

2023-2024 SRJC Faculty Staffing Process
Data Form

DUE WITH NARRATIVE FORM & CLUSTER RANKING – OCTOBER 13, 2023 by 5 PM

Email all documents to Victor Tam (vtam@santarosa.edu) and
Nancy Persons (npersons@santarosa.edu)

Submitter Information

Name of Cluster Dean: Tammy Sakanashi
Name of Department Chair: Katherine Magee
Name of Program Coordinator (if different):
Cluster: Health Sciences

CRITERION #1: DISCIPLINE/DEPARTMENT/PROGRAM NEEDS

Department: Health Sciences
Discipline: Associate Degree Nursing Program
Instructional type (Check all that apply): <input checked="" type="checkbox"/> Credit <input type="checkbox"/> Non-Credit <input type="checkbox"/> Allied <input type="checkbox"/> CE
Site(s) of requested position: <input checked="" type="checkbox"/> SR <input type="checkbox"/> PET <input type="checkbox"/> PSTC <input type="checkbox"/> Roseland <input type="checkbox"/> Shone
Is this request included in PRPP? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No • If no, please provide an explanation:
Is this a growth position (increase in current FT FTE)? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does target program currently have contract faculty? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Has the department identified external budgetary resources (grants, categorical state funding, etc.) to fund or partially fund this position? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No • If yes, please explain.
The new faculty position would teach courses in the following (check all that apply): <input checked="" type="checkbox"/> in department's degree program • <input type="checkbox"/> in department's certificate program • <input type="checkbox"/> GE program • <input type="checkbox"/> in prerequisites for core courses in programs in or outside of discipline ○ Identify:
Would this position provide expertise that current discipline faculty do not possess? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No • If yes, identify expertise and service or course need:

CE Position Requests Only

Current labor market demand in Sonoma County (or larger regional area, if appropriate). There is substantial evidence that the demand for registered nurses will continue to exceed the supply in California, including Sonoma county. The dual issues of retiring nursing faculty and RN burnout resulting from the COVID-19 pandemic has exacerbated the shortage of registered nurses nationally and locally. Sonoma county alone continues to have 400+ open nursing positions. Approximately 95% of ADN new graduates are able to obtain full-time employment within 1-2 months of receiving licensure, with many who may have job offers prior to graduation. Further, the true impacts of the pandemic has exacerbated the registered nursing shortage, and has not been fully realized.

Please cite source of data and include link.

www.rn.ca.gov/pdfs/forms/forecast2022.pdf; http://healthimpact.org/wp-content/uploads/2019/08/IncreasingPrimaryCareCapacityAcademicPrep_Summary_HealthImpact_August-2019_rs.pdf

Projected labor market demand in Sonoma County (or larger regional area, if appropriate) over the next 3-5 years. It is forecasted that California will have a shortfall of 44,500 registered nurses by 2030. Nursing education programs graduate approximately 11,000 new nurses per year and are limited in growth by the parallel shortage of qualified nursing faculty. We may expect that San Francisco Bay Area nursing graduates will continue to enjoy robust labor market opportunities in the nursing profession through 2035.

Please cite source of data and include link.

<https://bhw.hrsa.gov/sites/default/files/bureau-health-workforce/data-research/nchwa-hrsa-nursing-report.pdf>

CRITERION #2: STUDENT & STAFFING NEEDS

NOTE: Please use site specific data, where appropriate.

CONTRACT FACULTY (use current data for Fall 2023)

Number of contract faculty members in department (headcount): 13

Number of contract faculty in discipline (headcount): 13

Total FTE of contract faculty (data provided): 13

Total FTE of reassign time for contract faculty: 13

Total FTE of overload assignments (data provided): 2.4

Net loss/gain in number of discipline contract faculty from F19 to F23 (data provided): 1

Net loss/gain in number of discipline contract faculty at target site from F19 to F23 (if different from department; data provided): 1

ASSOCIATE FACULTY (use current data for Fall 2023)

Number of associate faculty members in department (headcount): 43

Number of associate faculty members in discipline (headcount): 43

Total FTE of associate faculty members (data provided): 14.29

RATIOS (historic data provided)

% of associate FTE in department:

- Fall 2023: 76%
- Spring 2023: 78%
- Fall 2022: 77%
- Spring 2022: 81%
- Fall 2021: 81%
- Spring 2021: 83%
- Fall 2020: 83%
- Spring 2020: 83%
- Fall 2019: 82%

% of associate FTE in discipline, if different:

- Fall 2023:
- Spring 2023:
- Fall 2022:
- Spring 2022:
- Fall 2021:
- Spring 2021:
- Fall 2020:
- Spring 2020:
- Fall 2019:

ALLIED ASSIGNMENTS (Counseling, DRD, Athletics, Library, etc.)

FTES/FTEF recommendations from national or state groups/associations, if any: N/A

Cite source for and provide link to above data: N/A

ALLIED ASSIGNMENTS - CONTINUED

If any, provide other data metrics or recommendations that inform appropriate staffing levels in the discipline/department:

The California Board of Registered Nursing (BRN) is the accreditation body for our program and their approval of our SRJC program includes a 1:9 ratio of fulltime faculty to students with up to 50% (or .50) of our faculty at fulltime status. The calculation used to determine our need for at least 13 full-time faculty is as follows: 240 (maximum student capacity) divided by 9 (maximum ratio of students to faculty) x .5 (or 50%). Greater detail of this approval is given in the criterion #2 narrative of this recruitment request.

**STUDENT DEMAND FOR DEPARTMENT -- OR DISCIPLINE, IF APPLICABLE.
(historic data provided)**

Enrollment at Census (duplicated headcount) over the past 4 years:

- Fall 2023: 319
- Spring 2023: 296
- Fall 2022: 288
- Spring 2022: 298
- Fall 2021: 320
- Spring 2021: 331
- Fall 2020: 279
- Spring 2020: 56
- Fall 2019: 230

Productivity (FTES/FTEF) over the past 4 years:

- Fall 2023: 0.00
- Spring 2023: 5.01
- Fall 2022: 4.75
- Spring 2022: 4.72
- Fall 2021: 4.95
- Spring 2021: 4.72
- Fall 2020: 4.14
- Spring 2020: 8.10
- Fall 2019: 6.69

Enrollment efficiency (fill rate) over the past 4 years:

- Fall 2023: 88%
- Spring 2023: 82%
- Fall 2022: 80%
- Spring 2022: 83%
- Fall 2021: 89%
- Spring 2021: 92%
- Fall 2020: 103%
- Spring 2020: 93%
- Fall 2019: 96%

Is the department/discipline able to meet staffing demands with current associate faculty?

YES NO

- If no, when was the last associate hiring process and how many were hired?
The most recent associate recruitment was 03/2023 and we hired 3 new associates. All of our associates practice locally in acute care hospital settings. While all 3 have been able to accept teaching assignments, their availability is on a very limited basis due to the ongoing pandemic impacts on hospital staffing which related to nursing demand and scheduling in the hospitals. The department requires fulltime faculty staffing to meet the the SLOs and the Board of Registered Nursing requirements for the ADN program.

If this position is not approved, will core classes be cancelled? Yes No

- If yes, please explain:

CRITERION #3: STUDENT EQUITY NEEDS

- **Please discuss the department/discipline's student equity efforts, plans, and challenges in the narrative form.**

The SRJC Associate Degree Nursing Program is overwhelmingly committed to student equity, in fact, the trust the public has placed in the nursing profession is largely dependent upon the principles of IDEAA. Our mission statement strongly reflects this commitment:

*The mission of the Santa Rosa Junior College Associate Degree Nursing Program is to educate nursing students for safe nursing practice, demonstrating attributes that are **culturally sensitive**, competent, and professional. Graduates are prepared to work in a variety of health care settings and to be effective leaders.*

In order to fulfill this mission, the Santa Rosa Junior College ADN faculty strives to:

- 1. Recruit well-qualified students with diverse socio-cultural backgrounds.**
- 2. Provide a variety of learning opportunities and clinical settings to apply theoretical knowledge, demonstrate patient centered care, safe practice, critical thinking, and problem-solving skills.*
- 3. Use Evidence Based Practice research and principles to promote student learning, growth, and development in nursing practice.*
- 4. Role model professionalism, patient centered care, safe and competent nursing practice, ethical behavior, **multiculturalism**, and nursing leadership.*

Our committed to equity begins with our student recruitment methodology, which may be described as a qualified random lottery, has been very successful in consistently producing nursing cohorts which mirror or exceed the demographics of Sonoma and the surrounding counties that our graduates serve, particularly with persons of color and ESL students. It is a long-held nursing theory which suggests that nurses who share the demographics of their patient population, and are sensitive to cultural, ethnic, gender identity needs provide the best basis for positive health outcomes (Leininger, 1991). This recruitment method also ensures greater parity in admissions relative to academic performance, privilege, and experience, which has been identified as an equity challenge in heavily impacted nursing programs. Our nursing cohorts demonstrate, within the parameters of their academic qualifications, a range of scholastic functions which we support and nurture and have resulted in our current 100% NCLEX (National RN Licensure Exam) pass rate.

The ADN program not only recruits a diverse student body but retains these students for program completion. The SRJC nursing program student retention rate has remained stable at 93% to 96% for over 10 years. The strategies implemented by our program faculty not only contribute to student retention and success but promote student equity in treatment and support. While some strategies used are mandated by the California Board of Registered Nursing in the form of curriculum content, most explicitly support our program equity mission. These are some of the specific, research-based stratagems employed:

1. Providing for maximum access to faculty (beyond college office hour requirements)
 - a. CCCCO grant funding is utilized to provide release time for 10 full-time faculty to provide individualized, nursing-specific tutoring and study skills.
 - b. Student interactions are tracked to ascertain patterns of academic issues or to indicate where curriculum delivery changes are needed.
2. Provide for early identification of students at risk so that appropriate resources and a specific performance improvement plan can be utilized to foster success.
 - a. All course orientations include specific clarification of course performance expectations, and review of theory and clinical grading rubrics.
 - b. All nursing courses have monthly faculty team meetings which include discussion of student needs.
 - c. Timely and specific feedback on high stakes testing performance. While it has been customary reach out to students at or below passing for test remediation, we now require test counseling for student just above passing (= $<77\%$).
3. Consistent curriculum review is a component of each monthly faculty meeting, including discussion of IDEAA curriculum content improvement.

4. Instruction in the principles of IDEAA, multicultural nursing care, and implicit bias are intentionally threaded throughout the nursing curriculum. We exceed the requirements of the Board of Nursing in providing this curriculum content to meet our mission goals.

It is through this strategic, concerted effort that we provide excellent student equity support, successful completion of our student's educational and professional goals, and graduate new nurses to competently serve our community with culturally sensitive care.

statutorily authorized to interpret, implement, and enforce the Nursing Practice Act and its regulations". 1427: Assurance that staffing is adequate in number and quality to ensure safe and continuous health care services to patients."

- Provide link to relevant language: <https://rn.ca.gov/practice/npa.shtml#ccr>

**2023-2024 SRJC Faculty Staffing Process
Narrative Form**

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Please use this section of the request process to provide additional information that the Data Form did not ask for, nuance, or explanations of responses on the Data Form that you believe should inform the Committee’s consideration of your data.

In scoring each criterion, the Faculty Staffing Committee will consider the data that you provide for that section and the information that you provide in the text boxes below (250-word limit for each). Effective responses will be specific and, where information on the form does not already provide evidence for claims, will provide evidence.

CRITERION #1: DISCIPLINE/DEPARTMENT/PROGRAM NEEDS (0 – 10) points

Please address the overall well-being of the Department’s programs, the existing faculty’s disciplinary expertise in relation to program needs (services, courses), and any plans for strategic growth.

This recruitment request replaces one essential full-time contract position in our associate degree nursing (ADN) program resulting from the retirement notice of Jean Farnham effective December 2024. The SRJC prelicensure nursing program is an integral piece of the Health Sciences professional career education program offerings and is fully accredited by the California Board of Registered Nursing (BRN). Our program is the largest publicly funded nursing program in Northern California and supplies 100-120 new registered nurses each academic year to practice in our local communities which continue to experience nursing shortages from Sonoma County to the Oregon border. It is a rigorous program of study, but has a reputation for student success, as evidenced by our excellent 5-year average completion rate of 95% and our current NCLEX licensure pass rate of 100%. ADN contract faculty must meet the minimum standards of qualification required by California state law. Our program, as have most nursing program nationally, experience difficulty in maintaining our BRN approved Faculty to student ratio of 13 full-time nurse educator positions, primarily due to retirements, but effective full-time contract staffing recruitment is imperative to achieve our student learning outcomes. Our growth as a program is limited by two main factors: maintaining full-time faculty and the limitations for student clinical placements for required practicum hours. This recruitment will ensure the needed stability of ADN faculty to maintain the continued achievement of our SLOs and continue our outstanding level of student support and success.

CRITERION #2: STUDENT & STAFFING NEEDS (0 - 10) points

Please describe how this position will provide necessary FTEF and contract faculty positions to meet the program’s FTES demand and contribute to the work of the department. Include information about the program’s current enrollment trend in the context of the recent budget climate.

This request is essential to achieve our regulatory ratio of FTEF to FTES and to meet our programmatic learning objectives. The ADN program has a regulatory obligation to satisfy ratios of FTEF to FTES which are dictated by the California Business and Professions Code (Section 2729), our BRN program accreditation approval (California Regulations Code Section 1427), and the terms of the contracts SRJC maintains with the clinical agencies who supply our required clinical rotation placements. The need for full-time faculty is based upon a regulatory calculation based on student body, approved instructor ratio, with 50% (or .5) as fulltime faculty. Our student body size is 240 students/academic year. The required instructor to student ratios for clinical (practicum, skills, and simulation) is approved at 1:9 ratio for the calculation, so the formula is $240/9 \times .5 = 13$ fulltime faculty. Our large size means we must also utilize 43 associate faculty to fill required instructional shifts in skills lab and clinical rotations. The benefits of a sufficient complement of full-time nursing faculty members are numerous, from providing essential stability for planning/curriculum functions to providing access for students outside of the classroom. Our department workload is high, all ADN contract faculty participate fully in achieving the objectives of our programmatic conceptual framework "Readiness for Practice". This is a mandate for educating safe, professional nurses, and faculty often spend many more hours than their assigned load in accomplishing what is required to educate nurses who are ready for the volatility and responsibility of nursing practice.

CRITERION #3: STUDENT EQUITY NEEDS (0 – 10 points)

Please describe how this position will allow the Department or Program to effectively serve disproportionately impacted populations, help students to overcome barriers, and close equity gaps. Include an assessment of the current department or program's ability to serve disproportionately impacted student groups.

The nurse educator who will fill this positions will be a dedicated contributor to our program's stated mission and philosophy, which has included the commitment to diversity, inclusion, and equity for many years. Additionally, one of the core provisions of the Nursing Code of Ethics addresses the duty of all nurses to integrate the principles of social justice every day in their practice, this means our faculty delivers curriculum containing integrated and stand-alone content which address the issues and obligations to provide for social justice, particularly in the healthcare access/prevention/education equity gap. Our success in serving underrepresented populations is evidenced in several key areas: (1) Our faculty has become increasingly more diverse with each cycle of full-time and adjunct recruitment in the past 5 years; (2) the ADN student body demographics are comparable to or exceed the race/ethnicity/gender demographics of Sonoma County [African-American 2.1% vs 1.3%, Latinx 29.4% vs 26.3%, White 47% vs 77%, Other 12.8% vs 8%]; (3) although our program has impacted enrollment, we are able to achieve this diversity by our admissions selection process which has achievable benchmarks for qualifications to apply; (4) once admitted, we offer enhanced student support through grant-funded tutoring by full-time faculty; and (5) our ADN program has retained its low cost of enrollment and offers financial assistance to allow participation by our socio-economically disadvantaged population. Our nursing faculty proudly embraces this long-term commitment to overcome barriers and close equity gaps for our students to achieve their professional goals as registered nurses.

CRITERION #4: DISTRICT, STATE, & SOCIETAL PRIORITIES (0 - 10 points)

Please address how this position will support District priorities, statewide initiatives, and societal well-being.

Successfully recruiting this positions will ensure that the ADN program has adequate instructors available to manage the current teaching assignments for our very large nursing program. ADN enrollment remains robust to help meet the local nursing demand, and this is also the basis for the grant funding we receive for this purpose. The ADN program has consistently maintained high enrollment efficiency, retention, degree completion, and a 100% NCLEX licensure pass rate. It is well documented that our graduates do meet that critical workforce demand in our community and positively impact community health, as detailed in the Quantitative Form. We are a Chancellor’s Gold Star program, which means our graduates are being offered multiple high-paying full-time nursing positions. Compensation for new nurse graduates average \$115K annually, which materially improves the financial status of our graduates. We are current with curriculum review and are have assessed our revised SLOs twice after implementing a major curriculum revision in Fall 2020. This curriculum revision was prompted to improve unit/hour alignment for our nursing students to easily transition into Baccalaureate in Nursing completion programs, as well as to better prepare our graduates for the evolving workforce needs in health care. Over 60% of our graduates earn their BSN within one year of graduation from SRJC through matriculation partnerships with Sonoma State and other institutions, which optimize our student’s future career success. SRJC faculty/nurses are truly serving the healthcare needs of our society by actively working to decrease the ongoing shortage of well-prepared, professionally licensed registered nurses.