Introduction

As Kentucky's flagship institution, the University of Kentucky College of Nursing strives to save lives, transform communities and inspire hope in people everywhere through excellence in nursing education, leadership, practice and research. The College’s DNP program is ranked fourth in the U.S. among public universities and the BSN program is ranked 20th among public programs. Further, the College has $36.2 in annual research funding and an average 98 percent NCLEX pass rate for BSN graduates.

The following is a summative review of the College’s programming, people, outreach, research and more, going back to 2014. The review also addresses three areas distinct areas within the college to include (1) infrastructure and organizational management (2) workforce engagement, development and recognition and (3) key college initiatives to promote health and wellness in the Commonwealth and beyond.

Data within the review was sourced from the College’s Office of Academic Affairs and Office of Nursing Research access of the University’s Tableau platform, Office of Sponsored Projects Administration, and the Office of Philanthropy for seven academic years/fiscal years (AY/FY) from 2014-2020.

The review was compiled with a new vendor, Campus Labs, to seek input from key stakeholders including full-time faculty, full-time staff, selected student cohorts and trusted colleagues from UK Healthcare, University leadership and Dean’s Advisory boards. During the January 27-February 5 survey period, out of the 728 stakeholders invited to complete the survey, 195 responded for a 27% response rate. The results reflected a Positive Approval Rating of 87.2% to the assessment of “the administrator has provided excellent leadership” and 89.2% Positive Approval Rating to the assessment of “confidence in the administrator’s ability to provide future leadership in the position”.

Since 2014, the College has consistently and successfully offered contributions to advance both the University’s mission and the nursing profession as a whole. Looking forward, the College is well-positioned for continued success and notable achievements. The overall goal will be to continuously grow and evolve in the ever-changing sectors of healthcare and academia, while at the same time maintaining a high-level of excellence in nursing education, practice, policy and research.
Key Contributions to Advance Infrastructure/ Organizational Management Efforts

Building an infrastructure to help save lives, transform communities and inspire hope through education, research, practice and service has been the vision since 2014. Although leading during turbulent times of a global pandemic, economic downturn and racial divide, the College has advanced with more years of gains than set-backs. The College has gone through two re-organizations with slight administrative changes during 2014-15 to realign Associate Deans for enhanced support of faculty, staff and student affairs in addition to a restructure in the Office of Information Technology (Instructional Design aligned with Academic Affairs) and the Office of Philanthropy (aligned Alumni Affairs with Development Director). In 2017-18, further adjustments were made to strengthen the re-organization as displayed below with alignment with UK Healthcare Executive Leadership and an Office of Academic and Student Affairs with a Senior Associate Dean. Five senior administrators (Associate Deans) support the functions and operations for ~125 full-time faculty and staff to help shepherd College councils and committees, support ~1650 undergraduate and graduate students for academic success earning a BSN, MSN, DNP or PhD degree and/or post-graduate certificate as an Advanced Practice Nurse.

Approaching the College’s 60th anniversary, we embrace celebrating over 8000 alumni and faculty living legends in the nursing community at large who have contributed significantly with signature programming and recognition such as the 2020 designation as a National League of Nursing (NLN) Center for Nursing Education Excellence, 1st DNP Program in the country ranked among top 10 public universities by US News and World Report, and 1st PhD Program in the region and ranked among top 10 National Institute Nursing Research public university programs. The 60 year celebration of the College of Nursing was commemorated through a History Wall Art Display on the 2nd Floor of the CON building and can be viewed on the College’s YOU TUBE Channel → https://youtu.be/vSC4JC_z_QI

Fiscal Management and Strategic Investment

The overall budget for the College in 2020 was $31M of which $12.7M was allocated centrally from General Funds. The remaining 62% of the budget reflects revenues established through grants, contracts, clinical fees, philanthropy, and limited fund balances. The FY20 budget reflected an overall budgetary increase of $2.7M (27%) since FY14. The College Fund Balance in FY20 was $2,061,590 which reflected an increase of $1,275,990 (62%) from 2014. Although budgetary advances have been limited, the increases have been the result of many
factors including increases from performance funding, growth funding allocations, research funding, faculty practice, UKHC performance goals, philanthropy and other revenue generating operations such as the Office of Professional Development. The overall challenges of the College’s limited fund balance reserve has required intentional efforts for teaching effectiveness and business transaction effectiveness. The small increase with the College’s current fund balance reserve has allowed annual review for strategic investments to support faculty salary adjustments and support academic program activities.

UKHC Investments in the College
In Fall of 2015, the College engaged with UKHC EVPHA related to financial pressures with research space for large 4 research teams (faculty, students, fellows) engaged in ~28 funded grants (~$16M) in 4165 square feet. At that time the College of Nursing had the highest research productivity with the least amount of square feet. Although the College’s renovation project allowed for increased space capacity for research teams, upgrades for safety and functionality, two teams still had to be relocated off-site with current discussions underway for the viability/future uncertainty of need for the space due to the pandemic.

In Fall of 2017, the Provost engaged with UKHC EVPHA for increased funding support for the CON through an at-risk funding performance agreement. This request was based on a 5 year pattern of ~$1.5M/yr for part-time instructional costs for UKHC nurses. Annually, goals are reviewed and/or updated with UKHC nursing leadership and the CON Dean to determine mutually-agreed upon metrics and funding amounts. Currently the performance measures evaluated focus on BSN (traditional and accelerated) outcomes and include: (1) number of Kentucky residents admitted; (2) number of CON graduates hired at UKHC; (3) diversity of students admitted; and (4) UKHC workforce readiness projects such as implementing holistic admissions and expanding SNAP (student nursing academic practicum) for year-round experiences. Current at risk payment agreements range from $200k/yr to $1.2M/yr.

PROVOST Investments in the College
In Fall of 2016, the Provost supported allocating $250,000 recurring funds toward the emergent need to meet growth demands for the DNP program. This request was based on the College’s agreement to increase BSN growth by 25% with the anticipated RCM structure to be implemented and when not able to actualize, faculty shifts in teaching were required putting the College’s accreditation at risk. This helped to support a staffing model of teaching across programs (BSN and DNP) as well as expand DNP education for Acute Care Pediatric Nurse Practitioners and support two other high need specialty areas of Psychiatric Mental Health Nurse Practitioners and Acute Care Adult-Gerontology Nurse Practitioners.

In Summer of 2018, the Provost supported allocating $100K recurring funds and $100k non-recurring to help with enrollment pressures (20-21) from the FY 2019 College Incentive Fund toward the 2.5 FTE need to meet growth demands for the BSN program. This request was based on the College’s effort to continue to recover from the rapid BSN growth with the anticipated RCM structure resources that were not able to be actualized.
This support helped to expand BSN education for a LPN to BSN program (online) and accelerated BSN program for 2\textsuperscript{nd} degree/career students.

**COLLEGE Investments for Faculty and Staff**

CON faculty salaries compare favorably to the American Association of Colleges of Nursing (AACN) benchmarks for Schools of Nursing in Academic Health Science Centers and are reviewed annually for possible adjustments. The below table of CON Means Salaries for Faculty 2019-2020, reflects mean salaries for full-time CON faculty by rank and academic year appointment (10 months) or calendar year appointment (12 months). Also displayed in the table are national data on the mean salaries for academic year appointments and calendar year appointments. A review of the data in the table shows that for most categories, salaries in the CON are higher than the mean salaries reported by AACN. The exception is for the academic year salary at the instructor level for those with a doctorate. This is reflective of salary compression, as many have been at UK for several years. All base salaries of CON faculty are reviewed annually and adjusted as state funding supports with the exception of high merit and promotions. After adjustments in 2019-2020, 45% of the CON faculty salaries now meet or exceed the 60\textsuperscript{th} percentiles of the AACN benchmark. Staff salary adjustments are reviewed during the annual Performance Evaluation and based on parameters set by the University for job-classification adjustments/upgrades as appropriate. Other strategic investments since 2014 include (1) $157,170 for senior faculty retention and market equity adjustments (2) $300,000 for research space renovation (3) $525,300 for start-up costs to support off-campus research and clinical practice sites and (4) $50,000 for facility upgrades.

**Enrollment Management and Academic Student Success: BSN, MSN, DNP and PhD**

Annually, the College of Nursing makes a major contribution to strengthen the nursing workforce through higher education, which has important economic and health-related impacts on the state and country. Registered nurses are recognized as essential workers, particularly at this time, and are listed among the top occupations in terms of job growth through 2025. The Institute of Medicine released its landmark report on *The Future of Nursing*, initiated by the Robert Wood Johnson Foundation, which called for increasing the number of baccalaureate-prepared nurses in the workforce to 80% and doubling the number of doctoral prepared nurses.

Currently, ~74% of nurses working at UK HealthCare are prepared at the baccalaureate or higher level, a 10% increase since 2015. This places the UK HealthCare nursing workforce among the highest in the state with respect to percentage of nurses prepared at the
baccalaureate or higher level. Much of this increase is due to the high number of College of Nursing graduates who accept positions at UK HealthCare. In addition, over 75% of nursing leadership at UK HealthCare are College of Nursing alums with a DNP or PhD degree. With a successful overall program growth of 13% since 2014, key academic-clinical partners including UK HealthCare, Norton Healthcare in Louisville, Kentucky and Select Medical based in Pennsylvania, recognize it is not enough to meet the demand for nursing services. Challenges for continued growth include recruitment and retention of faculty, clinical site restrictions, accreditation standards for faculty qualifications and faculty to student ratios, and competing clinical salaries for faculty.

Although there have been challenges with resources, the College has successfully experienced steady growth in undergraduate student enrollment (BSN traditional, BSN accelerated, RN to BSN, LPN to BSN) as well as graduate student enrollment (MSN; DNP Family NP, DNP Adult-Gero Acute Care NP, DNP Psych-Mental Health NP, DNP Pediatric NP, DNP Acute Care Pediatric NP, DNP Executive Leadership; APRN Post-Graduate Certificates; and PhD). Total student enrollment growth in the CON from 2014 to 2020 was 13%, with 1202 total undergraduate (UG) students in AY14/15 and 1415 UG students in AY19/20; and 273 total graduate (GRAD) students in AY14/15 and 255 GRAD students in AY19/20. In AY15/16, a significant increase in UG enrollment occurred related to the academic-clinical partnership with Select Medical (SM) for 100% online RN–BSN education as well as the academic clinical partnership with UK Healthcare (UKHC) to increase their baccalaureate prepared (BSN) workforce. GRAD enrollment experienced significant increase from 2015-2017 related to the College’s academic-clinical partnership with Norton Healthcare (NHC) for DNP education.

**Graduation and Retention Rates**

![UK College of Nursing - Enrollment](chart.png)

% change from first period to last period shown

Source: UK Tableau

In total, the College’s combined program graduates (BSN, MSN, DNP, PhD, and post-masters certificate) have increased by 45% from 263 (AY14/15) to 381 (AY19/20). 211 UG students graduated in AY14/15 and increased to 298 BSN graduates by AY19/20. 32 total graduate students (DNP and PhD) completed terminal degrees in AY14/15 and 20 post-graduate certificates were awarded. In AY19/20, 69 graduate students completed DNP and PhD degrees and 14 post-graduate certificates were awarded. The significant increase in UG enrollment was related to the rapid growth with the academic-clinical partnership with Select Medical (SM) for 100% RN–BSN online education as well as the academic clinical partnership with UKHC to increase their BSN workforce. The significant increase in GRAD enrollment was related to rapid growth with the College’s academic-clinical partnership with NHC.
The College of Nursing prioritizes providing resources and support for nursing students as they navigate the rigorous demands of their studies. Since 2014, faculty, student services, and instructional design have increased activities advocating wellness, mindfulness, mental health, and engagement as well as optimizing resources and streamlining communication. In the undergraduate program, first to second year retention rates have increased from 76% in AY2016/17 to 86% in AY20/21. Of those retained, gains are occurring in both the non-URM students which increased from 75% to 90% as well as in URM students which increased from 80% to 83% retention.

### Undergraduate Student Success

<table>
<thead>
<tr>
<th>Measurement Academic Year, Retention</th>
<th>Entry Cohort Term</th>
<th>First to Second Year Retention (%)</th>
<th>Number of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016-2017</td>
<td>Fall 2015</td>
<td>76.1%</td>
<td>314</td>
</tr>
<tr>
<td>2017-2018</td>
<td>Fall 2016</td>
<td>83.3%</td>
<td>300</td>
</tr>
<tr>
<td>2018-2019</td>
<td>Fall 2017</td>
<td>86.8%</td>
<td>273</td>
</tr>
<tr>
<td>2019-2020</td>
<td>Fall 2018</td>
<td>87.0%</td>
<td>345</td>
</tr>
<tr>
<td>2020-2021</td>
<td>Fall 2019</td>
<td>86.0%</td>
<td>318</td>
</tr>
</tbody>
</table>

**Underrepresented Minority (URM) First to Second Year Retention Gap**

<table>
<thead>
<tr>
<th>Measurement Academic Year, Retention</th>
<th>Entry Cohort Term</th>
<th>URM First to Second Year Retention Gap</th>
<th>Average First to Second Year Retention, Non-URM</th>
<th>Number of Students, Non-URM</th>
<th>Average First to Second Year Retention, URM</th>
<th>Number of Students, URM</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016-2017</td>
<td>Fall 2015</td>
<td>4.3%</td>
<td>75.7%</td>
<td>267</td>
<td>80.0%</td>
<td>40</td>
</tr>
<tr>
<td>2017-2018</td>
<td>Fall 2016</td>
<td>2.3%</td>
<td>83.6%</td>
<td>262</td>
<td>81.3%</td>
<td>32</td>
</tr>
<tr>
<td>2018-2019</td>
<td>Fall 2017</td>
<td>11.1%</td>
<td>87.8%</td>
<td>237</td>
<td>76.7%</td>
<td>30</td>
</tr>
<tr>
<td>2019-2020</td>
<td>Fall 2018</td>
<td>9.6%</td>
<td>88.0%</td>
<td>271</td>
<td>78.4%</td>
<td>37</td>
</tr>
<tr>
<td>2020-2021</td>
<td>Fall 2019</td>
<td>7.0%</td>
<td>90.0%</td>
<td>231</td>
<td>83.0%</td>
<td>39</td>
</tr>
</tbody>
</table>

### Program Effectiveness Success

**NCLEX Pass Rates**

<table>
<thead>
<tr>
<th>UK College of Nursing – NCLEX 1st Time Pass Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Passed</td>
</tr>
</tbody>
</table>

+total data forthcoming

Although the College boasts many examples of program effectiveness, the leading outcomes that impact entry into practice are national board exams for RN licensure and licensure as an advanced practice nurse (APRN). As a point of pride, our NCLEX first time pass rates remain consistently high at 98-100%. The College’s program greatly exceeds the national average for first time pass rates, which is 83.7% (NCSBN, 2020, [https://www.ncsbn.org/NCLEX_Stats_2020-Q4.pdf](https://www.ncsbn.org/NCLEX_Stats_2020-Q4.pdf)). Although total NCLEX data is still forthcoming for fall 2020, for spring 2020: 116/116 (100%) passed the NCLEX on initial exam. While the number of students who have taken the exam has increased during this period, the pass rate remains consistently high. Notable contributions to the success of undergraduate students include the commitment of faculty and staff for student success with numerous support systems in place such as the establishment of First Aide Fridays, Study Buddy Program, and After Hour Yes for Success Program.

**Post Masters Certification Pass Rates**

<table>
<thead>
<tr>
<th>UK College of Nursing – Post-Masters Certification Rate for APRN Specialties</th>
</tr>
</thead>
<tbody>
<tr>
<td># Taken</td>
</tr>
<tr>
<td>% Passed</td>
</tr>
</tbody>
</table>

+total data forthcoming

The board certification first time pass rates for APRN graduates has consistently remained above 80%, increasing to a range of 92-98% for the last three years. APRN certification exam data is
Multiple specialty options take national certification exams that are specific to their area, including Primary Care Family NP, Adult Gerontology Primary Care NP, Adult Gerontology Acute Care NP, Psychiatric Mental Health NP, Pediatric Primary Care NP, and Pediatric Acute Care NP. Each of these areas is coordinated by specialty faculty in the practice area. College faculty and staff commitment to quality curricular changes based on national standards and community of interest input have made a significant impact on graduate preparation.

**Key Contributions to Advance Workforce Engagement, Development and Recognition**

A signature theme for the College’s mission for excellence has been building a culture where all individuals feel supported to reach their full potential and valued for their individual and team contributions. Senior administrators work closely with their faculty, staff and students as well as the College’s standing committees, councils, and research teams to provide resources to advance their goals.

Together, our faculty and staff engage with each other, our students, our University and our community. With an intentional effort to brand and market our sense of community, in 2015 the College’s magazine was renamed “Engagement” with strategic feature stories to reflect the collective work of the Big Blue Nursing Nation advancing education, practice/service, and research.

**Faculty and Staff Growth**

<table>
<thead>
<tr>
<th>UK College of Nursing – Faculty &amp; Staff</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>54</td>
<td>60</td>
<td>63</td>
<td>66</td>
<td>57</td>
<td>70</td>
<td>71</td>
<td>+31%</td>
</tr>
<tr>
<td>Staff</td>
<td>49</td>
<td>48</td>
<td>46</td>
<td>46</td>
<td>45</td>
<td>48</td>
<td>54</td>
<td>+10%</td>
</tr>
<tr>
<td>Total</td>
<td>103</td>
<td>108</td>
<td>109</td>
<td>112</td>
<td>112</td>
<td>118</td>
<td>125</td>
<td>+21%</td>
</tr>
</tbody>
</table>

% change from first period to last period shown.
Source: Historical report from UK faculty database

Total full-time faculty and staff have increased to 125 in 2020, up 21% from 103 in 2014. Of those, 10% increase has occurred in full-time staff and 31% increase has occurred in full-time faculty. Across faculty and staff, increases in the number of positions have occurred when approved and expected turnover has transpired relative to natural attrition reasons, such as retirement or other opportunities.

**Faculty Advancement**

An early key leadership initiative was to build a structure to advance the development and recognition of faculty. One strategic way that this has been accomplished is through the development of the Office of Academic Operations, Faculty Advancement, Professional Development, and Global Affairs, which is led by the Senior Associate Dean. Another related strategy was the development of the Council for Faculty Advancement which provides an intentional and guided path for faculty development. As a result, faculty advancement has been an
integral effort among the College’s leadership team, including the Dean, Senior Associate Dean, and Associate Deans.

For instance, in 2014, the majority of faculty had not discussed with their administrator developing a plan for advancement. Since 2014, twenty faculty promotions have occurred. In addition, in 2021, three faculty are currently up for promotion: one (1) CTS Associate Professor; one (1) STS Professor; and one (1) Associate Professor with Tenure.

Faculty Recognition

Increasing faculty recognition, such as through national fellowship recognition, has been a strategic and highly intentional effort as well. In 2014, the majority of faculty had not had a conversation with their administrator regarding developing a “fellow” path in a national and /international society/organization. Since 2014, the College’s full-time, adjunct, and emerti faculty have added 2 to 10 fellowships per year. In 2014, faculty held 24 fellowships, and by 2020, fellowships had increased by 133% to 56 fellowships in total.

Productivity of Jointly Appointed Faculty

Seven of the College’s faculty are joint appointed; of those, five are new to the College over the last eight years. With a focus to grow collaborative research across the University’s priority areas, Associate Deans have been highly successful negotiating joint appointments. Below reflects salary reimbursement gained through grant activity and/or practice since AY14/15 to help advance their research/practice efforts.

Staff Development and Recognition
Excellence in our staff is a key component of our ability to accomplish the goals and mission of the College and University. Prior worklife engagement survey outcomes helped to spark strategic action for improvement. In 2015, the College’s Staff Council was reinstated and has been a thriving contributor for the College engagement. The Staff Council works closely with the Faculty Council on key initiatives such as College-wide retreats and training opportunities on topics such as unconscious bias and active shooter preparedness. In addition, the Staff Council provides targeted activities exclusively for staff, such as information sessions with HR Benefits and staff retreats and newsletters. The 2019, UK@work Survey results reflect the College’s positive direction for continued success as a sustainable environment of engagement.

The Work Life Engagement Council is also an integral provider of support, inspiration and development. Comprised of both faculty and staff representatives, the Work Life Council regularly develops and shares resources regarding wellness, resilience and self-care programs including Wellness Wednesdays, personalized care cards, monthly videos, pet therapy, and suicide prevention training. In addition, the pandemic has brought opportunities for our College to come together in creative ways to support not only each other but our community as well. The College of Nursing “Park and Pin” Blue LOT ceremony at Kroger Field for the 2020 December BSN Class (note video playing “Life is a Highway” [https://youtu.be/SbDwq2B25rO](https://youtu.be/SbDwq2B25rO)) and the UKHC Vaccine Clinics at Kroger Field are two stand out moments for our College demonstrating the power of faculty and staff coming together for an important cause serving others, lifting spirits and promoting wellness.

**Diversity Equity and Inclusivity**

Steady gains are occurring in diversity, equity and inclusivity among undergraduate students and faculty in the CON. Although small percentage gains have occurred, the trend has been a steady uptick with 10% URM UG students in 2014 and 12% in 2020. While lower than the URM landscape for the University (16.5%), Kentucky (14.6%) and Lexington (21.6%), our UG underrepresented minority (URM) enrollment growth has increased by 33% over the past six years. Of note the nursing profession as a whole faces the same challenges as the College for diversity advances with total URM among ~4.0M RNs being 38% of which 13% are African Americans and 17% are Hispanics.
Structures have been strategically implemented to provide support and resources for URM student success to include monthly “Teas with the Dean” sessions 4-5x/semester through a randomized invite of over 60 students per semester. Typically 8-10 students attend for conversation about their journey at the University and the College what is their experience with a sense of belonging and how the College can improve their journey.

Likewise, among CON full time faculty, as overall growth from 2014-2020 has increased by 31%, growth among URM faculty has occurred by 44%. The College has been recognized by the University for our commitment to advance diversity, equity and inclusivity. One of the first Colleges to dedicate a Diversity Officer at the Director level with 30% DOE reporting to the Dean with allocated funds to help support DEI efforts and now the College has a new structure that will be implemented by March 30th for an Assistant Dean for Advancement of Equity, Outreach and Social Justice with 40% DOE and administrative staff and council members, internally and externally, to guide decision making and support for meeting annual goals.

Two additional examples of the College’s commitment to aggressively support and raise the visibility for improving DEI efforts for our community at large (faculty, staff, students and alumni) includes (1) successful recruitment and retention strategies for African American faculty through recent leadership positions and endowed appointments/professorships for three faculty members faculty with Markey Cancer Center; the Center for Research on Violence against Women, and Eastern State
Hospital and (2) recognizing the first African American nursing graduates from each degree program. Known as the “FAB 5” a special ceremony was conducted to honor their trailblazing efforts to advance nursing equity and racial justice not only as students at the College but also throughout their successful careers. A commemorative wall design of the “FAB 5” was created and is prominently displayed on the wall of College’s 3rd floor entrance area where there is the most high volume traffic.

Key Contributions to Promote Health and Wellness in the Commonwealth and Beyond

Research
As of 2021, nineteen of the College’s tenure-eligible faculty (49%) serve as principal investigator (PI or Multi-PI) on funded research. Extramural grant funding for the College over the past seven years is shown. From the low of approximately $1.9M in direct extramural funding awarded in FY14, the CON has seen significant funding growth with nearly $9M in the most recent fiscal year. On average, during the most recent fiscal year, each RTS faculty member has generated over $0.5M in direct research funding per year.

New Extramural Grant Funding: Direct Costs Only

<table>
<thead>
<tr>
<th></th>
<th>FY 14</th>
<th>FY 15</th>
<th>FY 16</th>
<th>FY 17</th>
<th>FY 18</th>
<th>FY 19</th>
<th>FY 20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total EM</td>
<td>$1,902,159</td>
<td>$3,770,156</td>
<td>$3,465,937</td>
<td>$4,221,848</td>
<td>$4,080,684</td>
<td>$6,007,136</td>
<td>$8,782,467</td>
</tr>
<tr>
<td>Average # of grant ($) per RTS faculty member</td>
<td>$105,675</td>
<td>$221,774</td>
<td>$182,418</td>
<td>$234,547</td>
<td>$226,705</td>
<td>$353,361</td>
<td>$548,904</td>
</tr>
</tbody>
</table>

Source: UKCON Office of Nursing Research Annual Reports

Over the last several years, the National Institutes of Health (NIH) has been the predominant source of extramural funding for the CON faculty. Some faculty members have pursued funding from other federal agencies, such as Health Resources & Services Administration (HRSA), Centers for Disease Control and Prevention (CDC), and Substance Abuse and Mental Health Services Administration (SAMHSA), with positive outcomes as evidenced by the 361% growth of EM funding from FY 14 to FY 20 and the 419% growth of number of grants generated per RTS faculty member from FY 14 to FY 20.
As of October 2020, the University of Kentucky College of Nursing ranks 14th among all public academic units of nursing in total NIH funding. Major focus areas of research include the following teams:

- The BH WELL (Behavior Health and Wellness Environments for Living and Learning) Team
- The BREATHE (Bridging Research Efforts and Advocacy Toward Health Environments) Team
- The CHANGE (Community Health Advocacy Intervention Generating Equity) Team
- The Occupational and Rural Health Team
- The Perinatal Research and Wellness Team
- The RICH (Research and Intervention for Cardiovascular Health) Heart Team
- The Rural and Underserved Health Research Center
- The Corazon de la Familia (Heart of the Family) Team

**Faculty Practice**

The number of College of Nursing faculty practicing has increased during the period of 2014 to 2021. Currently, there are 15 faculty practicing within UK HealthCare and 7 faculty practicing beyond UK HealthCare and all faculty generate salary savings except in the Wilmore Clinic. Faculty practice specialty areas range from primary care to highly specialized areas as critical care, psychiatric mental health, pediatric endocrinology and adult hepatology. Three signature faculty practice clinics over the past 7 years include the NP Managed Phyllis D. Corbitt Community Health Clinic in Wilmore, Kentucky, the College of Dentistry Diagnostic and Wellness Clinic, and the UKHC Beyond Birth Clinic where experienced and dedicated faculty, staff and students aim to impact the Lexington community and beyond.

Yearly trends of the Wilmore Clinic reflect significant growth since it opened in September 2015 providing limited services and then expanding to full primary care services in June 2019. To date,
over 7,500 patient encounters have occurred. The clinic offers an opportunity for primary care APRN faculty to practice and provides a clinical site for BSN and DNP APRN students to earn part of their required 900 clinical hours. In April 2020, a full-time RN with a master’s in social work was hired. In September 2020, the clinic began offering behavioral health services which have proven to be very beneficial to both patients and staff. Six CON APRN faculty are currently credentialed as clinic providers through the UKHC Medical Staff Affairs Office with collaborative agreements with UK Department of Family and Community Medicine. At this time, the revenues generated through the clinic cover the costs of personnel and overhead.

**Academic Clinical Partnerships and Professional Development**

**UK HealthCare:** As the College’s premier academic clinical partner, the partnership is based on congruency with mission and values that starts with the organizational alignment with executive nurse leaders to execute such priorities as clinical placement for ~800 students any given day of the week, collaborative leadership for the Nurse Residency Program, the SNAP (student nurse academic practicum) program, joint scholarly activities including research, Nursing Research Papers Day, Leadership Lecture Series, shared costs for the *Nursing Right Now* magazine and clinical /joint faculty appointments. In 2016, an Eastern State Hospital agreement was established for a faculty member to lead scholarly practice and professional standards for evidence-based tobacco cessation interventions and in 2019 the Working-Learning Program was established for nurses to earn their BSN through on-site faculty mentoring/advising for successful progressive in the RN-BSN online program.

**Norton Healthcare:** In 2014, a formal contractual agreement was implemented to begin an academic-practice partnership with Norton Healthcare (NHC) to prepare up to five cohorts NHC employed nurses as students in the full-time UKCON DNP program. From 2016 through 2019, the partnership yielded 95 DNP graduates through five cohorts in specialty options of Primary Care, Adult-Gerontology Acute Care, Psychiatric Mental Healthcare, and Executive Leadership. Additionally, in response to the need of our clinical partner, the College added two cohorts of post-graduate certificate option students to provide educational preparation for NHC-employed FNPs to obtain dual certification eligibility in the specialty areas of Adult-Gerontology Acute Care (n=30) and Pediatric Acute Care (n=5) from 2014 to 2016.

**Select Medical:** In 2016, a formal contractual agreement was implemented to begin a partnership with Select Medical (SM) to prepare up to 50 SM employed RNs annually in the online RN-BSN program. 87 total Select Medical nurses have participated as students in our online RN-BSN classes, ranging from 39-45 students per year across multiple states.
The Office of Professional Development (OPD): Established in 1964 as a provider of continuing education by the Kentucky Board of Nursing to serve ~250 nurses/yr, has evolved into a self-sustaining, fully accredited unit by the American Nurses Credentialing Center offering ~150 program offerings/year for ~10,000 contact hours for advanced practice clinicians, academic leaders, researchers and educators. The State Registered Nurse Aide (SRNA) Program is also a part of the OPD and prepares ~200 students per year for academic/certification credit.

Student Mental Health and Wellness: In Spring 2019, a BSN senior sparked a small revolution for our College to provide more robust outreach and support so that students struggling with psychological and emotional distress would not suffer in silence. Numerous programs and structures have been implemented including dedicated space for mindfulness (known as the CPR [cultivating practices for resiliency] room), appointing a doctoral prepared faculty member with expertise in Educational Psychology to serve as Director for Student Mental Health and Wellness, supporting faculty to become certified suicide prevention trainers/facilitators with QPR (question, persuade, refer) programming, and integrating mental health resources on all canvas/course tabs. For the past two years the mental health of our students has been monitored through a variety of measures including an invitation to participate in an end-of-semester survey. Current outcomes reveal that among 412 participants over a two-year period, the percent of students knowing how to access resources has increased (from 15% to 75%) yet there has been little improvement with the percent of students reporting their sense of feeling excluded (22%), hopeless (20%), and sad/depressed (42%).

PHILANTHROPIC Efforts in the College
The advances the College has made with philanthropic efforts has required strategic investment and a restructure. In 2015, the Office of Development and the Office of Alumni Affairs combined with the Director working closely with the Dean and UK Office of Philanthropy to ensure alignment with the University Capital Campaign and College fund raising efforts. In 2019, a new director was named with renewed efforts to focus on cultivating major gifts that establish student scholarships, endowed faculty professorships/chairs and program naming opportunities in strategic areas such as student mental health and wellness, rural health outreach and health policy/advocacy. From 2014 to 2020, new gifts increased by 1000% ($57,666 to $634,207) and donors increased by 120% (489 to 1078). The College has 82 endowed gifts with a market value of $6,223,528. The University Comprehensive Capital Campaign established a funding goal of $12M for the College. To date, the College continues to work toward achieving the goal with a corporate gift proposal of $1M under strong consideration to expand care delivery from the NP managed Wilmore Clinic to nine counties in southeastern Kentucky utilizing a model of RN based telehealth services embedded in retail settings. Over the past 5 years, there has been significant increased gift commitment and support from the College’s academic leadership team, UK HealthCare leadership alumni, and donors redirecting gifts for new student scholarships and programming. Additionally, working with central philanthropy, a planned gift is being pursued with a $1M commitment. Finally, and most rewarding, is the growth with annual gifts to honor nurses on the frontlines in the pandemic and the continued success of consecutive funding (2017-2020) from the UK Women and Philanthropy Network for hCATS (health colleges advancing team skills) interprofessional student programs.
Leadership Priorities for the Future of Nursing

Pandemic Response, Mental Health and Wellness, Equity and Racial Justice and Raising the VOICE of Nursing

With an underlying leadership philosophy to envision, engage, and empower TOGETHER so that others may reach their full potential, I believe our College is well positioned to continue leadership with University efforts to support the pandemic response, address mental health and wellness, and advance equity and racial justice efforts. In addition, the urgency for raising the VOICE of Nursing is pressing with a national study revealing only 2% of news venues throughout the country, PRE-COVID, seek input from nurses. Advancing these efforts will require a Chief Administrative Officer’s (CAO) ability to relentlessly advocate for resources, garner resources and protect resources. FORGING ahead with the on-going mission to strengthen the nursing workforce and advance a culture of health in Kentucky continued leadership efforts must focus on (1) supporting the Pandemic Response with safe and healthy practices in the learning and working environments as well as the community (2) increasing efforts to fund innovative programming for student mental health and wellness (3) increasing efforts to advance diversity, equity and inclusivity (4) securing funding to help raise the VOICE of nursing through media training, public scholarship training and advocacy training for faculty, staff and students and (5) increasing philanthropic efforts for major gifts to support new space /renovation, faculty professorships, student scholarships, doctoral fellowships, and innovative programming for rural /global health outreach.

As the Colleges approaches its 60th anniversary, it is more important than ever for the CAO to take the College to even a higher level of excellence and uphold the spirit and mission of a land-grant R1 university by reinventing the future of nursing education for the next generation of nurse leaders, clinicians, educators and researchers. This can be achieved through smarter nursing solutions that advance health, equity and diversity in Kentucky and beyond. Even as the COVID-19 pandemic rages on with new variants and the College faces three major accreditation reviews (Commission on Collegiate Nursing Education, Commission on Simulated Learning Centers, and PhD Program Review for SACS), I am hopeful and grateful for the relentless efforts of our College to strengthen the nursing workforce and build a culture of health. Our history of Big Blue Nursing Nation excellence is rich and deep and I look forward to continuing the honor of leading and serving our College and nursing profession at large to drive new knowledge and evidence-based interprofessional health practices that save lives, transform communities and instill hope in others.