faculty and staff exit interviews in recruitment and retention efforts. 2011-2012 develop plan for exit interviews, primary lead Jane Kirschling and Karen Minton

By 2014 the College of Nursing will demonstrate achievement of Goal 4 as indicated by the following metrics:

**Metric 4.1-1**

Increase number of minority and international full-time faculty members, including those in tenure tracked and tenured positions.\(^{13}\)

- Benchmark 2008-2009 number of minority faculty was 3 of 52; all non-tenured, 2 tenure-track
- 1st year Strategic Plan 2009-2010 number of minority faculty was 4 of 54; all non-tenured, 3 tenure-track [one additional minority faculty member, met]
- 2010-2011 number of minority faculty was 5 of 59; all non-tenured, 3 tenure-track [one additional minority faculty member, met]
- 2011-2012 the number of minority faculty was 6 of 57; all non-tenured, 3 tenure-track [1 additional minority faculty member, met]

**Metric 4.1-2**

Increase number of male full-time faculty members.\(^{13}\)

- Benchmark 2008-2009 number of male faculty was 1 of 52
- 1st year Strategic Plan 2009-2010 number of male faculty was 1 of 54 [no change over benchmark, not met]
- 2010-2011 number of male faculty was 1 of 59 [no change, not met]
- 2011-2012 number of male faculty was 2 of 57 [increase of 1, met]

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\(^{13}\)Tracked by Nancy McDevitt, reported by Dean
Metric 4.1-3 Greater than 75% of faculty and staff will report satisfaction with work environment.¹⁰

- Benchmark Spring 2009 70 faculty and staff responded to College of Nursing survey and rated their individual morale as follows: Staff 6.08 on 10 point scale (10 reflected higher morale), Undergraduate faculty 6.96, and Graduate faculty 5.24
- 2010-2011 Faculty Council received data from the UK@work Work-life Staff and Faculty Survey and analyzed the data in Fall 2011. See endnote xv for a summary of the faculty results and Faculty Council’s plan for future surveys
- 2011-2012 CON-specific data from the university Work-life survey was evaluated. Items indicating less than 75% faculty satisfaction were discussed with the Dean. These items have been submitted to the University with a request for inclusion in future CON Work-life satisfaction survey

Analysis of Results and Reflections: One additional international faculty member, who is also a male, joined the College full-time. Faculty Council continues to work on strategies for measuring satisfaction with the work environment on an annual basis.

Improvement Actions: Continue recruitment efforts targeted on minority and male faculty members. Finalize plans for measuring faculty and staff satisfaction annually.

Objective 4.2 Promote student, faculty, and staff understanding of, and respect for, diversity.

Related Mission Area: Education, research, and service

Assessment Methods: Track student response on UK Climate for Learning Survey targeted item as well as number of active international partnerships and number of students engaged in UK supported international experiences.

Related UK Metric:

✔ Metric 4-4. Improve student, faculty, and staff ratings on the extent to which UK is an inclusive community, according to results of a university-wide survey.

Strategy 4.2.1 Assure that the value of diversity is integrated into nursing curriculum and co-curricular activities. 2011-2012 ongoing, primary leads Patricia Howard and Terry Lennie, secondary lead Patricia Burkhart

Strategy 4.2.2 Seek opportunities with funding to engage students and faculty in formal international and inter-cultural opportunities, both on-campus and in regional, national, and international settings. 2011-2012 ongoing, primary leads Terry Lennie and Suzanne Prevost

Strategy 4.2.3 Identify and use community, university and medical center resources that support student, faculty, and staff understanding of diversity and culturally competent care. 2011-2012 ongoing, primary lead Jane Kirschling

By 2014 the College of Nursing will demonstrate achievement of Goal 4 as indicated by the following metrics:

Metric 4.2-1 Strive to maintain level of performance on UK Climate for Learning Survey item “Faculty and staff work proactively to remove barriers to success for diverse student populations”.¹¹

- 1st year Strategic Plan 2009 UK Climate for Learning Survey item #18 UK Mean 3.48 (2,705 respondents) and College of Nursing mean 3.66 (279 respondents).
- 2010-2011 no additional data to report
- 2011-2012 no additional data to report

Metric 4.2-2xvi The number of active international partnerships will increase by 20% and stabilize at 25 or greater.⁸

- Benchmark 2008-2009 partnerships totaled 12
  - Shoulder to Shoulder, Ecuador, H. Feld, S. Warden, K. Ashford
  - PUCE, Quito, S. Warden
  - PUCE, Santo Domingo, S. Warden
  - Manipal University, India, S. Prevost
  - Princess Nora University, Saudi Arabia, J. Kirschling and P. Burkhart
  - Wolverhampton University, England, M. Hardin-Pierce
  - Trinity College, Ireland, D. Moser
- University of Technology, Sydney, Australia, D. Moser
- University of Sterling, Scotland, D. Moser, T. Lennie, M. Chung
- Taiwan National University, D. Moser
- Queen’s University, Ireland, S. Frazier
- Prince Songkla University, Thailand, L. Hall

**1st year Strategic Plan 2009-2010 partnerships totaled 19 [increased by 63% from benchmark year]**
- Shoulder to Shoulder, Ecuador, S. Warden, K. Ashford, K. Wheeler
- PUCE, Quito, Ecuador, S. Warden
- PUCE, Santo Domingo, Ecuador, S. Warden
- Manipal University, India, S. Prevost
- Wolverhampton University, England, M. Hardin-Pierce
- Trinity College, Ireland, D. Moser
- University of Technology, Sydney, Australia, D. Moser
- University of Sterling, Scotland, D. Moser, T. Lennie, M. Chung
- Taiwan National University, D. Moser
- Birzeit University, Palestine, J. Kirschling and S. Prevost
- University of Tarapaca, Chile, A. Quelopana
- University of Michoacan, Mexico via NKU, P. Burkhart
- Seoul National University, Republic of Korea, D. Moser T. Lennie, M. Chung
- Daegu University, Republic of Korea, D. Moser, T. Lennie, M. Chung
- Yonsei University, Republic of Korea, D. Moser, T. Lennie, M. Chung
- International Nurse Faculty Migration Team, S. Prevost
- University of KwaZulu-Natal, South Africa, K. Moore
- Queen’s University, Ireland, S. Frazier
- Prince Songkla University, Thailand, L. Hall

**2010-2011 partnerships totaled 26 [demonstrating an increase of 37% from the previous year]**
- University of Technology, Australia, D. Moser
- Global Alliance for Nsg. Educ. & Science (GANES), Australia, Canada, New Zealand, UK, US, J. Kirschling
- University of Tarapaca, Chile, A. Quelopana
- Shoulder to Shoulder, Ecuador, K. Ashford, H. Feld, K. Moore, G. Mudd, K. Wheeler
- PUCE, Ecuador (Quito), G. Mudd, S. Prevost
- PUCE, Ecuador (Santo Domingo), G. Mudd, S. Prevost
- Wolverhampton University, England, M. Hardin-Pierce
- Manipal University, India, S. Prevost
- Trinity College, Ireland, D. Moser
- Queen’s University, Ireland, S. Frazier
- Ulster University, Ireland, D. Moser
- World Academy of Nursing Science, Japan, Korea, China, S. Prevost
- American University of Beirut, Lebanon, D. Moser
- University of Michoacan, Mexico, P. Burkhart
- Casa Latina, Mexico, G. Mudd
- Aga Khan University, Pakistan, D. Moser
- Birzeit University, Palestine, J. Kirschling, S. Prevost
- Seoul National University, Republic of Korea, D. Moser, T. Lennie, M. Chung
- Daegu University, Republic of Korea, D. Moser, T. Lennie, M. Chung
- Yonsei University, Republic of Korea, D. Moser, T. Lennie, M. Chung
- University of Sterling, Scotland, D. Moser, T. Lennie, M. Chung
- University of KwaZulu-Natal, South Africa, K. Moore
- International Council of Nurses, Switzerland, S. Prevost
- International Council of Nurses, Switzerland, K. Wheeler
- Taiwan National University, Taiwan, D. Moser
- Prince Songkla University, Thailand, L. Hall

**2011-2012 partnerships totaled 26 [stable and consistent with target of 25, met]**
- University of Technology, Australia, D. Moser
- Global Alliance for Nsg. Educ. & Science (GANES), Australia, Canada, New Zealand, UK, US, J. Kirschling
- Sigma Theta Tau International, S. Prevost, K. Ashford, D. Welsh
- University of Tarapaca, Chile, A. Quelopana
- Shoulder to Shoulder, Ecuador, K. Ashford, M. Aleshire, H. Feld, K. Moore, G. Mudd, K. Wheeler
Metric 4.2-3. The number of students engaged in UK supported international experiences (beyond US borders) will increase by 20%.

- Benchmark 2008-2009 2 nursing students participated in Shoulder to Shoulder
- 1st year Strategic Plan 2009-2010 3 nursing students participated in Shoulder to Shoulder
- 2010-2011 6 nursing students participated in Shoulder to Shoulder [increase of 200% over previous year, although number of students involved remains small]
- 2011-2012 11 nursing students participated in Shoulder to Shoulder brigades during the summer of 2012. These students also participated in a new Interprofessional Course to prepare them for the experience [met]

Analysis of Results and Reflections: The College’s international partnerships remained stable at 25. Student involvement in UK supported international experiences remains small but is increasing.

Improvement Actions: Assess College’s readiness to actively engage in international partnerships and continue to pursue nursing student involvement in UK supported international experiences.

College of Nursing Goal 5. Enhance the health and quality of life of Kentuckians.

University of Kentucky Goal 5. Improve the quality of life of Kentuckians through engagement, outreach and service.

The College of Nursing’s engagement, outreach, and service initiatives occur within the framework of a public, research-extensive, land grant university. As a practice discipline, the faculty are deeply committed to enhancing the health and quality of life of Kentuckians. This commitment is evidenced through a vibrant continuing education program offered throughout the Commonwealth, participation in statewide initiatives related to the nursing workforce and health, engagement in professional organizations, and active involvement in clinical initiatives.

Objective 5.1 Engage the College in service to the University, state, region, and nation.

Related Mission Area: Service

Assessment Methods: Tracking continuing education offerings, faculty involvement in community engagement initiatives, and development of new community collaborative with external stakeholders.

Related UK Metric:

- Metric 5-1. Increase the number of faculty and staff reporting outreach and engagement activities on the Engagement Measurement Instrument (EMI) to 1,000.
Metric 5.2. Increase outreach, service, and engagement contacts made with individuals in providing university knowledge and expertise to improve lives and benefit communities.

Strategy 5.1.1 Offer high quality continuing education. 2011-2012 ongoing, primary lead Suzanne Prevost

Strategy 5.1.2 Promote collaboration with nurse faculty and clinicians across the Commonwealth through the provision of continuing education offerings focused on evidence-based practice. 2011-2012 ongoing, primary lead Suzanne Prevost

Strategy 5.1.3 Work collaboratively with other Kentucky colleges, universities, health care agencies and institutions, other organizations, and policymakers to shape the future of nursing in Kentucky. 2011-2012 ongoing, primary lead Jane Kirschling, secondary leads Patricia Howard and Suzanne Prevost

Strategy 5.1.4 Support faculty and staff involvement in community engagement initiatives. 2011-2012 ongoing, primary leads Suzanne Prevost and Karen Minton

Strategy 5.1.5 In collaboration with other colleges, organize activities that engage the community in healthy ways. 2011-2012, primary lead Suzanne Prevost

By 2014 the College of Nursing will demonstrate achievement of Goal 5 as indicated by the following metrics:

Metric 5.1-1 At least 4 College of Nursing continuing education programs will be provided annually by nursing faculty to areas beyond Fayette County.8

- Benchmark 2008-2009 4 live CE programs were provided by nursing faculty to audiences beyond Fayette County
- 1st year Strategic Plan 2009-2010 6 live CE programs were provided by nursing faculty to audiences beyond Fayette County; 3 additional live CE programs were planned for locations beyond Fayette County, but had to be cancelled due to low registration [met]
- 2010-2011 5 live CE programs were provided by nursing faculty to audiences beyond Fayette County; 4 Nursing Grand Rounds sessions were broadcast across the state, and a graduate nurse residency program with a CE component was provided to rural hospitals across Kentucky [met]
- 2011-2012 16 live CE programs were provided by nursing faculty to audiences beyond Fayette County; 6 Nursing Grand Rounds sessions and 8 Emergency Care sessions were broadcast across the state via telehealth, a graduate nurse residency program with CE components was piloted with 4 small, rural hospitals across Kentucky, a Cardiovascular Program on the “Kentucky Uglies” was provided in Pikeville and then statewide via digital content on the web [met]

Metric 5.1-2 Increase by 25% the number of faculty participating in community engagement initiatives.8

- Benchmark 2008-2009 19 nursing faculty reported community engagement initiatives through the 2008-2009 UK engagement survey
- 1st year Strategic Plan 2009-2010 21 nursing faculty reported community engagement initiatives through the 2009-2010 UK engagement survey, a 9.5% increase for the first comparative year in the current strategic plan
- 2010-2011 30 nursing faculty reported community engagement initiatives through the 2010-2011 UK engagement survey, a 42.9% increase over the first year in the current strategic plan (2009-2010)
- 2011-2012 40 nursing faculty (and 6 CON staff) reported community engagement initiatives through the 2010-2011 UK engagement survey, a 90.5% increase in faculty participation over the first year in the current strategic plan [met] (UK engagement survey will no longer be done.)

Metric 5.1-3 Develop at least one new UK Community Collaborative with an external stakeholder.8

- 1st year Strategic Plan 2009-2010 one new community collaborative was established; the Community-Based Education Model for Cardiovascular Risk Reduction in Rural Appalachian Kentucky by the RICH Heart Team was selected and funded as one of UK’s Commonwealth Collaborative Projects [met]
• 2010-2011 no new projects were funded by the UK Commonwealth Collaborative program during the past year
• 2011-2012 no new projects were funded by the UK Commonwealth Collaborative program during the past year

Analysis of Results and Reflections: Target for offering continuing education programs beyond Fayette County was met. Additional community collaboratives were not established.

Improvement Actions: Continue to offer continuing education through the Commonwealth, support faculty in existing and new community collaborative with external stakeholders, and encourage faculty to report engagement activities via UK’s Engagement Measurement Instrument (EMI).

Objective 5.2 Promote the College within Kentucky and regionally, nationally, and internationally.

Related Mission Area: Education, research, service
Assessment Methods: Track number of health-related committee, board, or leadership positions external to the College held by nursing faculty.
Related UK Metric: n/a

Strategy 5.2.1 Provide visible leadership in statewide organizations and initiatives that address health and health care needs in Kentucky 2011-2012 ongoing, primary leads Patricia Howard, Jane Kirschling, and Suzanne Prevost
Strategy 5.2.2 Prioritize key University, state, regional, national, and international education, research and clinical meetings for faculty and student presentations and attendance to assure College’s visibility 2011-2012 ongoing, primary lead Coordinating Council
Strategy 5.2.3 Facilitate and support faculty appointment to key University, local, state, national and international organizations boards, review committees, etc. 2011-2012 ongoing, primary lead Coordinating Council
Strategy 5.2.4 Market programs and accomplishments of faculty and students 2011-2012 ongoing, primary lead Jane Kirschling, secondary lead Tom Kelly (Inquiring Minds)

By 2014 the College of Nursing will demonstrate achievement of Goal 5 as indicated by the following metric:

Metric 5.2.1 Sustain the number of health-related committee, board, or leadership positions external to the College held by nursing faculty.

Benchmark 2008-2009 Nursing faculty held 104 leadership positions on health-related committees, boards, or offices external to the College
1st year Strategic Plan 2009-2010 Nursing faculty held 179 leadership positions on health-related committees, boards, or offices external to the College [increased 72% from benchmark, met]
2010-2011 Nursing faculty held 199 leadership positions on health-related committees, boards, or offices external to the College [increased 11.2% from previous year, met]
2011-2012 Nursing faculty held 220 leadership positions on health-related committees, boards, or offices external to the College [increased 10.5% from previous year, met]

Analysis of Results and Reflections: Nursing faculty are actively engaged in health-related committees, boards, and leadership positions external to the College.

Improvement Actions: Continue to actively engage in leadership positions.

Objective 5.3 Enhance the excellence and sustainability of the College’s clinical initiatives within UK HealthCare and the larger community.

Related Mission Area: Service
Assessment Methods: Track practice revenue over expense and number of faculty FTE funded by UK HealthCare.
Related UK Metric:

✓ Metric 5-2. Increase outreach, service, and engagement contacts made with individuals in providing university knowledge and expertise to improve lives and benefit communities.

Strategy 5.3.1 Clarify and address practice financial incentives and release time. 2011-2012 ongoing, primary leads Karen Minton and Suzanne Prevost
Strategy 5.3.2 Support faculty practice by securing funding. 2011-2012 ongoing, primary lead Suzanne Prevost
Strategy 5.3.3 Evaluate practice initiatives in relation to College’s mission and strategic plan. 2011-2012 ongoing, primary lead Suzanne Prevost
Strategy 5.3.4 Increase College’s visibility with in UK HealthCare. 2011-2012 ongoing, primary leads Patricia Burkhart, Jane Kirschling, Karen Minton, and Suzanne Prevost

By 2014 the College of Nursing will demonstrate achievement of Goal 5 as indicated by the following metrics:

Metric 5.3-1 Increase the margin of practice revenue over expenses.7,8

- Benchmark 2008-2009 practice income $1,005,572 and practice expense $1,004,461 for a margin of $1,111
- 1st year Strategic Plan 2009-2010 practice income $1,354,380 and practice expense $1,189,749 for a positive margin of $164,631 [this includes a $134,000 grant from the Good Samaritan Foundation to support our practices which will not be funded next year] [increased over benchmark]
- 2010-2011 $1,523,332 and a practice expense $1,635,072 for a negative margin of $111,740. [not met, as anticipated, this was our first year of operating the Good Samaritan Nursing Center without grant funding support from the Good Samaritan Foundation, resulting in a significant reduction of income compared to the expenses for that group]
- 2011-2012 year to date practice income was $1,231,736 and practice expense was $1,279,056 for a negative margin of $47,320 [not met, while this margin remains negative, it is significantly improved over last year]

Metric 5.3-2 Increase faculty FTE funded by UK HealthCare.7

- Benchmark 2008-2009 7 faculty FTE funded by UK HealthCare
- 1st year Strategic Plan 2009-2010 7 faculty FTE funded by UK HealthCare [remained same]
- 2010-2011 10.27 FTE funded by UK HealthCare [increased 3.27 FTE, met]
- 2011-2012 10.56 FTE funded by UK HealthCare [increased .14 FTE since last year and 3.56 FTE since 2009-2010, met]

Analysis of Results and Reflections: As expected, practice expense exceed revenue due to loss of grant funding. Faculty FTE funded by UK HealthCare increased by 3.56 FTE since 2009-2010.

Improvement Actions: Continue to pursue practice revenue strategies and opportunities for faculty FTE funded by UK HealthCare.

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Background about plan development: In January 2009, the Governance Council began working on the 2009-2014 College of Nursing draft strategic plan. With the input of the Faculty Council, the decision was made to not form a separate work group (as was done for previous strategic plan), but instead involve the Governance Council membership. The Governance Council spent 6 meetings working on the draft plan, in addition to doing work outside of meeting times. Input from faculty and staff was solicited in a forum on April 6, 2009 as well as during the April 24, 2009 faculty meeting. Feedback on Goal 4 was solicited in November, 2009 from Connie Ray, Vice President for Institutional Research, Planning, and Effectiveness and Judy Jackson, Vice President for Institutional Diversity.

Goals 1 and 2 were reviewed, and voted on, at the December 15, 2009 Faculty meeting. In December, 2009 Susan Carvalho, Assistant Provost for International Programs, and Connie Ray, reviewed the entire plan and provided feedback,
which was incorporated in preparation for the January 12, 2010 faculty meeting. Goals 3 and 4 (except for metric 4.5 and 4.6) were reviewed and voted on at the January 12, 2010 Faculty meeting. Goal 4 metrics 4.5 and 4.6 and Goal 5 were reviewed and voted on at the February 8, 2010 Faculty meeting.

The Coordinating Council reviewed the plan in June 2010 to set priorities for the coming academic year. The College’s faculty and staff received the 2009-2010 Annual Report at the August 23, 2010 Faculty/Staff meeting and the Dean provided a summary of areas of focus for 2010-2011. The Governance Council reviewed the 2009-2010 Annual Report on September 24, 2010 and recommended changes to the Strategic Plan. These changes were incorporated into this document and the format was revised to be consistent with UK’s expectations for reporting progress.

A draft of the 2010-2011 Annual Report was presented to the Governance Council on November 11, 2010, January 13, 2012, and February 17, 2012. It was finalized by the Dean in March 2012.

The first version of the 2011-2012 Annual Report was prepared for May 2012 deadline, given upcoming SACS visit. The final version of the 2011-2012 Annual Report was completed in August and will be presented to the faculty and staff early in the new academic year.

1 Metric 1.1-1 changed in 2010-2011 Annual Report to reflect percent vs. number.
2 Metric 1.1-2 changed in 2010-2011 Annual Report to reflect percent vs. number.
3 Nonresident Alien - A person who is not a citizen or national of the United States and who is in this country on a visa or temporary basis and does not have the right to remain indefinitely. NOTE - Nonresident aliens are to be reported separately, in the field provided, rather than included in any of the six racial/ethnic categories. Resident aliens and other eligible (for financial aid purposes) noncitizens who are not citizens or nationals of the United States and who have been admitted as legal immigrants for the purpose of obtaining permanent resident alien status (and who hold either an alien registration card (Form I-551 or I-151), a Temporary Resident Card (Form I-688), or an Arrival-Departure Record (Form I-94) with a notation that conveys legal immigrant status such as Section 207 Refugee, Section 208 Asylee, Conditional Entrant Parolee or Cuban-Haitian) are to be reported in the appropriate racial/ethnic categories along with United States citizens.
4 2010-2011 Metric 1.1-4 Question raised about changing metric from percentage to actual number, decision made to leave as a percentage per Governance Council discussion, November 2011.
5 Metric 1.2-7 changed in 2010-2011 Annual Report, original language – “Number of nursing faculty engaged in Center for the Advancement of Interprofessional Health Care initiatives.”
6 2010-2011 Metric 2.1-3 Question raised about whether the metric included students who published and/or presented without faculty involvement. Governance Council clarified that the metric is intended to capture faculty productivity, November 2011.
7 Metric 2.1-4 outcome data changed in 2010-2011 Annual Report to “graduate nursing faculty” vs. “PhD nursing faculty”. UK no longer participates in this ranking system, June 2012.
8 Metric 2.2-2 changed in 2010-2011 Annual Report, original wording “Regional, national, or international presentations of practice initiatives will increase by 10% annually.”
9 Metric 3.1-1 Governance Council agreed to “retire” this metric for remainder of this strategic plan and replaced it with a new metric, 3.1-3 beginning in 2011-2012.
10 Metric 3.1-3 new for 2011-2012 Annual Report, baseline data provided.
11 Metric 3.2-3 outcome data modified to reflect intent of the metric.
12 Metric 3.5-1 projected increases, outcome data description modified.

<table>
<thead>
<tr>
<th>Year</th>
<th>Projected (10%)</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008-2009 baseline</td>
<td>$287,197</td>
<td>$356,999 (24%)</td>
</tr>
<tr>
<td>2009-2010</td>
<td>$315,917</td>
<td>$502,257 (59%) – includes $200,000 expectancy gift</td>
</tr>
<tr>
<td>2010-2011</td>
<td>$347,508</td>
<td></td>
</tr>
<tr>
<td>2011-2012</td>
<td>$382,259</td>
<td>$1,152,719 (130%) - includes a $1,000,000 expectancy gift</td>
</tr>
<tr>
<td>2012-2013</td>
<td>$420,485</td>
<td></td>
</tr>
<tr>
<td>2013-2014</td>
<td>$462,534</td>
<td></td>
</tr>
</tbody>
</table>
Metric 3.5-4 projected increases, outcome data description modified

<table>
<thead>
<tr>
<th>Year</th>
<th>Projected (10%)</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008-2009 baseline</td>
<td>$54,200</td>
<td></td>
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<tr>
<td>2009-2010</td>
<td>$59,620</td>
<td>$66,400 (23%)</td>
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<tr>
<td>2010-2011</td>
<td>$65,582</td>
<td>$73,530 (23%)</td>
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<tr>
<td>2011-2012</td>
<td>$72,140</td>
<td>$101,167 (38%)</td>
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<tr>
<td>2012-2013</td>
<td>$79,354</td>
<td></td>
</tr>
<tr>
<td>2013-2014</td>
<td>$87,290</td>
<td></td>
</tr>
</tbody>
</table>

Metric 4.1-1 changed in 2010-2011 Annual Report, original language “Increase number of minority full-time faculty members.” In addition, inquired of the Provost office about how minority and/or international status is captured in the UK Faculty Data Base. The following answer was received from Diane Gagel on January 17, 2012 – “There are no special definitions or procedures for collecting minority or international faculty designations in the FDB. The FDB Race and Ethnic fields parallel those data elements captured by HR – which is self-reported by the employee…. I assume at the time of hire…. There is no explicit designation ‘international’ faculty in the FDB.” Outcome data modified per revised wording of metric.

Metric 4.1-3 2010 Results UK@work, Work-Life Staff & Faculty Survey, College of Nursing [A full-copy of the report is available from the College of Nursing Dean’s Office], Results for Faculty (49 faculty responded in 2010)

Summary: Improved Since 2005-2006
- Support from colleagues and UK policies for personal/family responsibilities
- Commitment to UK’s strategic mission
- Workload in terms of expectations for securing outside funding
- Trust within department and UK
- Senior leadership communicating UK’s direction/priorities
- Valued by UK for teaching contributions
- Compensation in relation to colleagues at UK and benchmark institutions

Summary: Areas of Opportunities
- High burn out: Low ability to “get it all done”, feel drained
- Lack of support of personal/family lives from UK policies
- Low perception of trust at UK and department
- Little confidence that leaders understand faculty concerns
- Feel they are not valued for their service, scholarly and research contributions
- Feel poorly compensated to peers at benchmark institutions
- Little time to develop relationships with colleagues, internal funding for scholarship/creative activities and staff resources

Note: Areas of Opportunity ≤ 40% satisfaction

Faculty would like to have
- Resources to work from home
- More technical staff support
- More influence in key departmental decisions
- Greater assistance from chair/director to ensure the success of their work
- Greater support from their chair/director when personal and/or family needs arise

Summary: Issues Needing Consideration
- Faculty searching for a new position
- Stress affecting work and health
- Burn-out: ability to “get everything done”, feeling drained
- Workload in terms of advising responsibilities
- Resources to develop relationships with colleagues, internal funding for scholarship/creative activities and staff
- Declining since 2005-2006
  - Choice to accept a faculty position again
  - Loyalty to UK
  - Recommending UK to other faculty as a good place to work
  - Support from chair for personal/family responsibilities
- Satisfaction with faculty position
- Confidence in the direction UK is going
- Respect from staff and students
- Valued by UK for service, scholarly and research contributions
- Quality of life

Faculty Council – December 12, 2011 Minutes: The survey was analyzed for changes in responses. Future questions to be retained will be those where dissatisfaction by 50% or more of the CON faculty was indicated.

xvi Metric 4.2-2 changed in 2010-2011 Annual Report, original wording “The number of active international partnerships will increase by 20%”.

xvii Metric 5.1-3 changed in 2010-2011 Annual Report to include clarification of UK Community Collaborative.