School of Nursing  
Compact for FY 2002-03

A. Introduction

The School of Nursing is the first continuously operating school organized under the auspices of a university. The school is ranked in the top 5% of the 636 U.S. nursing schools with baccalaureate and higher degree programs. In the most recent NIH funding rankings, the school placed 14th. Its graduates have made significant and sustained contributions to health care and the profession of nursing. Approximately 300 graduate and 200 undergraduate students are registered at any one time.

The undergraduate curriculum takes full advantage of the professional educational opportunities in a major research university. The SON programs provide 16% of baccalaureate, 50% of masters level and 100% of PhD level degrees in nursing for the state of Minnesota. Graduates assume patient care and leadership roles in the full range of health care facilities and health-related industries. Master’s degree programs prepare nurses for advanced practice roles as nurse midwives, clinical specialists, and nurse practitioners in most major clinical areas as well as educational and management roles. The Ph.D. program, initiated in 1983, is designed to prepare scholars and researchers for academic roles. Faculty members conduct extramurally funded research on health and illness behavior and methods for maintaining and improving health status.

The school is an active participant in interdisciplinary programs of the University and the Academic Health Center including the Rural Health School, the Center on Aging and its programs, the Primary Care Initiative, the Community University Partnership in Education and Service, the Center for Spirituality and Healing, and the Consortium on Children, Family and Youth. A number of faculty members also engage in clinical practice.

B. Major Long-Term Goals/Priorities

1. Current Goals/Priorities from Previous Compacts

   • **Recruit additional faculty and associate dean for research in support of the research program**

   *Accomplishments* – The faculty positions planned have been filled. New searches are underway for additional faculty who will be required to carry out the two new educational programs. Because of difficulty in finding a suitable candidate for the associate dean position, two visiting professors/consultants have been engaged to assist the faculty in developing research programs.

   *Additional Action Plans* – Continue with search procedures. Tenure track positions are being sought in adult health with an emphasis on oncology and cardiovascular nursing, complementary therapies, and a family nurse practitioner. Term faculty are also being sought for the Rochester program.

   *Relationship to AHC Strategic Plan* – Rebuild the AHC’s health research capacity (AHC Plan 6.0). Increase class size in nursing (AHC Plan 2.0, 2.1, 4.0)

   *Cost summary* – Funding for the positions will come from the Medical Endowment and additional tuition revenues.

   • **Recruit clinical practice director**

   *Accomplishments* – A job description has been developed and the search committee will soon be appointed.

   *Additional Action Plans* – We will continue to pursue practice arrangements with UMP.

   *Relationship to AHC Strategic Plan* – Engage the community of providers, employers & consumers in helping to define the changing competencies, knowledge & skills required for health professionals in various components of the care delivery system (AHC Plan 3.01)

   *Cost summary* – We appreciate the half-time support received for this position in the last compact process. Funding for the remainder of the position will make it possible to make this a full-time role.
• Development of the Post-baccalaureate Certificate Program
   Accomp[lishments] – An application for Regents’ approval of the program has final approval from the Graduate School. It will be presented to the Regents in June. The full complement of 24 students have been offered admission (approximately 50 applied). Student sponsorship support was obtained from Fairview Health Services. Fairview interviewed applicants to determine who they will sponsor. A coordinator of the program has been appointed. Additional Action Plans – Enroll up to 24 students in the fall and evaluate their progress and the overall success of the program. Relationship to AHC Strategic Plan – Engage the community of providers, employers & consumers in helping to define the changing competencies, knowledge & skills required for health care professionals in various components of the care delivery system (AHC Plan 3.01) Cost summary – The program will be financed primarily with tuition dollars. Some medical education endowment funds will be used to meet the total need.

• Increase the efficiency and effectiveness of support services for the preparation of research proposals and implementation of funded projects.
   Accomplishments – Because this was not funded in the last compact process, the request is being made again this year. A part-time secretary has been allocated to assist with the production of grant proposals. Additional Action Plans – We need three additional staff people to support the growing number of employees and research activity. These include a clerical staff person for the Research Resource Center, a human resources specialist and an office specialist for the business office. Relationship to AHC Strategic Plan – Rebuild the AHC’s health research capacity (AHC Plan 6.0) Cost summary – We are requesting University support for these positions.

• Improve the physical environment of classrooms
   Accomplishments – Work continues on this problem Additional Action Plans – Because these facilities are not under school control, we will continue to press for AHC and central University support for upgrading classrooms. Relationship to AHC Strategic Plan – None Cost summary – NA

• Assure the availability of clinical sites for instruction through effective rewards
   Accomplishments – Current rewards seem to be effective for the bulk of clinical sites. A new issue has arisen with the Fairview system over the willingness of individuals to serve as preceptors without the additional pay provided to preceptors of new employees. Some students who would have otherwise been assigned to Fairview have been assigned elsewhere. Fairview nursing administrators are working with us on this issue. Additional Action Plans – If we are unable to work out a resolution with Fairview, students will need to be placed in other facilities. Relationship to AHC Strategic Plan – Continue to communicate, educate & form coalitions at local, state & national levels to promote increased funding for health professional education & research (AHC Plan 2.1) Cost summary – Large amounts of money do not seem to be necessary. Token gestures can be financed from current funds.

• Implement strategies to respond to the needs of other MN nursing schools for doctorally prepared faculty
   Accomplishments – An analysis of the current and future faculty situation in Minnesota has been completed. A workshop was held on April 20 to entice promising undergraduates of Minnesota nursing schools to enter doctoral studies early in their careers. A federal grant proposal was submitted to graduate education courses via distance education; the priority score is in the marginal region and we await a final decision. Additional Action Plans – The faculty workforce analysis will be forwarded to statewide workforce groups for
consideration and action. The April 20 workshop was well received and will be repeated next year, probably in the fall term.

Relationship to AHC Strategic Plan – Continue to communicate, educate & form coalitions at local, state & national levels to promote increased funding for health professional education & research (AHC Plan 2.1)

Cost summary – No additional funds are required at this time. New plans may require additional support, which could be sought from extramural sources.

- **Increase the visibility of the school and nursing as a profession**
  
  Accomplishments – A strategic plan for communications has been updated and is being implemented. Plans are in place to translate the school’s website to the AHC template. The effectiveness of the current magazine is being evaluated. A grand rounds session was devoted to telling the nursing story in the media.

  Additional Action Plans – We will continue to update and implement our communications plan and actively pursue vehicles for telling our stories.

  Relationship to AHC Strategic Plan – Continue to communicate, educate & form coalitions at local, state & national levels to promote increased funding for health professional education & research (AHC Plan 2.1)

  Cost summary – Internal funds have financed this to date. Significant new efforts will likely require additional funding but the amount and nature are not yet known.

- **Develop support systems for information technology commensurate with growing use of Internet and web-based courseware**

  Accomplishments – An information technology task force recently completed an analysis of the current systems. It recommended engagement of a consultant to do a technical evaluation of current systems. Central and AHC information technology resources are currently being explored.

  Additional Action Plans – We need to upgrade computers and provide technical support for ongoing offering of web-based courses. A consultant will be brought in to do a technical evaluation.

  Relationship to AHC Strategic Plan – Develop & deploy new information tools & applications… (AHC Plan 5.2)

  Cost summary – Support is still needed to upgrade computers for faculty whose current equipment is inadequate for web-based course offerings.

- **Create a strategic plan for faculty practice**

  Accomplishments – The Center for Nursing Research of Elders has developed a plan for providing clinical consultation services. A comprehensive school plan has not yet been completed.

  Additional Action Plans – We will establish a task force to create this plan.

  Relationship to AHC Strategic Plan – Engage the community of providers, employers & consumers in helping to define the changing competencies, knowledge & skills required for health professionals in various components of the care delivery system (AHC Plan 3.01)

  Cost summary – None required.

- **Create a strategic plan for the continuation of CUPES**

  Accomplishments – An all-fronts strategy was implemented to ease the transition to a new funding model.

  Additional Action Plans – The program has become an AHC program.

  Relationship to AHC Strategic Plan – Increase implementation of interdisciplinary health professional education opportunities (AHC Plan 3.0)

  Cost summary – This will be out of the school’s hands in the new fiscal year

- **Re-envision the role and preparation of registered nurses**

  Accomplishments – A planning committee has spent considerable time exploring the best way to tackle this problem. An appreciative inquiry process with groups of
highly successful nurses is in process as a starting point for developing new models of practice and education.  

**Additional Action Plans** – Next steps will be dependent on the outcome of the first phase. The intent is that we will ultimately develop a blueprint for creating an environment of care tailored to the expected complement of patient populations and nursing personnel. 

**Relationship to AHC Plan** – Engage the community of providers, employers & consumers in helping to define the changing competencies, knowledge & skills required for health care professionals in various components of the care delivery system (AHC Plan 3.01) 

**Cost summary** – Funds are requested to cover the continuing expenses of this project.

2. New Goals/Priorities 

- **Continue to respond to nursing workforce issues by** 
  - **Implementing the accelerated post-baccalaureate program**

  **Expected Outcomes** – 24 students will be enrolled

  **Future Plans** – Enroll up to 24 students in the fall and evaluate their progress and the overall success of the program.

  **Relationship to AHC Strategic Plan** – Engage the community of providers, employers & consumers in helping to define the changing competencies, knowledge & skills required for health care professionals in various components of the care delivery system (AHC Plan 3.01)

  **Financing** – The program will be financed primarily with Medical Education endowment funds and tuition revenues. 

  - **Continue to work with the task force evaluating the need for and wisdom of a nursing outreach at UM-Crookston**

  **Expected Outcomes** – Data from the feasibility study together with task force deliberations will arrive at a reasoned answer to this question.

  **Future Plans** – Maintain school representation in task force deliberations

  **Relationship to AHC Strategic Plan** – Engage the community of providers, employers & consumers in helping to define the changing competencies, knowledge & skills required for health care professionals in various components of the care delivery system (AHC Plan 3.01)

  **Financing** – not applicable

- **Continue development of the school’s research agenda by:**
  - **Recruiting 4 new tenured/tenure track faculty positions**

  Tenure track positions are being sought in adult health with an emphasis on oncology and cardiovascular nursing, complementary therapies, and a family nurse practitioner. Term faculty are also being sought for the Rochester program

  **Expected Outcomes** – New tenured/tenure track faculty will be recruited.
Relationship to AHC Strategic Plan – Rebuild the AHC’s health research capacity (AHC Plan 6.0). Increase class size in nursing (AHC Plan 2.0, 2.1, 4.0)
Financing – Funding for the positions will come from the Medical Endowment and additional tuition revenues.

- Providing infrastructure support in the areas of human resources and grants management

Expected Outcomes – Grant proposal submissions and project implementation will encounter fewer logistical roadblocks, investigator stress will be reduced and faculty members will be more eager to submit proposals.

Future Plans – We need three additional staff people to support the growing number of employees and research activity. These include a clerical staff person for the Research Resource Center, a human resources specialist and an office specialist for the business office.

Relationship to AHC Strategic Plan – Rebuild the AHC’s health research capacity (AHC Plan 6.0)
Financing – We are requesting University support for these positions: Clerical position @$34,164; HR position @$72,270 and Office specialist position @$36,792.

- Develop a plan for forming and financing relationships for international experiences for students and faculty, visiting scholars, sister schools, etc.

Expected Outcomes – Meaningful and sustainable relationships will be established.

Future Plans – A task force is exploring methods for sorting through the multiple requests for international collaboration received annually. From this a strategic plan will be developed.

Relationship to AHC Strategic Plan –
Financing –

- Investigate the needed computer literacy and availability among students and develop a plan for ensuring needed changes.

Expected Outcomes – Students will be better prepared for computer-based and computer-assisted instruction and communication.

Future Plans – Establish a faculty work group to create the plan.

Relationship to AHC Strategic Plan –
Financing – None needed

- Further develop the clinical practice arrangements for faculty
  - Complete the hire of a director who will develop the program.
  - Develop a plan for where the development will occur, e.g. practice, consulting, etc.

Expected Outcomes – An infrastructure will be in place to facilitate clinical practice and explore other forms of service in the clinical arena.

Future Plans – We will conduct the search for the director and continue to pursue practice arrangements with UMP.

Relationship to AHC Strategic Plan – Engage the community of providers, employers & consumers in helping to define the changing competencies, knowledge & skills required for health professionals in various components of the care delivery system (AHC Plan 3.01)

Financing – One-half of a director position will be financed with the recurring allocation made in last year’s compact. We request funding for the remainder of a full-time position @ $50,000.

- Continue to exercise the school’s leadership for the Future of the Profession by:
  - Participating in national forums and programs
  - Further developing the visibility of the Densford Center in this area
  - Engage local leadership in the appreciative inquiry and planning method

Expected Outcomes – One or more feasible, sustainable and satisfying practice models will be developed and the school will take national leadership in creating and disseminating useful models.

Future Plans – We will complete the appreciative inquiry planning process, search for a mutually beneficial investigative process/project with a small group of MNA
staff nurse, begin planning a national conference to share innovative models that actually are working and develop a demonstration project or projects to test one or more innovations.

**Relationship to AHC Strategic Plan** — Develop and provide new models of health promotion and care for Minnesota by improving relationships with health providers (AHC Plan 4.4.0)

**Financing** – Funding from last year’s compact allocation is sufficient to complete the appreciative inquiry process. The other plans are too nascent to project expenses at this time. Extramural support could be sought for any major investigation or demonstration project.

- **Participate in interdisciplinary efforts with other AHC Schools:**
  - Clinical Practice site(s) in 2003
  - Educational program(s) in 2003

**Expected Outcomes** – One or more interdisciplinary clinical and education initiative will be implemented.

**Future Plans** — Faculty in nursing have been active in developing the interdisciplinary gerontological transitional care proposal and will participate in its eventual implementation. Others will continue to be involved in the Center on Aging’s chronic care task force with plans to propose interdisciplinary chronic care education and practice possibilities.

**Relationship to AHC Strategic Plan** — Develop and implement interdisciplinary health professional education opportunities (AHC Plan 1.1.0). Promote/enhance strong, integrated, interdisciplinary clinical practices (AHC Plan 4.1.0)

**Financing** – Practice income will be needed to cover clinical practice expenses. Educational funds can be redirected to cover most of the educational costs.

C. **Workforce Issues / Student Enrollment / Diversity**

The latest job vacancy survey by the Department of Economic Security identified more than 3,000 RN vacancies in Minnesota. The number of baccalaureate graduates from Minnesota schools seeking licensure in the state has fallen from 557 in 1997 to 536 in 2001. Including associate degree graduates, the total number of Minnesota graduates seeking licensure in the state has dropped very little from 1,531 in 1997 to 1,523 in 2000. The current shortage of faculty for other Minnesota nursing schools is likely to become considerably worse as the current faculty members retire and fewer replacements are available. Our student enrollments are within expected ranges and applicants for the undergraduate class were up but preferences for UM-Rochester were very low. Applications for the accelerated post-baccalaureate program were greater than expected, especially in the absence of any advertising of the option.

D. **Improved Productivity and Service**

- Undergraduate tuition policies gave the school no rate increase in FY98, .2% in FY99 and 2.5% in FY00 (assuming 15 credits/student). As a result undergraduate tuition income actually declined if FYEs generated are held constant. This year’s proposal to charge a flat rate for all undergraduate credits over 13 credits will result in forgone income of approximately $40,000. If undergraduate enrollments next year are the same as in 2002, the effective tuition increase would be 5.4% rather than the expected 13.7%.
- Administrative functions have been decentralized to units and have increased workload without the resources to carry them out and without the technical assistance necessary for trouble shooting. We have reached the point where current staff can be stretched no further.
- An increasing number of courses are being revised using web-based or web-assisted strategies. This development plus the additional computerized administrative systems have intensified the need for most faculty members to have
high-end computers. We have inadequate funding to keep computers current.

E. Compact Development

The school's Consultative Committee offered recommendations on the priorities. These priorities and recommendations were then reported to the remainder of the faculty.

F. Facilities Issues / Precinct Plan

Appendix 1.

G. Additional Financial Issues

Tuition -- The agreed upon tuition revenue estimate is $2,979,874 for fiscal year 2002-03.

ICR – The agreed upon ICR revenue estimate is $227,700 (49.5%) for fiscal year 2002-03.

H. Data Profile/Critical Measures for Health Professional Schools

For a display of planning and financial data related to the College of Nursing, please link to the University web site managed by the Office of Institutional Research and Reporting at http://www.irr.umn.edu. This site contains standard financial, staffing and student information for the College of Nursing.
## I. Report Summary and Allocation Summary

### FY1999 through 2003 Compact Investments

<table>
<thead>
<tr>
<th>School Funded Academic Priority</th>
<th>FY99</th>
<th>FY99</th>
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<td>Recurring</td>
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<td>Nursing</td>
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<td>Recruit faculty and associate dean for research: Research Infrastructure</td>
<td>A 150,000</td>
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<td>Advanced practice nursing program</td>
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<td>Develop support systems for information technology commensurate with growing use of Internet and web-based courseware: Computer Services/ Web Development</td>
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<td>Student recruitment</td>
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<td>Faculty Recruitment - Efforts continue to replenish senior faculty ranks by continuing to review areas of need and trying to solve the spousal-hiring problem.</td>
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<td>Develop support systems for information technology commensurate with growing use of Internet and web-based courseware: Enterprise Projects</td>
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<td>Assure the availability of clinical sites for instruction through effective rewards: Moorhead Outreach Grant Funds - Matching dollars for a federal grant proposal to support this nursing program.</td>
<td>A 162,399 A 40,000 A 25,000</td>
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<td>Implement the class expansion in Rochester: Expand Nursing Education &amp; Rochester Outreach - To respond to needs for nursing education in greater MN; deliberations are underway about development of undergraduate nursing programs at the University of MN - Rochester.</td>
<td>T 150,000 287,850 T 212,000 T 300,000</td>
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<td>Develop support systems for information technology commensurate with growing use of Internet and web-based courseware: Web-based Course Initiatives</td>
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<td>Develop the clinical practice arrangements for faculty: Recruit Clinical Practice Director</td>
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<td>Participating in national forums and programs: National workshop: re-envision and develop a blueprint on the future of nursing</td>
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375,000 430,399 125,000 250,000 185,000 487,850 447,000 25,000 575,000 30,000

T = tobacco, C = compact, A = AHC other sources, P = permanent allocation on allocation worksheets

Reports:
a. Interscholastic, interdisciplinary research efforts  
b. Plan for increasing the visibility of the SON.  
c. Plan for development of clinical practice. 

An update of the School's on-going performance measures is attached.  

V. FINANCING PLANS

<table>
<thead>
<tr>
<th>Proposal Description</th>
<th>Funding Sources for FY2002-03</th>
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<tr>
<td>Student recruitment</td>
<td>Recurring O&amp;M and grant funds</td>
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<tr>
<td>Faculty Recruitment</td>
<td>Reallocated and internal funds from vacant position to fill as many needed positions as possible</td>
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<tr>
<td>Infrastructure support for HR &amp; grants mgmt</td>
<td>Internally reallocated funds</td>
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<tr>
<td>Expand nursing education &amp; Rochester outreach; Implement Post-Bacc. Certificate; Implement Rochester outreach</td>
<td>Medical Education Endowment allocations totaling $737,850</td>
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<tr>
<td>Evaluate Crookston possibility</td>
<td>None required</td>
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<td>Web course initiatives</td>
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<tr>
<td>Clinical Practice Director</td>
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<td>Creating Nursing Future</td>
<td>Funds remaining from FY2002</td>
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<td>Develop plan - international programs</td>
<td>Internal reallocation</td>
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<td>Computer literacy of students</td>
<td>None required</td>
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<tr>
<td>Clinical practice arrangements</td>
<td>None required</td>
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<tr>
<td>Interdisciplinary AHC practice/ education sites</td>
<td>Practice funds and internal reallocation</td>
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