



# Nursing Faculty Shortage Focus Areas Inquiry

Division of Nursing and Public Health (DNPH)

Bureau of Health Workforce (BHW)

Advanced Nursing Education (ANE)

*December 7, 2023*

**Jocelyn Dillard, MPH**  
**Public Health Analyst**  
Bureau of Health Workforce (BHW)

**Aroona Toor, MPH**  
**Public Health Analyst**  
Bureau of Health Workforce (BHW)

**Vision: Healthy Communities, Healthy People**



# Agenda

- 1 Introduction & Overview
- 2 Nurse Faculty Recruitment: Challenges, Strategies and Best Practices
- 3 Nurse Faculty Retention and Development: Challenges, Strategies and Promising Best Practices
- 4 Limitations & Recommendations
- 5 Q&A

# Purpose

HRSA's Bureau of Health Workforce (BHW), Division of Nursing and Public Health (DNPH) queried awardees to better understand the nursing faculty shortage across the United States.



# Overview: Nursing Faculty Shortage



# Overview: Survey



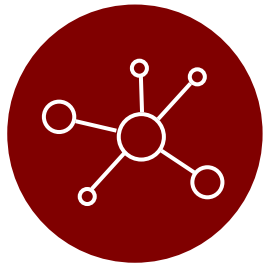
## Population

37 respondents



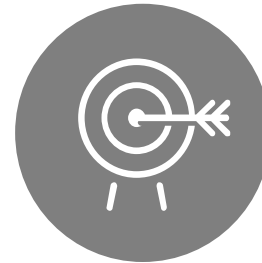
## Questionnaire

10 multiple choice, write-in, and open-ended questions



## Distribution

Eligible participants from NAT, NPR, NFLP, ANEW, NPRIP programs



## Timeline

Conducted summer 2022

# Overview: Nursing School Demographics

Demographics (Schools of Nursing/Nursing Programs)		
Demographic	Average*	Range*
Urban/Rural Status	27 Urban, 12 Rural, 3 Both	N/A
Nursing Students (undergraduate and graduate)	956 students	100-4,387 students
Annual Graduates	258 graduates	92-1,062 graduates
Current Faculty (tenured, full-time, part-time, adjunct and clinical)	99 faculty members	3-266 faculty members
Faculty Vacancies	3 vacancies	1-15 vacancies
Faculty Salary (full-time, part-time/adjunct)	\$100,304 per faculty member	\$56,000-\$220,000 per faculty member

\*Whole Numbers



# Overview: Nursing Programs

Types of Programs Included	# of Awardees that Offered Program
Pre-licensure	15
Associate Degree in Nursing, Associate of Science in Nursing (ADN/ASN)	2
Associate Degree in Nursing, Bachelor of Science in Nursing (ADN-BSN)	12
Traditional Bachelor of Science in Nursing (BSN)	26
Accelerated Bachelor of Science in Nursing/Masters (BSN/Masters)	15
Graduate Master's	32
Graduate Doctor of Nursing Practice (DNP) - (including Doctor of Nurse Anesthesia Practice (DNAP))	35
Graduate PhD in Nursing	21
Post-Graduate (including certificate programs)	27
Other	1 (ADN-MSN program (excluding BSN))

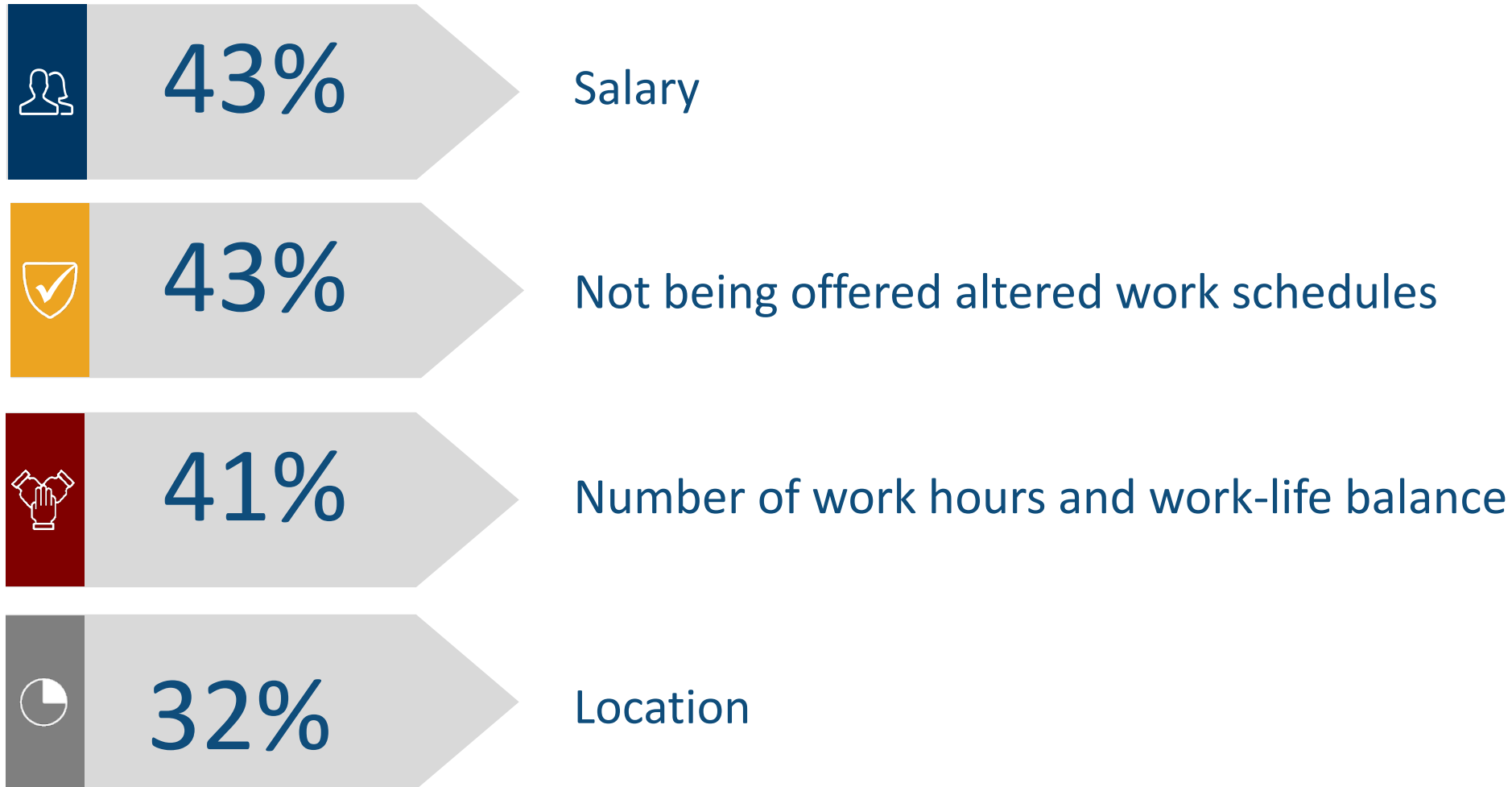


# Faculty Recruitment and Transition to Faculty

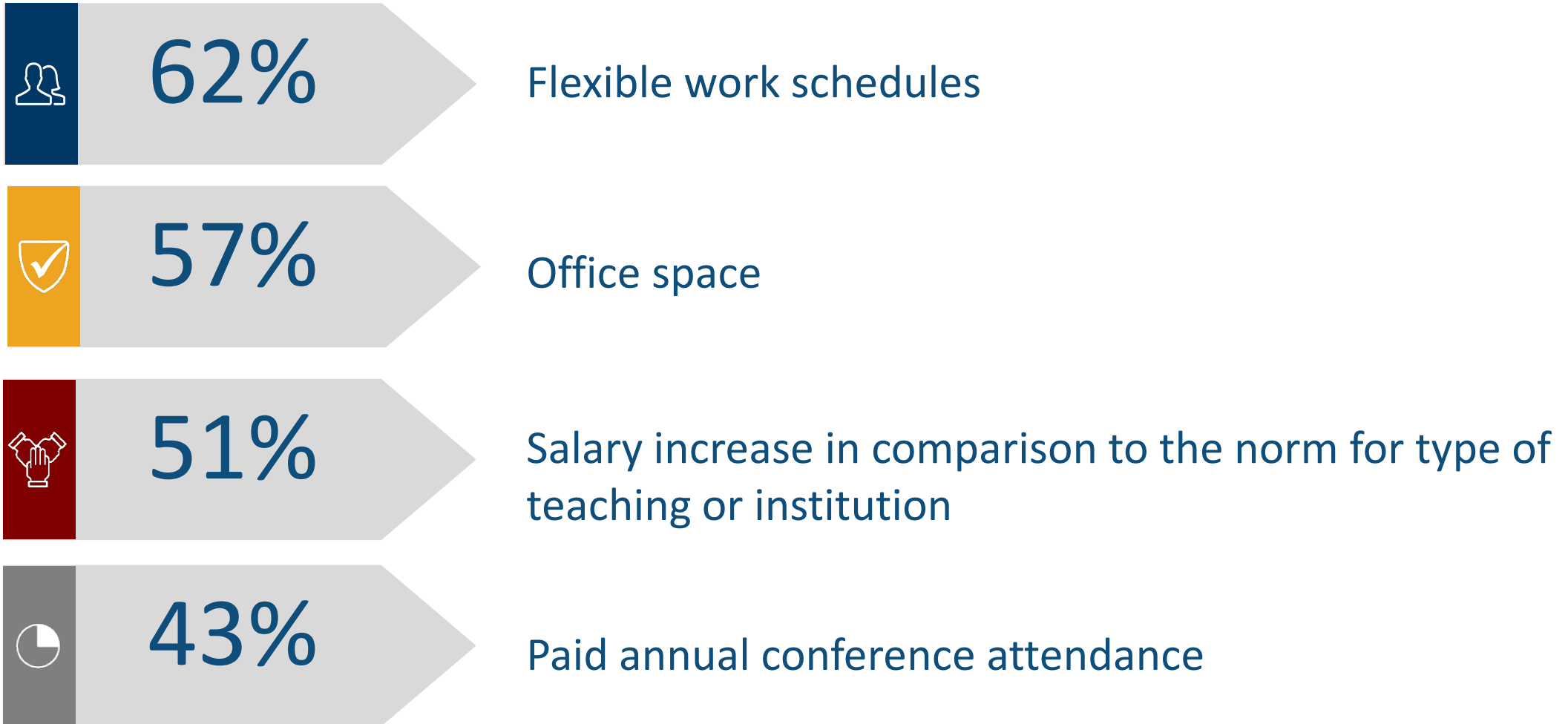




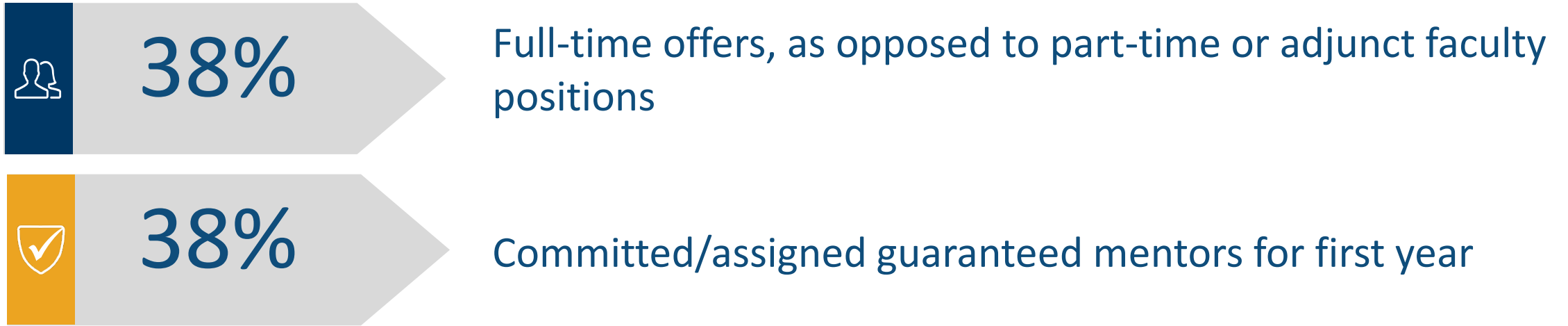
# What are challenges to recruiting nurse faculty?



# What are strategies or promising best practices for recruiting nurse faculty?



# What are strategies or promising best practices for recruiting nurse faculty?



# Qualitative Feedback: Challenges for Faculty Recruitment



Salary freezes

Salary differentiation

Locality requirements

Slow recruitment and onboarding challenges



# Qualitative Feedback: Strategies for Faculty Recruitment



Remote work



Small class sizes



Individualization of courses for faculty



Co-led courses by new and experienced faculty



Flexibility to teach and practice within position



# Qualitative Feedback: Strategies for Faculty Recruitment



Tuition waivers within first year of employment



Robust retirement packages



Mentorship programs for new faculty



Research and scholarship opportunities



Track and compensate mentors



# Faculty Retention and Professional Development

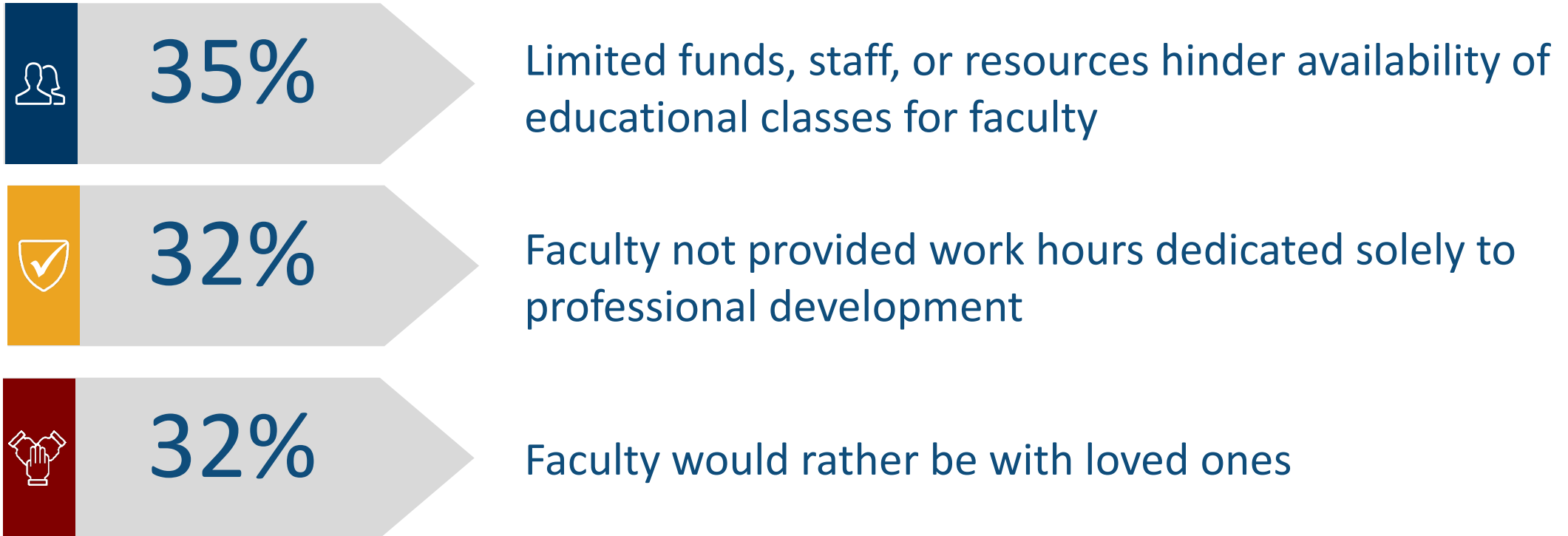


# What are challenges for nurse faculty retention and development?

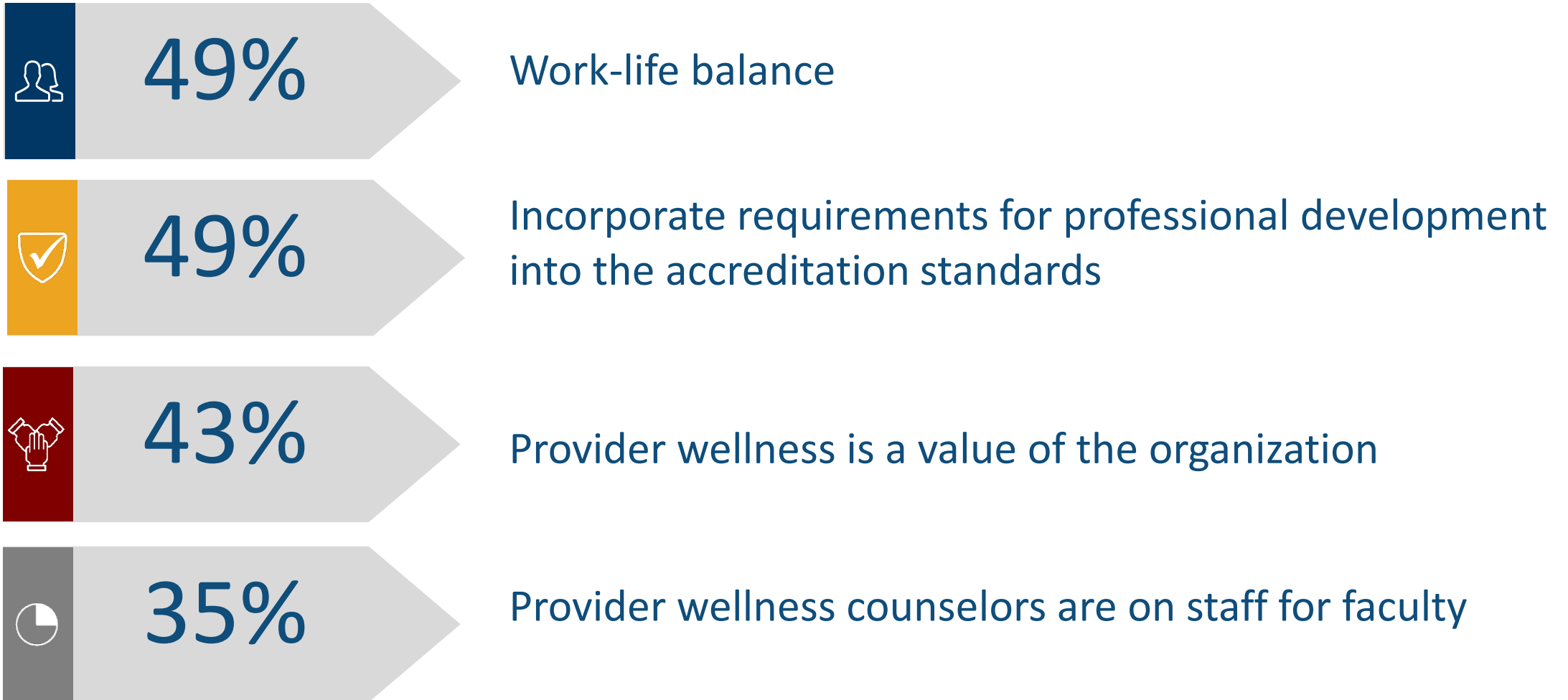




# What are challenges for nurse faculty retention and development?



# What are strategies or promising best practices for nurse faculty retention and development?



# Qualitative Feedback: Challenges for Nurse Faculty Retention and Development



Scarce full-time positions and promotional opportunities



Lack of support for publications



Poor or nonexistent mentorship for newly and mid-career faculty



Lack of faculty residencies



Commute to workplace

# Qualitative Feedback: Strategies for Nurse Faculty Retention and Development



Flexible benefit structures and employment terms



National, regional, and local networks for faculty recruitment



Mentorship and pipeline programs



Funding per faculty member for professional development



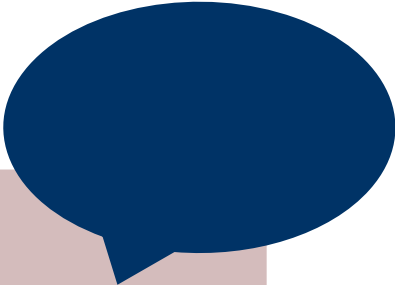
Diverse loan forgiveness options



# Insights from the Field



## Retention:

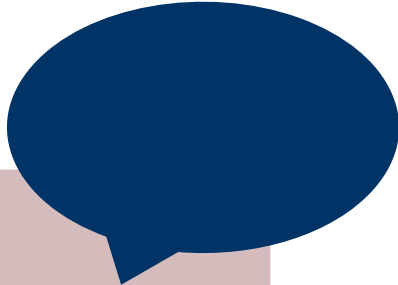


“Faculty learned that they could work easily from home; however, there is a requirement that they need to come to the office every day (driving 2 hrs. daily).”

# Insights from the Field



## Organizational Culture:




“Graduate education is 'tough', faculty have PTSD from the badgering from their students without sufficient leadership support; student sharing of info/talking about faculty is very discouraging.”

# Insights from the Field



## Retention:

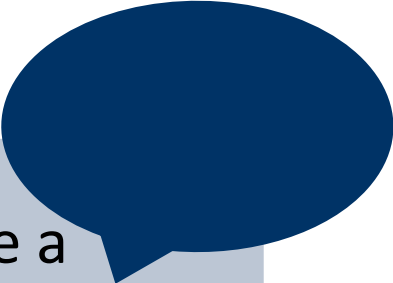


“Many of our faculty are committed to our community and the Gulf Coast. They provide a consistent supply to meet the demands of the changing nursing workforce.”

# Insights from the Field



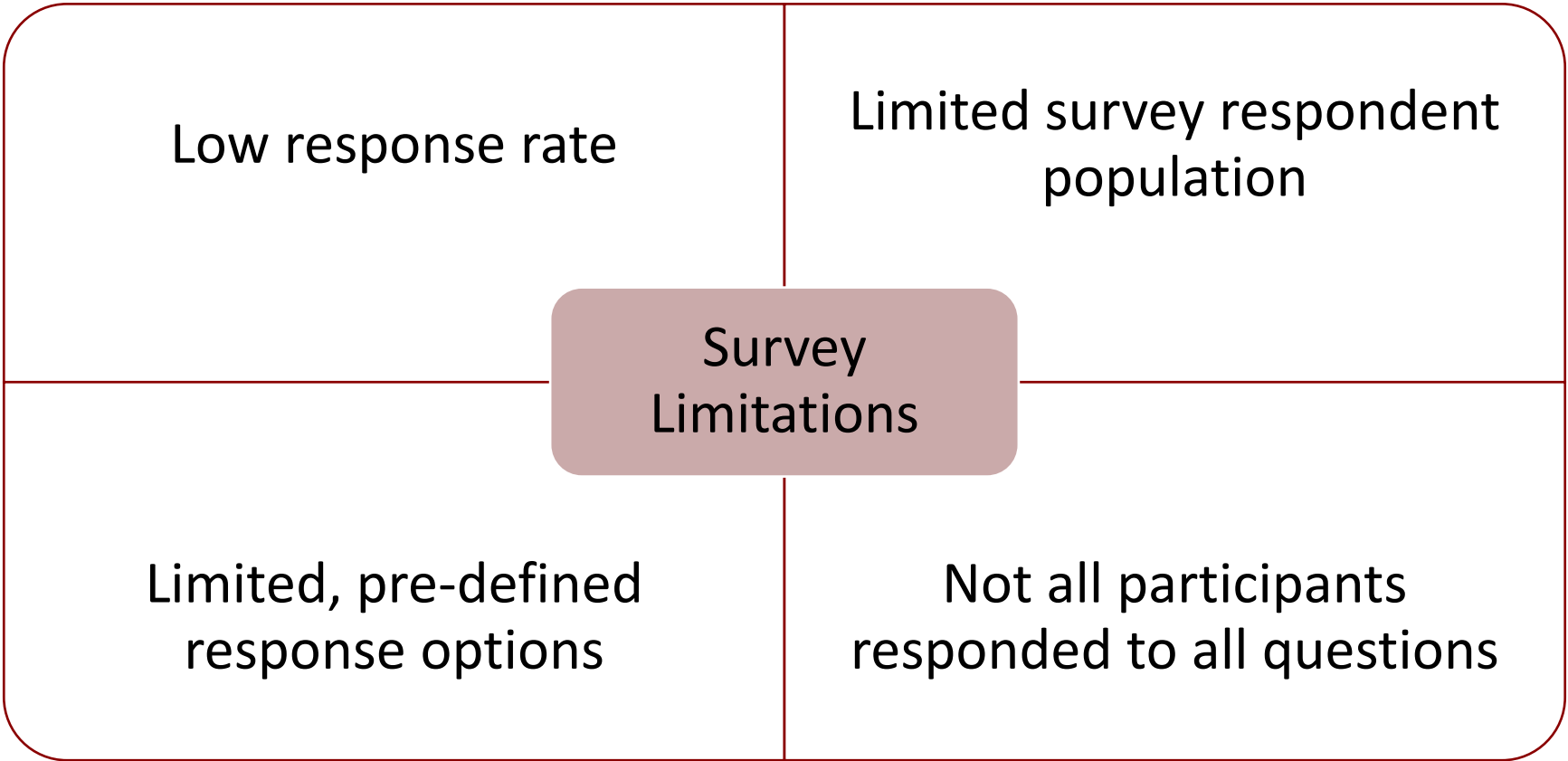
## Retention:



“We don’t really have a retention problem. We have faculty who have worked here for 20+ years; I hear from colleagues in other institutions that salary is an issue. We have good professional development resources/support for our faculty.”



# Limitations



# Recommendations

---

Disaggregate data

Supplement multiple-choice questions with open-ended questions

Increase response rate through ample outreach and community engagement

Implement findings into administration of ANE programs

Report results to awardees to improve faculty recruitment, retention and development

Report results to advisory councils, professional organizations and accredited bodies



# Summary of Findings



Fund more full-time nurse faculty positions



Offer competitive salaries



Invest in nurse faculty pipeline programs



Offer resources and institutional support



Develop academic-clinical or academic-health system partnerships



Incorporate requirements for professional development into accreditation standards



Offer research and scholarship opportunities



Offer reasonable work hours and flexible work schedules



Foster organizational culture that promotes wellness and prevents burnout

# Questions

---



# Contact Us

---

**Jocelyn Dillard, MPH**

Public Health Analyst

[JDillard@hrsa.gov](mailto:JDillard@hrsa.gov)

**Aroona Toor, MPH, DrPH(c)**

Public Health Analyst

[AToor@hrsa.gov](mailto:AToor@hrsa.gov)



# Connect with HRSA

Learn more about our agency at:

[www.HRSA.gov](http://www.HRSA.gov)



[Sign up for the HRSA eNews](#)

FOLLOW US:

