



UNIVERSITY OF
SOUTH CAROLINA
College of Nursing

Blueprint For Academic Excellence

2013-2014



Our Mission:

Develop competent, caring nurse leaders to advance the profession of nursing through the integration of teaching, research, and service to improve client health and well-being outcomes.

I. EXECUTIVE SUMMARY

The College of Nursing has experienced a transitional year in 2012, with the selection of a New Dean in July 2012 with a start date of January 2013. The College of Nursing has been an active contributor to the University's mission, vision, and goals.

Highlighted Contributions to the Academic Dashboard Targets:

- Undergraduate nursing enrollment has increased 45% in the past 7 years, with 1135 current undergraduate students across three campus sites.
- Current freshman-Sophomore retention rate (87.2%) meets the University's target, and has demonstrated improvement over the past several years.
- Two College of Nursing Faculty received National Honors/Awards in 2012.
- Twelve Doctoral Degrees Awarded in 2012.

Academic Dashboard Targets Needing Improvement:

- Average SAT scores have demonstrated a decrease (1135 in 2012 down from 1169 in 2011).
- Student-Faculty ratios are below university standards.
- Although research expenditures demonstrated an improvement in past year (\$687,062 in 2012 compared to \$425,051 in 2011), expenditures are not at College's or University's goals.

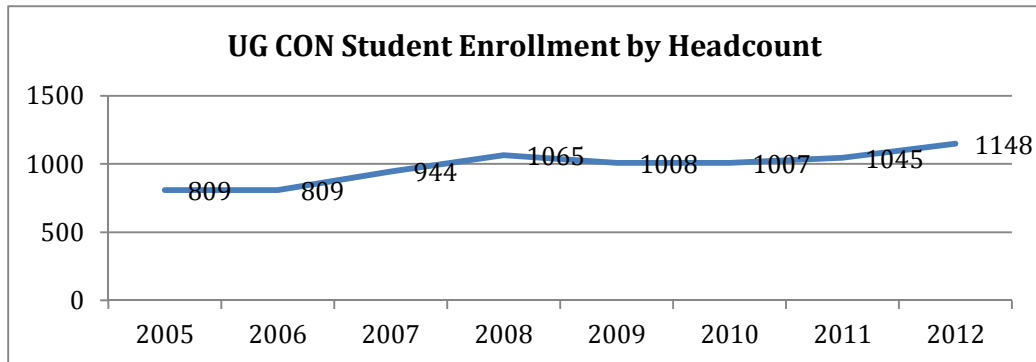
Highlighted Contributions to the Key Performance Indicators:

- Teaching Excellence:
 - NCLEX and NP certification pass rates are well above state and national averages.
 - Goals met for undergraduate nursing enrollment and now capped.
 - Lower Division Curriculum revision in process to address university/student issues.
- Research/Scholarship:
 - A minimum of 75% of publications have interdisciplinary authorship.
 - Actively pursuing new TT research faculty.
 - Faculty Development initiatives in place to increase scholarly products.
- Practice/Service:
 - Children and Family Health Care Center designated as Medical Home in the Carolina Medical Homes Network (first Advanced Nurse Practitioner-run autonomous practice medical home). Over 3000 patient visits annually.
 - New nursing practice contracts obtained with Refugee Resettlement and others.
- Sustainability:
 - New PhD program Director and new fellowships for PhD students.
 - New faculty lines with new Dean.
 - Review of organizational structure, operations, and budget by new Dean and CON Senior Leadership.

Section II: MEETING THE UNIVERSITY'S ACADEMIC DASHBOARD TARGETS

1. Total Nursing Undergraduate Enrollment:

- ✓ In the last seven years, the nursing undergraduate enrollment has increased by **45%** (from 809 in Fall, 2005 to **1148** in Fall, 2012).
- ✓ This has been accomplished by increasing enrollment on the Columbia campus, as well as the addition of two satellite campuses—Salkehatchie and Lancaster.
- ✓ We now have the largest undergraduate BSN program in the state of South Carolina.



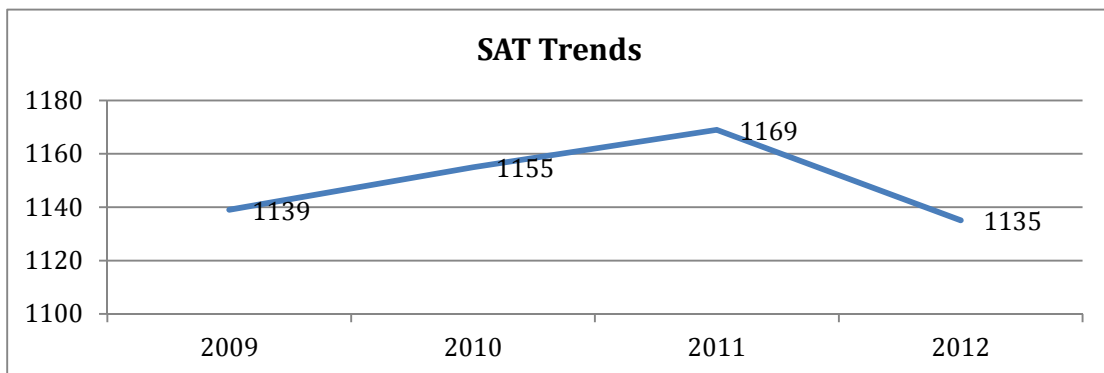
Total Undergraduate Nursing Enrollment Fall, 2012			
	Columbia	Salkehatchie	Lancaster
Lower Division	686	---	---
Upper Division	394	31	37

*Total = 1148

- ✓ We have capped the enrollment for Fall, 2013 in upper division at the Columbia campus (200) and the Salkehatchie campus (16), which are consistent with 2012. However, as previously planned, we will increase enrollment at Lancaster (from 20-24).

2. Average SAT Scores:

- ✓ The average SAT score in Fall, 2012 was 1135 (a decrease from 1169 in the previous year).
- ✓ The # of new freshman taking the SAT increased from 280 students (2011) to 341 (2012).
- ✓ The SAT scores from our satellite campuses (Salkehatchie and Lancaster) are typically lower than the Columbia campus.



3. Freshman-Sophomore Retention Rate (2011-12):

- ✓ The 2011 Cohort had an 87.2% total retention. These trends have shown gradual improvement over the past four cohorts (from 86.8% in 2008 to 87.2% in 2011).
- ✓ Strategies to increase retention rate: A revision of the Lower Division curriculum is planned to enhance lower division students who do not progress to Upper Division (approximately 100 per year) to have transferrable courses to another university program of study and/or other USC-system Schools of Nursing. See Section III (pages 7-8) for details.

4. Six year Graduation Rate:

- ✓ The 2006 Cohort had a 6-year retention rate of 67.6%. This has remained consistent over past several years (70% for 2005 cohort and 64.2% for 2004 cohort).
- ✓ Strategies to improve: In addition to revising the Lower Division curriculum (as addressed above and further explicated in Section III, a new plan is being implemented that assist “at risk” Upper Division students (See Section III pages 7-8).

5. Student to Faculty Ratio:

- ✓ The State Board of Nursing requires an 8:1 student faculty ratio in undergraduate clinical courses, which is being met by the College.
- ✓ The AACN (accrediting body) requires 6:1 in clinical courses in the Masters and Doctor of Nursing Practice, which is being met with the addition of part-time adjunct faculty.
- ✓ Sixty-seven percent (67%) of FT faculty are Doctoral prepared.
- ✓ College-wide student and faculty headcounts/FTE ratios:

	Student FTE N= 754	Student Headcount N= 1358
FT Faculty FTE N=27.8	27.1	48.8
FT Faculty Headcount N=31.5	23.9	43.1
TT Faculty FTE N=6.2	121.6	219
TT Faculty Headcount N=10 (2 are PT in CON)	75.4	135.8
FT + PT Faculty FTE N=55.54	13.57	24.45

- ✓ Strategies to increase:
 - TT Search Committee recruiting an additional 5 new TT hires, including an Associate Dean for Academics. One TT Assistant Professor has been hired with a start date of August, 2013.
 - General Faculty Search Committee recruiting 4 Clinical Faculty positions (DNP and Undergraduate programs.)
 - Establish a faculty workload model to assist teaching/financial modeling for the UG program. (Consultant visit 03/2013).
 - Explore returning to twice/year admissions. This will decrease the need for temporary clinical faculty for clinical sections. For example, with 240 current students in the junior class with requirements 8:1 student/faculty ratio requires 30 clinical sections in clinical courses. With twice a year admission, we can reduce clinical sections to 15-17 per course with 120-136/Fall and 104-120/ Spring. However, this will not be in place for Fall, 2013.

- Propose to decrease PT/temporary faculty and increase FT clinical faculty. The costs for FT faculty exceed that of the PT/temporary faculty.
- Further data will be provided when the workload model is established and twice year modeling/teaching and financial implications have been fully assessed.
- Strong preference for doctoral prepared faculty with all new hires.

6. Research Expenditures:

- ✓ Total grant awards 2012 = \$1.34 million.
- ✓ Total grant expenditures 2012: \$687,062 as compared to \$425,051 in 2011.
- ✓ Grant submissions 2012 = 6 (4 external with 2/4 federal; 2 internal), compared to an average of 17-18 per year in past 5 years.
- ✓ Strategies to increase expenditures include hiring additional research TT faculty, and enhancing University resources (i.e., grantsmanship, consultation), use of external consultants, and visiting scholars.

7. National Honors and Awards for Faculty:

- ✓ **Dr. Laura Hein** has been elected to the Board of Directors of the Gay and Lesbian Medical Association (GLMA).
- ✓ **Dr. Kathleen Scharer** received the 2012 International Society of Psychiatric Mental Health Nursing President's Award for Excellent Service and Commitment to ISPN, its Members, and the Psychiatric Nursing Profession.
- ✓ Strategies to increase include the Dean and CON Senior Leadership establishing mentorship plans with all faculty, including career development to optimize national honors and awards available to CON faculty.

8. Doctoral Degrees:

- ✓ There were 10 Doctor of Nursing Practice (DNP) and 2 PhD in Nursing Science graduates in 2012. This has been fairly consistent over the past 5 years.
- ✓ Strategies to increase include new fellowships and scholarships that are now available for new PhD students (Dean's package) and we anticipate enrolling 5-7 qualified PhD students in Fall, 2013.
- ✓ Strategies are being identified for how to best maximize the pipeline of undergraduate students into our doctoral program, including the BSN-DNP and BSN – PhD programs.

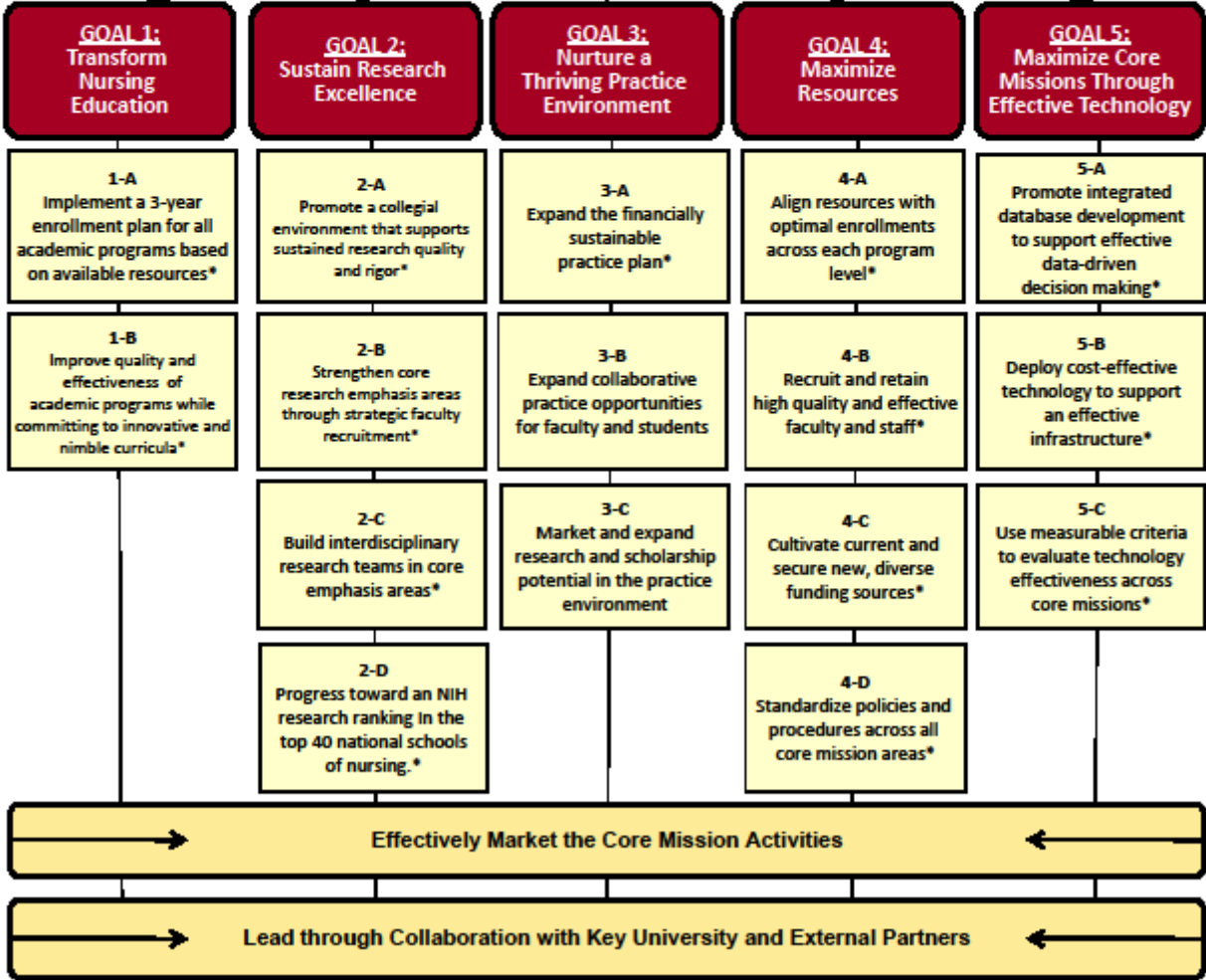


University of South Carolina College of Nursing Strategic Map: 2012-2013



MISSION: Develop competent, caring nurse leaders to advance the profession of nursing through the integration of teaching, research, and service to improve client health and well-being outcomes.

VISION:
To achieve prominence as a national leader in the collaborative use of revolutionary and innovative nursing practices.



*Priorities for 2012-2013

Section III: COLLEGE OF NURSING GOALS AND CONTRIBUTIONS TO THE UNIVERSITY'S KEY PERFORMANCE PARAMETERS

Key Performance Parameters:

- ❖ Teaching Excellence
- ❖ Research/scholarship reputations and productivity
- ❖ Service to State, community, profession, university
- ❖ Sustainability

I. GOAL 1: TRANSFORM NURSING EDUCATION/TEACHING EXCELLENCE

I.1. Progress:

1-A. Implement a 3-year enrollment plan for all academic programs.

- ✓ A cap has been determined and met for the undergraduate upper division admissions at the Columbia, Lancaster, and Salkehatchie campuses (200, 24, 16 respectively).
- ✓ The Master's and DNP enrollment have remained consistent.
- ✓ Although the PhD program had no admissions for 2012, a new PhD program director has been appointed in Fall, 2012 (Messias), and the new Dean has established new PhD fellowship/scholarship opportunities for PhD students. A marketing plan has been developed, and new applications have been received for Fall, 2013.

I-B. Improve quality and effectiveness of academic programs.

- ✓ NCLEX pass rates at 96% (first time writing pass rates), which continues to improve, and exceeds both state (93%) and national (90%) pass rates. Consultants and a quality improvement plan have been in place since 2010.
- ✓ Nurse Practitioner certification exam pass rates continue at 100%.

Trend in NCLEX Scores	
2009	79%
2010	88%
2011	92%
2012	96%

I.2. Plans for Upcoming Year (2013-2014):

1-A. Continue to focus on graduate student enrollment, especially for the PhD program, with a goal of 5-7 new quality students who align with faculty expertise. We will continue the marketing strategies (web, social media, regional/national conferences, information sessions) initiated in January 2013.

1-B. Continue to focus on high quality delivery in the classroom. Expand full time faculty capacity in all programs, with new hires (see Goal 4). Continue to pursue faculty development opportunities at the University, state, and national levels, especially with online education delivery. Continue the quality improvement plan that has demonstrated significant progress with NCLEX pass rates.

NEW: Other new strategies will include revision of the Lower Division curriculum and retaining "at risk" Upper Division undergraduate students. Rationale:

- ✓ The Upper Division curriculum is undergirded by a liberal arts education with emphasis placed on the sciences. The most successful students in the CON Upper Division have grasped the content of their CON Lower Division foundational science, mathematics, and nursing science courses as evidenced by their high science GPA.

- ✓ College of Nursing data show that students who have struggled in Lower Division science courses necessitating course repeats, also fail one or more nursing courses in the CON Upper Division. Students who fail two courses in Upper Division are subject to dismissal from the CON.
- ✓ The present CON Lower Division curriculum has at least three nursing courses that will not transfer to other USC majors, or other USC System Universities.
- ✓ Because of the increasingly competitive nature of the acceptance process to the CON Upper Division, students who are not accepted (approximately 100 in 2012-13) have taken three to six courses that will not transfer to other majors or universities. Therefore, the CON Undergraduate faculty is committed to make major revisions to the present CON Lower Division curriculum.

Initiative 1-C. Revise the Nursing Lower Division Curriculum in order to:

- increase the number of nursing students with a high GPA in science, mathematics, and nursing science courses who are accepted to the CON Upper Division.
- increase the CON graduation rate of cohorts admitted post curriculum revision (2014) and maintain the NCLEX-RN pass rate.
- decrease the number of students repeating Upper Division nursing courses
- align the Lower Division curriculum with “Carolina Core” requirements.
- streamline courses to enable earlier notification to students of their acceptance / non-acceptance to the Upper Division to decrease the number of non transferable courses that students have taken.
- decrease the number of non-transferable courses so as to allow students to take only general education courses prescribed by the university before they are accepted into the nursing major and then Upper Division.

Action Plan:

- ✓ **Strategy 1-C.1.** Form an undergraduate Curriculum Committee task force to redesign the CON Lower Division curriculum according to national accreditation standards, state rules and regulations as specified by the SC State Board for Nursing, and allow for maximum levels of course transferability to other majors and system schools/universities by August 2013 for Implementation August 2014.

Initiative 1-D. Retain and coach for success present “at risk” Upper Division students.

Action Plan:

- ✓ **Strategy 1-D.1.** Continue to track all Upper Division students in specific courses and standardized testing scores that CON data have shown to be predictors of success/failure in Upper Division and ability to pass the NCLEX-RN on first writing.
- ✓ **Strategy 1-D.2.** Continue collaboration with “University 101” faculty to provide a “University 201” course taught by “University 101” and nursing faculty specifically for CON Upper Division students who are found to be “at risk” or who have failed a nursing course. The first “University 201” course was offered Spring, 2013.

II. GOAL 2 – SUSTAIN RESEARCH EXCELLENCE/RESEARCH SCHOLARSHIP

II. 1. Progress:

II-A. Promote a collegial environment that supports sustained research quality and rigor.

- ✓ Mock reviews completed for all NIH submissions.
- ✓ Faculty development opportunities with mixed methods visiting scholar (Dr. Karen Schumacher), Research Camp that hosted senior scientist (Dr. Fran Lewis).
- ✓ PI/PD accountability and regulatory compliance have improved, yet needed improvement identified with post-award management, which is now being addressed with a designated post-award staff member (part-time).
- ✓ 60% of TT faculty (6 of 10) participation in external research reviews.
- ✓ The CON Research Council has actively engaged participation of non-nurse scientists from other USC campus units. The Council regularly schedules its 2-hour meeting with an initial business hour and a follow-up research development hour. Council faculty members work with the Chair to recommend non-nurse colleagues for development sessions.
- ✓ Four clinical faculty submitted grants through the Office of Research (HRSA, DHHS, and NCSBN Simulation).

II-B. Strengthen core research emphasis areas through strategic faculty recruitment.

- ✓ A Tenure Track Faculty Search Committee chaired by the Associate Dean for Research has actively pursued applicants for the 3 positions. (Endowed Full Professor for Vulnerable Populations core; Associate Professor in Oncology for Risk Reduction/Health Promotion core; Assistant Professor for Health Care Systems).
- ✓ The Assistant Professor for Health Care Systems has been filled and recruitment continues for the other 2 positions.
- ✓ 3 new positions have been created by the new Dean's package to include AD for Academics and 2 additional TT research faculty.

II-C. Build interdisciplinary research teams in core emphasis areas.

- ✓ All CON primary external sponsored research applications had interdisciplinary teams.
- ✓ A minimum of 75% of all annual CON research focused publications submitted had interdisciplinary authorship.
- ✓ CON research and scholarship publicity and marketing was enhanced through numerous Office of Research efforts such as a quarterly Research & Scholarship Newsletter, research postings on CON bulletin boards, articles in USC communication bulletins and newsletters, etc. The Office of Research also distributes e-mail announcements of faculty accomplishments on a regular basis, such as publications, significant service accomplishments, funded grants, etc.

II-D. Progress toward a national NIH research ranking within the top 40 schools of nursing.

- ✓ The CON went from an NIH-ranked to non-ranked CON in the 2012-2013 academic year.
- ✓ The key 2013-2014 strategy to reverse this negative performance trend and meet this initiative will be the hire of research-intensive mid to senior scientists who are productive and can develop sustained and competitive research programs.

II.2. Plans for Upcoming Year (2013-2014).

II-A.1. Enhance faculty research development through:

- ✓ Senior scientist mock review of a minimum of 95% of CON external research application submissions.

- ✓ Visiting research scholar.
- ✓ One research retreat.
- ✓ Individual research consultations as needed and supported by investigator incentive funds and/or Office of Research E-funds.

II-A. 2. Stabilize CON post award management processes by:

- ✓ Moving all post award management operational responsibilities and personnel reporting lines into the Office of Research under the direction of the Associate Dean for Research;
- ✓ Developing/implementing a high-level full time Post Award Program Coordinator role that reports to the Associate Dean for Research.

II-A.3. Implement 100% of officially approved research policies and procedures.

- ✓ A minimum of 60% of tenure-track and tenured faculty will engage in external research review sessions at a rank-appropriate level.
- ✓ The Research Council will continue to lead CON research development through:
 - engagement of non-nurse research scientists and experts in its development sessions;
 - assuming accountability for identification and communication of research development needs to the Associate Dean for Research;
 - supporting Office of Research staff in staging and implementation of research development activities.

II-B. Strengthen core research areas.

- ✓ All recruited tenure track and tenure-eligible faculty will have research programs that align with a CON core research area.
- ✓ All recruited PhD students will have a research focus that aligns with a CON core research area.
- ✓ Core research areas will be reviewed by the CON Research Council and administrators annually to ensure they continue to support the CON research mission.

II-C. Build interdisciplinary research teams in core emphasis areas.

- ✓ A minimum of 75% of all CON primary sponsored research applications will have interdisciplinary project teams.
- ✓ A minimum of 75% of all annual CON research-focused publications will reflect interdisciplinary authorship.

II-D. Progress toward an NIH research ranking within the top 40 schools of nursing.

- ✓ A minimum of 25% of NIH submissions will be funded.
- ✓ A minimum of 60% of tenure track and tenured faculty will submit at least 1 NIH research application in the academic year.
- ✓ A minimum of 80% of unfunded NIH applications will be resubmitted by the second resubmission cycle.

III. GOAL 3: NUTURE A THRIVING PRACTICE ENVIRONMENT/SERVICE

III. 1. Progress:

III-A. Expand the financially sustainable practice plan.

- ✓ The Children and Family Health Care Center clinic was designated as Medical Home in the Carolina Medical Homes Network July 2012. *This is South Carolina's first Advanced Nurse Practitioner-run autonomous practice Medical Home.*
- ✓ The Refugee Resettlement Contract was negotiated and implemented June 2012. Two new contracts were negotiated with the School of Public Health to provide supervision for Stress

Testing. All other contracts remain in force. 25% of income to the Practice Plan was generated by outside contracts.

- ✓ Cost savings and contract monies increased the Ed Trust Savings Balance to \$447,963.99 by Nov 2012.
- ✓ Expansion of education programs to service/practice continues to occur with the Faculty Practice Plan and the Center for Nursing Leadership. Both parties met with the Office of Legal Affairs Educational Trust. CNL Director conducted pilot of online CE. Discussions of what faculty might offer for CE as ongoing activity and revenue generating projects are ongoing.
- ✓ Electronic Medical Record (EMR) (Success EHS) was purchased with training through July 2012. Go-live date was initiated Aug 2012. The Practice Plan received \$106,250 in funding for the EHR.
- ✓ CFHC met compliance with all agencies including DSS, DHEC, and CMS division for funding of the EMR. Funding was received in January 2012 for \$106,250.

III- B: Expand collaborative practice opportunities for faculty and students:

- ✓ Using data provided by the CON Center for Nursing Workforce Research (OHWRN), the expansion continues to be ongoing with discussions of what faculty might offer as a CE activity and revenue generating project (i.e., Pharmacology CE).
- ✓ Practice opportunities are publicized.

III- C: Expand research and scholarship potential in the practice environment

- ✓ Market to faculty and students the research opportunities in the practice site, especially utilization of the EHR data.
- ✓ Research faculty consulted on the types of data that need to be incorporated into the EHR record with evaluation plan in place.

III.2. Plans for Upcoming Year (2013-2014):

III-A. Expand Children and Family Health Care Center clinic patient census by marketing to all HMO and Medical Homes in the SC Midlands area by 5%:

- ✓ Maintain current and seek new practice contracts with minimal overhead expenses.
- ✓ Apply for external funding to support CFHC activities (Rotary, HRSA, Affordable Health Care Act).
- ✓ Streamline clinic operations for cost savings.
- ✓ Apply for second round of funding through the Affordable Health Care Act 2013.
- ✓ Assure compliance with required agencies for clinic operations including DSS, DHEC, OSHA, and USC Office of Compliance.
- ✓ Follow up on potential practice plan opportunities.

III-B. Expand clinical teaching and mentoring for students

- ✓ Increase student rotations by 5% and include Social Work, Pharm D, and School of Public Health.
- ✓ Apply for HRSA Grant for Interprofessional Education HRSA 13-186.

III- C: Expand research and scholarship potential in the practice environment

- ✓ Market to faculty and students the research opportunities in the practice site, especially utilization of the EHR data.
- ✓ Target at least 2 DNP projects conducted at the practice sites in 2013.

GOAL 4: MAXIMIZE RESOURCES/SUSTAINABILITY

IV.1. Progress to Date:

IV-A. Align Resources with Optimum Enrollments across each program level

- ✓ New PhD Program Director established – new plan to increase PhD enrollment.
- ✓ Undergraduate and DNP at maximum enrollment based on faculty size in current year.
- ✓ Central Database upgraded.
- ✓ Need for additional databases – all areas - for informed decision-making.

IV-B. Recruit and Retain High Quality and Effective Faculty and Staff

- ✓ As addressed earlier, new TT Research Faculty (including AD for Academics), and doctoral prepared clinical faculty are currently being recruited. Assessment is underway for UG faculty needs (as addressed on page 4-Student-Faculty Ratio).
- ✓ Human Resource (HR) consult in place to assess staff operations needs, including Assistant Dean for Operations
- ✓ Assessment by new Dean of temporary faculty and staff positions and alignment of faculty and staff with operations/missions of CON.

IV. C. Cultivate current and secure new, diverse funding sources

- ✓ New Development Officer hired May, 2012.
- ✓ New Dean hired January 2013.
- ✓ Ongoing assessment.

IV. Standardize Policies and Procedures across all mission areas

- ✓ This continues to be an unaddressed need in the CON

IV.2. Plans for Upcoming Year:

- ✓ Assessment by New Dean ongoing.
- ✓ Explore role of Assistant Dean of Operations to address operational needs (workload model, financial analyses, policies and procedures, etc).
- ✓ Implement monthly e-newsletter to enhance communications and dissemination of products to students, faculty, alumni, partnership board, and other stakeholders.

COLLEGE OF NURSING FIVE-YEAR GOALS:

**With the New Dean in place for only 7 weeks, 5 year goals have not been established. A strategic planning session with CON Senior Leadership and Faculty will occur in May, 2012. The following are tentative goals established by senior leadership.

I. Nationally Ranked Leader in Baccalaureate and Graduate Nursing programs (top 50)

- ✓ Continue current size/admissions of undergraduate program, with improved curriculum to meet needs of students.
- ✓ Convert all Master's Program to DNP or PhD option, in congruence with national trends in doctoral nursing education.
- ✓ Fully optimize pipeline of undergraduate students into doctoral programs, with BSN – PhD and BSN – DNP.

- ✓ Maintain/improve quality student outcomes (NCLEX and NP certification exams, student and employer satisfaction).
- ✓ Innovate and disseminate technological and cutting-edge, evidence-based education delivery models.
- ✓ Enlarged, full-capacity, and state-of-the-art Simulation Center.
- ✓ Quality metrics established and met for all online courses.
- ✓ Strategic faculty development initiatives in place.
- ✓ Faculty mentoring plan actualized.
- ✓ Evidence-based nursing education delivery.
- ✓ Increase interprofessional education opportunities.

II. Nationally Recognized Nursing Research Initiatives (Top 30 NIH ranking) that positively impact citizens of South Carolina.

- ✓ All TT research faculty will have a minimum of one ongoing externally funded research grant.
- ✓ Total grant expenditures at \$4-\$5 million per year.
- ✓ TT faculty will have a minimum of 2-3 publications per year as first author; all clinical faculty will have a minimum of one publication per year.
- ✓ Fully optimized and funded Research Centers – Center for HealthCare Process Redesign Center, Center for Cancer Survivorship, Center for Nursing Leadership.
- ✓ Increased national presence of USC CON faculty on review boards, professional organization leadership, membership in the American Academy of Nursing.
- ✓ At least 2 new Endowed Chairs.
- ✓ At least 20 TT faculty (doubled from current size).
- ✓ 10 new, fully funded PhD students per year.

III. Self Sustaining, Nationally Recognized CON Managed Family and Children Health Center/Clinic and other Community Engaged Service Agreements that Impact SC Health.

- ✓ Increased philanthropic/other support to support Clinic long-term sustainability.
- ✓ Assessment and dissemination of quality patient outcomes.
- ✓ Replicable, cutting edge-model for NP education and patient care delivery.
- ✓ Promote NP autonomous practice models to policy makers as a solution under the Affordable Health Care Act for 2014 when approximately 800,000 South Carolinians are expected to enter the health care system using federal exchanges.
- ✓ Increased community engaged initiatives (research, service learning, practice) that meet the community/state priorities and preferences.

IV. Sustainability/Maximization of Resources and Climate.

- Operations/resources realigned to address current/future needs.
- Increased revenue – research, philanthropy, entrepreneurship.
- Potential increased undergraduate enrollment at satellite campuses that are financially solvent.
- Increased graduate enrollment (current average = 220) by 50% (330).
- Engaged partners (health systems, philanthropy, partnership board, alumni) that fully contribute to CON/University mission.
- Diverse, engaged faculty and student body.
- Minimum 75% of full-time faculty Doctoral Prepared.
- Optimal culture and climate to work and learn.

Section IV. APPENDICES

A. Resources Needed:

Goal No:1 Nationally Ranked Leader in Nursing Education			
Resource Type	Existing	Additional State Resource	Strategy
Full-time, doctoral prepared clinical faculty for UG program and needs of satellite campuses	<p>Increase FT/PT faculty ratio by increasing FT faculty.</p> <p>HRSA grant for Salkahatchie ends 6/30/13. Funds 1 FT faculty at Salk Campus; USC CON provides all didactic plus clinical faculty, other resources)</p> <p>CON funds 3-FT Lancaster Upper Division faculty/ all clinical faculty.</p>	<p>Estimated \$300,000 for additional 3 Doctoral Prepared Clinical Faculty</p> <p>*(further financial analyses/improved estimation provided in April, 2013)</p>	<p>-Establish workload model and financial analysis of FTE needs</p> <p>-Revision of lower division curriculum, (eliminating 3 courses) will provide additional FTE resource (Fall, 2014 earliest start date)</p> <p>-Twice year admission may decrease clinical sections per clinical course (Fall, 2014 earliest start date)</p> <p>-Review original financial plan for satellite campuses with Provost</p>
Goal 4: Sustainability/Operations			
Space needs anticipated with faculty hires over next 1-2 years	6 th floor space occupied by communication sciences	-----	-New Dean will further analyze with growth anticipation
Asst Dean for Operations	-Request approval to establish line	Salary	<p>- HR consult</p> <p>-Dean/CON senior leadership assessment of staff roles/competencies to meet current mission</p> <p>-Over the next year, redesign staff infrastructure and operations</p>

B. Benchmarking Information:

Peer programs:

University of Kentucky
University of Alabama-Birmingham,
Kansas University Medical Center
University of Florida
University of Colorado

C. Unit's Top Strengths and Important Accomplishments:

- ✓ Nursing is one of preferred majors among new freshmen (high demand profession)
- ✓ Increased undergraduate enrollment 45% in past 7 years
- ✓ Quality student outcomes (NCLEX and NP certification above state and national averages)
- ✓ Graduation rates and retention rates exceed/in alignment with University Goals
- ✓ Committed faculty who are passionate about student and CON success
- ✓ Nationally recognized faculty
- ✓ 3 Centers now operational: Center for Healthcare Processes and Redesign, Center for Cancer Survivorship, Center for Nursing Leadership
- ✓ Partnerships with other USC systems (Salkehatchie, Lancaster)
- ✓ Leader in online education delivery (Master's and DNP programs)
- ✓ Active and engaged Alumni and Partnership Board
- ✓ State-of-the-art Simulation Center for undergraduate and graduate education
- ✓ Interprofessional education and research
- ✓ Family and Children HealthCare Center – addressing health needs of medically underserved citizens in region
- ✓ Active and productive faculty practice plan that is leading the state in innovative autonomous practice models.

D. Unit's Weaknesses and How They Are Being Addressed:

- ✓ Faculty-student ratio (see sections II, III)
- ✓ High rates of temporary faculty to meet clinical demands (see sections II, III)
- ✓ Research and scholarship productivity (see sections II, III)
- ✓ Opportunities for system/operations improvement
- ✓ Opportunities for faculty development/mentoring
- ✓ Low PhD student enrollment

E. Statistical Data for College of Nursing:

1. Number of entering freshman for classes Fall 2009, Fall 2010, Fall 2011, Fall 2012 and their average SAT and ACT scores.

Enrollment			TOTAL Freshman
semester			
A. Fall 2009	Number		220
	SAT Total Score	Average	1139
	ACT Composite Score	Average	25
B. Fall 2010	Number		264
	SAT Total Score	Average	1155
	ACT Composite Score	Average	25
C. Fall 2011	Number		280
	SAT Total Score	Average	1169
	ACT Composite Score	Average	25
C. Fall 2012	Number		341
	SAT Total Score	Average	1135
	ACT Composite Score	Average	25

2. Freshman retention rate for classes entering Fall 2009, Fall 2010, and Fall 2011.

		Freshman-Sophomore Retention Rates		
		2009 Cohort	2010 Cohort	2011 Cohort
Started	Ended			
↓	↓	Returned '10	Returned '11	Returned '12
Nursing	Same School	74.3%	68.7%	71.1%
	Other School	11.9%	14.5%	14.1%
	Total	86.2%	83.2%	85.2%

3. Sophomore retention rate for classes entering Fall 2008, Fall 2009, and Fall 2010.

		Sophomore-Junior Retention Rates		
		2008 Cohort	2009 Cohort	2010 Cohort
Started	Ended			
↓	↓	Returned '10	Returned '11	Returned '12
Nursing	Same School	73.8%	77.3%	72.6%
	Other School	15.5%	18.0%	21.2%
	Total	89.3%	95.3	93.8%

4. Number of majors enrolled in Fall 2009, Fall 2010, Fall 2011 and Fall 2012 by level: undergraduate, certificate, first professional, masters, or doctoral (headcount)

Majors	Undergraduate	Masters	Certificate	Professional	Doctoral	TOTAL
Semester						
Fall 2009	1,008	89	19	0	65	1,181
Fall 2010	1,007	127	28	0	56	1,218
Fall 2011	1,045	135	27	0	61	1,268
Fall 2012	1,148	134	34	0	42	1,358

5. Number of entering first professional and graduate students Fall 2009, Fall 2010, Fall 2011, and Fall 2012 and their average GRE, MCAT, LSAT scores, etc. *Note- since 8/11, GRE scoring has changed (130-170 for verbal and quantitative scores).

Enrollment			TOTAL
			New Graduate
semester			
A. Fall 2009	number		43
	GRE Analytical	Average	17
	GRE Quantitative	Average	545
	GRE Verbal	Average	461
	MAT Quantitative	Average	357
B. Fall 2010	number		81
	GRE Analytical	Average	10
	GRE Quantitative	Average	512
	GRE Verbal	Average	439
	MAT Quantitative	Average	414

C. Fall 2011	number		45
	GRE Analytical	Average	12
	GRE Quantitative	Average	560
	GRE Verbal	Average	496
	MAT Quantitative	Average	417
C. Fall 2012	Number		41
	GRE Analytical	Average	4
	GRE Quantitative	Average	388
	GRE Verbal	Average	313
	MAT Quantitative	Average	409

6. Number of graduates in Fall 2011, Spring 2012, Summer 2012 by level (undergraduate, certificate, first professional, masters, doctoral)

Degrees Awarded	Baccalaureate	Masters	Certificate	Professional	Doctoral	TOTAL
Semester						
Fall 2011	0	21	5	0	2	28
Spring 2012	207	6	2	0	6	221
Summer 2012	6	1	0	0	4	11
TOTAL	213	28	7	0	12	260

7. Four-, Five- and Six- Year Graduation rates for three most recent applicable classes (undergraduate only).

Graduation Rates										
		2004 Cohort			2005 Cohort			2006 Cohort		
Started	Ended									
↓	↓	4-Year Grad	5-Year Grad	6-Year Grad	4-Year Grad	5-Year Grad	6-Year Grad	4-Year Grad	5-Year Grad	6-Year Grad
Nursing	Same School	26.0%	40.5%	40.5%	40.5%	45.5%	46.5%	48.1%	49.7%	49.7%
	Other School	13.3%	22.5%	23.7%	14.0%	20.5%	23.5%	7.6%	15.7%	17.8%
	Total	39.3%	63.0%	64.2%	54.5%	66.0%	70.0%	55.7%	65.4%	67.6%

8. Total credit hours generated by your unit regardless of major for Fall 2011, Spring 2012 and Summer 2012.

Total Credit Hours			
Semester			
Semester	Undergraduate	Graduate	Total
Fall 2011	9,994	1,195	11,189
Spring 2012	9,271	1,056	10,327
Summer 2012	219	233	452

9. Percent of credit hours by undergraduate major taught by faculty with a highest terminal degree.

Semester	% Credit Hours by Faculty by Faculty w/highest terminal degree
Spring 2010	44.73%
Fall 2010	11.48%
Spring 2011	37.59%
Fall 2011	28.47%
Spring 2012	31.59%

10. Percent of credit hours by undergraduate major taught by full-time faculty.

Semester	% Credit Hours by FT Faculty
Spring 2010	65.68%
Fall 2010	65.93%
Spring 2011	57.39%
Fall 2011	60.32%
Spring 2012	53.21%

11. Number of faculty by title (tenure-track by rank, non-tenure track (research or clinical) by rank) as Fall 2010, Fall 2011 and Fall 2012 (by department where applicable).

Tenure Track Faculty	Fall 2010	Fall 2011	Fall 2012
Professor	3	4	3.5
Associate Professor	3	2	3
Assistant Professor	4	4	2.5

Research Faculty	Fall 2010	Fall 2011	Fall 2012
Professor	1	1	1
Associate Professor	0	0	0
Assistant Professor	0	0	0

	Fall 2010	Fall 2011	Fall 2012
Instructors	1	0	0

Clinical Faculty	Fall 2010	Fall 2011	Fall 2012
Professor	1	1	1
Associate Professor	9	8	8
Assistant Professor	11	11	9.5
Instructor	1	2	4

	Fall 2010	Fall 2011	Fall 2012
Adjunct Faculty	66	74	73

12. Current number and change in the number of tenure-track and tenured faculty from underrepresented minority groups from FY 2011.

Tenure Track and Tenured Faculty	Ethnicity	Current #	Change
Professor	Hispanic	1	0

E. Statistical Research Data for the College of Nursing:

1. The total number and amount of external sponsored research proposal submissions by funding source for FY2012.

SUBMITTED FY2012 (July 1, 2011 – June 30, 2012):

RESEARCH (4)

External: (4)

American Psychological Foundation (1)

Hein, Laura, PI; Scharer, Kathy, Co-I. *Support Groups, Gender Identity, and Family Involvement – The Transgender Perspective*. \$14,162 (Submitted: 02/28/2012)

National Institutes of Health (NIH) (2)

Messias, DeAnne, Consortium PI; Parra-Medina, Deborah, PI. *Subaward: ENLACE: A Promotora-Led Physical Activity Intervention Trial for Latinas in Texas (Resubmission)*. \$518,848 (Submitted: 10/11/2011)

Snyder, Rita, PI; Huynh, Nathan, PI; Cai, Bo; Tavakoli, Abbas. *Reducing Medication Administration Process Redesign Risk through Computer Simulation*. \$393,606 (Submitted: 06/28/2011)

Oncology Nursing Foundation (1)

Heiney, Sue, PI; Quinn, Jada, Co-I. *Storytelling, Social Disconnection and Treatment Adherence in African American Women with Breast Cancer*. \$10,000 (Submitted: 04/23/2012)

Internal: (0)

NON-RESEARCH (2)

External: (0)

Internal: (2)

University of South Carolina Office of the Provost (2)

*Heiney, Sue, PI; Snyder, Rita, Co-I. *Application of Advanced Measurement Strategies in Development of Competitive Extramural Research Grant Proposals*. \$25,000 (Submitted: 10/21/2011)

*Snyder, Rita, PI; Heiney, Sue; Messias, DeAnne. *Proposal for a College of Nursing Faculty Hire: Development of a Health Care Systems Research Core*. \$95,000 (Submitted: 11/01/2011)

	Number of Applications	Total Potential Research Dollars	Total Potential Non-Research Dollars	Grand Total
Submitted FY12 External	4	\$936,616	\$0	\$936,616
Submitted FY12 Internal	2	\$0	\$120,000	\$120,000
Total	6	\$936,616	\$120,000	\$1,056,616

2. Summary of external sponsored research awards by funding source for FY2012. Total extramural funding processed through Sponsored Awards Management (SAM) in FY2012, and Federal extramural funding processed through SAM in FY2012. Available <http://sam.research.sc.edu/awards.html>.) Amount of sponsored research funding per faculty member in FY2012 (by rank, type of funding; e.g., federal, state, etc., and by department if applicable).

a. Summary of external sponsored research awards by funding source for FY2012.

AWARDED FY2012:

RESEARCH: (4)

External : (4)

CMS (1)

Messias, DeAnne, PI. *Navegantes para Salud: Improving Healthcare Access and Utilization among Hispanic Women and Children*. (09/30/2011 - 09/29/2012). \$100,000.

National Council of State Boards of Nursing (NCSBN) (1)

McKinney, Erin, PI. University of South Carolina College of Nursing Application to NCSBN Simulation Study. (09/20/2011 - 07/01/2012). \$241,481.

National Institutes of Health (NIH) (2)

Culley, Joan, PI; Svendsen, Erik, PI; Tavakoli, Abbas. *Mass Casualty Triage Validation Study*. (08/01/2011 - 07/31/2012). \$136,608.

Messias, DeAnne, PI. *The Hispanic Health Research Network: Enhancing Practice-Based Research Capacity*. (09/25/2009 - 08/31/2011). No-Cost Extension.

Internal: (6)

South Carolina Research Foundation (2)

Culley, Joan; Register, Beth; Tavakoli, Abbas; Mentors; Smith, David, PI. *Magellan Scholars: Effect of Technology and Connectedness on Community-Dwelling Older Adults*. (05/01/2011 - 04/30/2012). Counted FY11.

Messias, DeAnne, Mentor. *Magellan Scholars: Culturally Effective? An Assessment of the Cultural Efficacy of the Latina Initiative against Cancer Program*. (01/01/2012 - 12/31/2012). \$2,500.

USC Office of the Provost (3)

Baliko, Beverly, PI, Heiney, Sue, Co-I, Burgess, Stephanie, Co-I, Tavakoli, Abbas, Co-I. *Intimate Partner Violence-Related Mild Traumatic Brain Injury in Abused Women*. (05/16/2012 - 05/15/2013). \$15,000.

Hein, Laura, PI, Scharer, Kathy, Co-I. *Support Groups and the Sexual Orientations – Together or Separate? The Consumer Perspective*. (05/16/2012 - 07/31/2013). \$14,180.

Smith, Sabra, PI, Heiney, Sue, Co-I, Tavakoli, Abbas, Co-I. *Examination of Prenatal Care of HIV+ Pregnant Women and Clinical Outcomes*. (05/16/2012 - 05/15/2013). \$5,032.

USC Research Consortium on Children & Families (1)

Scharer, Kathy, PI; Smith, Bradley, PI. *Comparing Effectiveness of Level 3 Versus Level 4 Teen Triple P-Positive Parenting Program for Family Weight Reduction*. (04/15/2010 - 05/31/2012). No-Cost Extension.

NON-RESEARCH: (5)

External: (5)

Health Resources & Services Administration/Bureau of Health Professions (HRSA/BHPr) (3)

Hewlett, Peggy, PI. *Leave No Qualified Nursing Student Behind (Nursing Workforce Diversity)*. (07/01/2011 – 06/30/2012). \$675,870.

Poslusny, Susan, PI. *Advanced Education Nursing Traineeship (AENT) FY 2011*. (07/01/2011 – 06/30/2012). \$44,402.

Poslusny, Susan, PI. *Nurse Faculty Loan Program FY 2011*. (07/01/2011 – 06/30/2012). \$90,010.

Health and Human Services, Affordable Health Care Act (1)

Burgess, Stephanie. *Funding for Electronic Health Care Record, Meaningful Use Stage 1*. (1/01/2012).

Medical University of South Carolina/Duke Endowment (1)

Hewlett, Peggy, PI. *SC Office for Healthcare Workforce Analysis and Planning*. (11/04/2011-11/30/2012). \$15,455.

South Carolina Governor’s Office (1)

Hewlett, Peggy, PI. *SFSF – Auditorium Renovation and Improvement*. (07/01/2011 – 06/30/2012). Counted in FY10.

Internal: (1)

USC Office of Student Engagement & Center for Teaching Excellence (1)

Hickey, Patrick, PI. *Service Learning in Nursing: Pathway to a Global Community*. (01/09/2012 – 05/12/2012). \$3,600.

	Number of Applications	Total Research Dollars	Total Non-Research Dollars	Grand Total
Awarded FY12 External	9	\$478,089	\$825,737	\$1,303,826
Awarded FY12 Internal	7	\$36,712	\$3,600	\$40,312
Total	16	\$514,801	\$829,337	\$1,344,138

b. Total extramural funding processed through Sponsored Awards Management (SAM) in FY2012, and Federal extramural funding processed through SAM in FY2012.

TOTAL EXTRAMURAL FUNDING PROCESSED THROUGH SAM FY 2012: \$1,086,350

FEDERAL EXTRAMURAL FUNDING PROCESSED THROUGH SAM FY 2012: \$797,914

c. Amount of sponsored research funding per faculty member in FY2012 (by rank, type of funding; e.g., federal, state, etc., and by department if applicable).

RESEARCH:

PROFESSOR:

CMS:

DeAnne Messias	11200-FA14	External/Federal	\$100,000
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National Institutes of Health:

DeAnne Messias	11200-FA10	External/Federal	No-Cost Extension
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SmartState:

Rita Snyder	11200-E229	Internal/Endowed Chair Funds/ Non-Competitive	\$_____
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South Carolina Research Foundation:

DeAnne Messias	11200-KA11	Internal/Local	\$2,500
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USC Office of the Provost

Kathy Scharer	11200-E230	Internal/Local	No-Cost Extension
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RESEARCH PROFESSOR:

None

ASSOCIATE PROFESSOR:

National Council of State Boards of Nursing (NCSBN):

Susan Poslusny	11200-KA10	External/National	\$241,481
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ASSISTANT PROFESSOR:

National Institutes of Health (NIH):

Joan Culley	11200-FA13	External/Federal	\$136,608
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South Carolina Research Foundation (SCRF):

Joan Culley	11200-KA09	Internal/Local	Counted FY2011
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University of South Carolina Office of the Provost:

Beverly Baliko	11200-A004	Internal/Local	\$15,000
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Laura Hein	11200-A005	Internal/Local	\$14,180
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CLINICAL ASSISTANT PROFESSOR:

USC Office of the Provost:

Sabra Smith	11200-A006	Internal/Local	\$5,032
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SUBTOTAL RESEARCH **\$514,801**

NON-RESEARCH:

PROFESSOR:

Health Resources & Services Administration/Bureau of Health Professions (HRSA/BHPr):

Peggy Hewlett	11200-FJ22	External/Federal	\$675,870
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MUSC/Duke Endowment:

Peggy Hewlett	11200-KL02	External/Foundation	\$15,455
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South Carolina Governor's Office:

Peggy Hewlett	11200-FS00	External/State	Counted FY2010
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ASSOCIATE PROFESSOR:

HRSA/BHPr:

Susan Poslusny	11200-FJ21	External/Federal	\$44,402
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Susan Poslusny	62030-T046	External/Federal/Loan	\$90,010
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CLINICAL ASSISTANT PROFESSOR:

Patrick Hickey		Internal/Service	\$3,600
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NON-RESEARCH SUBTOTAL:	\$829,337
RESEARCH TOTAL:	\$514,801
NON-RESEARCH TOTAL:	\$829,337
GRAND TOTAL:	\$1,344,138

3. Total sponsored research expenditures per tenured/tenure-track faculty for FY 2012, by rank and by department, if applicable.

*Expenditures as of June 30, 2012 from Data warehouse.

RESEARCH:

PROFESSOR:

Snyder	11200-E228	\$
Snyder	11200-E229	\$4,529.20
DeAnne Messias	11200-FA10	\$93,441.49
DeAnne Messias	11200-FA14	\$35,254.99
DeAnne Messias (Cathy Hardin, Magellan Scholar)	11200-KA11	\$1,577.71
Kathleen Scharer	11200-E230	\$741.08

ASSOCIATE PROFESSOR:

Susan Poslusny	11200-KA10	\$89,839.59
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ASSISTANT PROFESSOR:

Beverly Baliko	11200-A004	\$0
Joan Culley	11200-FA13	\$135,706.88
Joan Culley (David Smith, Magellan Scholar)	11200-KA09	\$1,670.13
Laura Hein	11200-A005	\$0

RESEARCH TOTAL:		\$362,761.07
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NON-RESEARCH:

PROFESSOR:

Peggy Hewlett	11200-FS00	\$0
Peggy Hewlett	11200-KL02	\$24,447.74
Peggy Hewlett	11200-FJ22	\$234,864.69

ASSOCIATE PROFESSOR:

Susan Poslusny	11200-FJ21	\$43,724.97
Susan Poslusny	62030-T046	\$21,264.07

NON-RESEARCH TOTAL: \$324,301.47

GRAND TOTAL: \$687,062.54

4. Number of patents, disclosures, and licensing agreements in fiscal years 2010, 2011 and 2012.

2010: None

2011: None

2012: None