



Development of a Nurse Faculty Recruitment and Retention Plan

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In order to address increasing concern regarding an emerging nurse faculty shortage in North Dakota, the Dakota Medical Foundation (DMF) initiated a project to explore and make recommendations in three specific areas of the nurse faculty workforce pipeline:

- 1) Attract more prospective nurse faculty into targeted educational programs
- 2) Facilitate further development of structure and content of faculty education opportunities
- 3) Increase retention of current and new nursing faculty

The project, implemented through a contract with the University of North Dakota's Center for Rural Health (CRH), yielded a set of strategies and action plans for each of the three steps. The final product included an extensive literature search and related synthesis, interviews of nurse faculty from the region, and a facilitated dialogue with representatives of eight nursing education programs along with nurse clinical leaders from the Eastern part of North Dakota.

Plan Development Steps

Objective 1: Identify models and strategies that nurse leaders from both academe and clinical practice could consider for adapting and/or adoption in North Dakota.

The CRH conducted a national scan of nurse faculty preparation programs (e.g., Oklahoma's rural nurse educator program). A comprehensive report was developed reflecting 40 model programs found throughout the United States. The report included a synthesis of these programs grouped under three primary strategies: accelerated education programs, hospital/school partnerships, and financial assistance programs.



Objective 2: Identify local nurse educators' ideas regarding effective strategies to recruit, educate and retain nurse educators.

A total of 16 faculty from 8 nursing education programs in the region were interviewed. They were asked about a number of issues ranging from the structure and utility of mentorship to information technology applications in use to outreach courses to faculty workload. They were also asked for their ideas about strategies that could advance the production and retention of nurse faculty.

The results of objectives 1 and 2 may be found in a report entitled "Nurse Faculty Recruitment and Retention Project" which has been posted on the Center for Rural Health website at ruralhealth.und.edu.

Objective 3: Create a set of priority strategies and related actions areas that will yield increased participation in the nurse faculty workforce.

Twenty-one key stakeholders convened including nursing education leaders from seven college and universities and clinical leaders from eight health care facilities. Prior to the meeting, participants received the synthesis of models and the summary of interviews of nurse educators. Meeting participants were asked to share strategies currently employed to prepare, recruit and retain nurse faculty and identify new ones that would be appropriate in North Dakota. Short and long term strategies associated with each of the faculty workforce pipeline steps were generated and barriers were identified that would need to be overcome to implement identified strategies.

To continue this effort, workgroups were established to pursue additional refinement of activities related to each of the pipeline steps. Each workgroup was convened via teleconference calls. The strategies and related plans that were developed were distributed to several nurse leadership groups in North Dakota, including the North Dakota Nurses Association Board, the Fargo/Moorhead Nursing Consortium, the North Dakota Board of Nursing, the North Dakota Nurse Leadership Council, the North Dakota State Nursing Education Consortium and the North Dakota Nurse Career Lattice program. Each group expressed their support of the plan and each volunteered to work on a piece of the plan.

Faculty Recruitment and Retention Pipeline Plan

Attract: Pipeline Plan

Attract more prospective nurse faculty into targeted educational programs.

Priority Strategy 1: Market the benefits of advanced education and faculty positions and increase access to information about masters and doctoral programs.

Action Step	Responsible Organization	Timeline	Short-Term Outcome	Long-term Outcome
Develop a marketing campaign to increase interest in faculty positions.	Funding needed for coordinator along with associated printing and distribution costs.	2008-2010	Increased awareness of benefits of a nurse faculty position.	Increase in number of nurse faculty.
Develop a website with information about nursing education programs from AD to PhD.	Nursing Education Consortium and Nursing Career Lattice Consortium. Links to website on NDNA and Board of Nursing websites.	2008	Increased availability of information about nursing education programs that are linked through one website.	Increase in number of students in advanced nursing education programs.

Priority Strategy 2: Develop a mentorship program for interested protégées and increase exposure to teaching experiences.

Action Step	Responsible Organization	Timeline	Short-Term Outcome	Long-term Outcome
Develop an "Adopt a Student" program in which faculty are matched with an aspiring senior level student and stay in contact with them post-graduation.	Individual nursing education programs.	Explore ideas for this program during 2008	Increased tracking and communication with future nursing faculty. Increased exposure to teaching experiences.	A greater number of nurses that choose to continue their education to become faculty.
Develop a class in which senior nursing students are mentored/tutors and participate in teaching activity.				

Priority Strategy 3: Increase financial incentive programs for nurses interested in faculty positions.

Action Step	Responsible Organization	Timeline	Short-Term Outcome	Long-term Outcome
Provide living wage fellowships of \$60,000/year (includes tuition, fees, books and a stipend) that will allow nurses to attend graduate school full-time and efficiently move through education programs. Sponsor match for programs applying for Nurse Faculty Loan Repayment Program	Foundation support and program inclusion in future state legislative action. The ND Nurse Leadership Council has indicated their support for this concept.	2008-2010	Increase in number of nurses interested in obtaining necessary educational preparation for nurse faculty positions.	Increase in number of nurses with Masters and Doctoral degrees pursuing faculty positions.

Educate: Action Plan

Facilitate further development of structure and content of faculty education opportunities.

Priority Strategy 1: Increase faculty development opportunities.

Action Step	Responsible Organization	Timeline	Short-Term Outcome	Long-term Outcome
Coordinate an annual statewide faculty development boot camp which would include content for the newer and more seasoned faculty.	Nursing Career Lattice Consortium	Summer 2008	Increased availability of continuing education targeted to faculty development needs.	Increase in teaching quality and number of highly educated nurse faculty

Priority Strategy 2: Increase preceptor development opportunities.

Action Step	Responsible Organization	Timeline	Short-Term Outcome	Long-term Outcome
Coordinate regional preceptor development boot camps.	Center for Rural Health through proposed AHEC.	2009-2011	Increase in availability of preceptors for clinical placements.	Increase in teaching quality and number of highly educated preceptors.

Priority Strategy 3: Explore development opportunities for clinical instructors.

Action Step	Responsible Organization	Timeline	Short-Term Outcome	Long-term Outcome
Examine standardized training for clinical instructors in lieu of Masters degree (courses on assessment, learning modalities etc.).	Referred to Board of Nursing.	2008	Increased availability of clinical instructors.	Increase in availability of clinical instructors prepared to teach.

Retain: Action Plan

Increase retention of current and new nursing faculty.

Priority Strategy 1: Examine mechanisms to increase salaries through state government and philanthropy.

Action Step	Responsible Organization	Timeline	Short-Term Outcome	Long-term Outcome
Compile faculty salary comparative information into a fact sheet for distribution to policy makers.	Center for Rural Health- North Dakota Nursing Needs Study- Data collection and fact sheet development. Financial assistance will be needed to produce and disseminate fact sheet. The North Dakota Nurse Leadership Council has indicated that they will help advocate for faculty salary increases.	Spring 2008	Greater awareness of nursing faculty shortage and faculty salary issues.	Greater legislative and foundation support for nursing faculty.

Priority Strategy 2: Examine coordination of clinical sites for maximum deployment of faculty.

Action Step	Responsible Organization	Timeline	Short-Term Outcome	Long-term Outcome
Demonstration project coordinating one or two rural sites with one group of education programs, including the development of standardized contracts and student orientation.	Fargo/Moorhead Consortium	2008	Increased number of placements in rural facilities.	Increased coordinated efforts of nursing education programs and health care facilities.
Coordinate clinical sites within each region of state including the development of standardized contracts and student orientation and tracking through a centralized database.	Center for Rural Health through proposed AHEC.	2009-2011	Increased number of rural facilities.	Increase in coordinated efforts of nursing education programs and health care facilities.