Bay Area Nursing Resource Center

Centralized Faculty Resource Center (CFRC) www.iTeachNursing.org

Operating Manual
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v.0

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I.   Project Description

The Centralized Faculty Resource Center (CFRC) is a non-profit internet-based service, accessible through the Bay Area Nursing Resource Center's primary website at http://www.BayAreaNRC.org, or directly at http://www.iTeachNursing.org. This service was created to more efficiently and effectively fill vacant nursing faculty positions within the nine-county San Francisco Bay Area. The goal of the CFRC is to improve the number and quality of nurses available to serve as part-time and full-time faculty for both didactic classes and clinical training. The CFRC serves as a one-stop resource to:

- target and inform new and potential nursing faculty
- facilitate the sharing of faculty among schools
- enhance the ease by which experienced nurses can become clinical faculty

The site provides faculty job postings, gathers experience and education information from potential faculty, creates a centralized qualified candidate pool, clarifies nursing faculty requirements, and identifies career resource links and best practice models to all faculty and potential faculty.

The CFRC is accessed by schools to enter job postings and review candidate profiles. Potential faculty log in to the site to create their profile and view existing job postings. All users may visit the many resources provided, such as the requirements for teaching, news, conferences, links, and publications. The service will be used by schools within the nine Bay Area counties, but faculty candidates from anywhere in the world can access the site.

CFRC is the second component of a web-based suite of services called the Bay Area Nursing Resource Center. The Centralized Clinical Placement System (CCPS) is the first of three "shared services" funded by the Betty Irene Moore Nursing Initiative through the Gordon and Betty Moore Foundation. The third component is Regional Simulation Centers.

II.   Project Purpose and Values

A shortage of qualified faculty for vacant positions in nursing programs has prevented schools of nursing from increasing student enrollment, even as the demand for nurses has grown dramatically. Budget constraints, aging faculty members, and increasingly competitive salary offers from hospitals and other settings have contributed to this crisis.

The existing process of identifying, evaluating and hiring qualified faculty can be described as independent, fragmented and inefficient. Each school of nursing employs its own process for the identification of potential faculty based on its own limited network of qualified candidates. In its simplest form, this process involves several telephone conversations with nursing colleagues until the effort results in a part- or full-time commitment. The process is costly and often takes several months to complete. The CFRC addresses this process and provides several immediate and long-term benefits:

(1) Faculty Candidate Pool:
   (a) Ease of access through an internet portal
   (b) Centralized, coordinated and streamlined processes for matching faculty qualifications with existing job postings
   (c) Standardization of fragmented processes
   (d) Increased productivity through efficient use of existing, but limited, resources
   (e) Access to a broader pool of qualified candidates

(2) Career Resource Links:
   (a) Explanation of the California Board of Registered Nursing's requirements for various levels of nursing faculty
   (b) Posting of nursing conferences, seminars and continuing education opportunities
   (c) Links to nursing publications, articles, etc.
   (d) Improvement in the quality of nursing education

(3) Faculty Job Postings:
   (a) Central resource for all schools of nursing to post available part-time and full-time faculty openings
   (b) One-stop resource for interested faculty to screen faculty positions and openings to find an ideal fit
   (c) Alternative to current job posting options that are costly and ineffective (e.g., *NurseWeek*, monster.com and local newspapers)

III.   Definition of Users and Rules

a. **Who**: The primary users of the CFRC are nursing school deans, directors or human resource departments ("School Representatives") and nurses interested in teaching on a full- or part-time basis ("Faculty Candidates"). Secondary users are visitors, who have read-only access to basic information and resources available on the site – not including candidate profiles or job postings. The Online Coordinator acts as the system administrator for all content management. Others, such as the Content Coordinator and Program Leaders, have access to view all information contained in the site. Users access the site from any computer with internet service – any user may register and create their own user account to access the site as a Faculty Candidate. Schools who wish to load job postings and view candidate profiles must be set up by the system administrator.

   A list of participating schools is available within the website by clicking on "Learn More" from the home page.

b. **Eligibility**: Eligibility to participate as a Faculty Candidate user is open to all visitors of the site, but access as a School Representative is at the discretion of the system administrator. Eligibility will initially be granted to all nursing schools in the nine-county San Francisco Bay Area; once user fees are established for the Nursing Resource Center, only active schools that have paid their user fee will have access. In the event that a third party agent requests access to post jobs or contact candidates on behalf of a nursing school, the system administrator will work with the school to determine if access should be granted.

c. **Rules**: No formal training is required to use the CFRC. The site is straightforward, although orientation is offered and a user manual is available online. A few general rules apply for nursing schools posting open faculty positions.

   a. **Schools**:
      i.   The appropriate contact information for each position will be provided when creating the job posting.
      ii. Schools are to be contacted directly – if a third party agent is used to handle the administrative effort of loading information, the contact information must be the school, not the third party.
      iii. Communication with a candidate shall be initiated via the CFRC email function.
      iv. Jobs that have been filled shall be marked as such on the site so that they will be hidden from potential candidates. When doing

so, the school must also indicate whether it was filled through the CFRC (a candidate that was contacted based on their CFRC profile).

v. Nursing schools are responsible for maintaining the job postings on the site – postings should be reviewed often to ensure they are still valid and all information is correct.

vi. All schools agree that individuals contacted regarding positions shall be selected without discrimination on account of race, sex, color, religion, national origin, age, physical or mental handicap or veteran's status.

d. **Sign-up procedures**: In order to fully utilize the CFRC, a user must obtain a username and password. Faculty Candidates may create their account online by registering at the site. School Representatives may also register, but access to post jobs for their school and view candidate profiles is provided by Customer Support. To be granted this access, Customer Support must be contacted via e-mail or phone. Contact information is available on the Help menu of the CFRC. Once a user has been granted access, Customer Support will be available to answer questions.

e. **User follow-up:** Upon registration by a Faculty Candidate, a welcome message is sent by Customer Support. If the user does not initially complete their online profile, the email will urge them to do so. One week later, if a profile still has not been created, a follow-up message is sent explaining the benefits to loading a profile. A second follow-up message is distributed three weeks after user registration, if the profile is still missing, asking 3 questions aimed at finding out why the user is hesitant to load their profile.

IV.   Marketing Activities

Marketing and outreach activities are primarily provided by the California Institute for Nursing & Healthcare.

a. **Newsletter**: A newsletter titled *ReSource* is distributed to over 600 individuals on a bi-monthly basis. The newsletter provides updates on the CCPS, CFRC and Regional Simulation Centers, contact information and announcements. The newsletter is an effective tool to communicate with the larger healthcare community and to increase awareness and interest in all of the Nursing Resource Center projects.

b. **Presentations**: The CFRC has been and will continue to be presented at regional meetings of nursing associations and task forces whenever possible, including the Annual Medical-Surgical Nursing Conference, the East Bay chapter of the Association of California Nurse Leaders (ACNL), Holy Names University students working towards their Masters in Nursing Education, the Sutter Northern California Nurse Educators, and San Francisco/Marin, Napa/Solano, South Bay, and East Bay chapters of E/SPI (Education Service Partnership Initiative).

c. **Letter to Deans & Directors**: A letter was sent to the Bay Area schools to welcome their participation on the CFRC through posting any open teaching positions at their respective schools. A second letter was sent to those with teaching programs, including other Gordon and Betty Moore Foundation grantees, urging their graduating students to register on the site and create a profile. Letters and outreach to local nursing schools will continue.

d. **Hospitals**: Hospitals have been approached about allowing time to present CFRC at recruiting and job fairs and discussing teaching as an opportunity to stay in the field. Efforts are also underway to partner with hospitals to define a standard procedure for nurses who wish to teach part-time while continuing to work in the hospital.

e. **Advertising**: Advertisements have been placed in *NurseWeek* and *Advance*, targeting additional potential faculty candidates. We are also exploring the possibility of posting a link to the CFRC on other sites such as ACNL and the California BRN, in addition to links from the CINHC and FCCC websites.

V. Customer Support Desk

Customer support is available as a service to all CFRC users. Support is available via phone or e-mail Monday through Friday from 8:00am – 5:00pm PST. Contact information is posted on the Help/Contact Us page of the CFRC. The customer support function is housed at the FCCC offices in Sacramento and is managed by the NRC Online Coordinator. Support to users is offered in the following areas:

- New user set-up requests (school representatives)
- Access issues
- Requests for User Manuals and/or Policies & Procedures
- Training and online assistance
- Communication of software updates
- Technical problems or software errors

- Discussion and collection of enhancement or design recommendations

The Customer Support Desk will respond to inquiries within 24 hours during the work week and on the first day of the work week for all messages received during the weekend.

VI.   Data Content Standards

The Online Coordinator, with input from the Content Coordinator and other executive committee team members, is responsible for maintaining the site and all general content (this does not include profiles or job postings). Specific items on the site that require some level of regular maintenance include:

- **Home page**
  a. *Text* – Introductory text on the home page to be updated as needed and is reviewed for potential updates at least every 6 months.
  b. *Learn More* – Requires an update whenever a new school of nursing is provided with access to post jobs and view candidate profiles. Other text changes as needed, reviewed every 6 months.

- **Resources**
  a. *Best Practices* – Initial data compiled by the Content Coordinator. Content Coordinator to provide updates as needed based on information received – data is reviewed at least every 6 months.
  b. *Conferences & Seminars* – This data is date specific and therefore should be updated regularly. The Online Coordinator checks every 2 weeks to determine if any events need to be deleted and updates with new events as necessary. Content Coordinator to provide information on upcoming conferences and seminars.
  c. *Faculty Development* - Initial data compiled by the Content Coordinator. Content Coordinator to provide updates as needed based on information received – data is reviewed at least every 6 months.
  d. *Organizations* - Initial data compiled by the Content Coordinator. Content Coordinator to provide updates as needed based on information received – frequent updates are unlikely since organizations are not expected to change, but the list is reviewed at least every six months for potential additions.
  e. *Publications* - Initial data compiled by the Content Coordinator. Content Coordinator to provide updates as needed based on information received and/or as new editions of books are published.

The publications will be reviewed at least once per year for this purpose.

    f. *Regulations* – Received and posted two BRN forms (faculty remediation guidelines and the BRN approval form). We are to be notified by the BRN if either form is updated. This information will be validated at least once each year.

- **News**
  a. *Recent articles* – Reviewed each month by the Online Coordinator to ensure that no articles are more than 6 months old. New articles added as appropriate, provided by any member of the executive committee or operating committee.
  b. *Research & Publications* – Updated as necessary when new research and publications regarding nursing faculty and/or nursing faculty shortage are released. Existing information reviewed every 6 months at a minimum.
  c. *RSS feed* – RSS news is automatically fed from Google.com using the following keywords: "nursing faculty", "nursing education", and "nursing shortage". Online coordinator monitors the feed weekly to ensure that it is available and producing the type of article links desired for the CFRC site.

- **Help**
  a. *Contact Us* – Contacts, along with phone number and/or email, are kept current at all times.
  b. *FAQ* – The Online Coordinator will add FAQs as appropriate based on phone calls and emails received from users. Full list is reviewed at least twice per year.
  c. *User Manual* – The initial version of the user manual was released along with the site. It will be updated when significant changes, which affect the use of the CFRC, are made and posted to the live site. At a minimum, the manual will be checked for accuracy on an annual basis.

VII.   Technical Standards

The reliability and quality assurance of the CFRC are dependent upon four major elements, which are listed separately below:

    a. **Hardware Configuration**: The CFRC is supported by two separate servers. The production server supports the activities of the end users and is the same server that supports the production version of CCPS. The

technical specification for this server was developed primarily to ensure reliability and high performance. Key features that achieve this are the redundant array of hard drives that store the working copy of the code and user data as well as the back up systems used to create copies of these critical data.

A second, smaller development server is used to post and test new CFRC features before they are released to the production ("live") site. Users of the development server include a subset of the Executive Committee.

b. **Hardware and Data Back up**: The CFRC system, including hardware, software and user data, is protected against physical theft and tampering, power interruptions and power spikes, unauthorized access and use from 'hackers,' and other losses of data or information content.

Security protection is accomplished in several ways. The system is housed in a dedicated and locked server room in the offices of the California Community College Chancellor's Office (CCCCO) and is subject to daily oversight by the full-time database website manager. The system is protected from power failure or spikes by an uninterruptible power supply and the entire building has a new power transformer that was installed in mid 2004. The server supports only Bay Area Nursing Resource Center related activities, such as CCPS and CFRC, which reduces the risk of access by unauthorized users. Finally, access is restricted by server controls established by the database website manager and by the user login credentials required by the development team.

System data is backed up on a regular schedule that is consistent with industry standards. This includes a complete back up to tape of all CFRC software and user data once per week. To supplement this, incremental hard disk back ups are run daily. Thus, data can be restored to within a day of any sort of system failure. These back up procedures have been tested and work as intended.

c. **Information Access and Updates**: Users access the CFRC using an internet browser. This simplifies the security features that are needed (described above) while ensuring a simple and familiar platform for the users. The development team creates all new code on remote computers. After being developed and initially tested and revised, the code is uploaded to the CFRC system. This approach minimizes the frequency of system uploads, which in itself helps ensure reliability and system security. Due to the nature of the platform used by the CFRC, text and

content can be updated directly on the production site after the Online Coordinator has mocked it up on the development site.

d. **Written Documentation and Quality Assurance**: The approach outlined above follows typical best practices used in the IT industry. The technical specification, including hardware and purchased system software are included in the CFRC project files. There is a written procedure that describes the back up plan outlined above that is managed by the IT department.

VIII.   Feedback and Evaluation

Feedback from users of the CFRC may be provided via phone or email to the Customer Support Desk, which will compile all items. Issues deemed to be software bugs or needed enhancements will be logged into a tracking tool chosen by the FCCC. The Executive Committee organizes and prioritizes this feedback to determine what will be acted upon, in what fashion, and when. The team may also request an evaluation by CFRC users periodically, in the form of surveys, focus groups or similar tools.

IX.   Roles

The development and implementation of the CFRC is the responsibility of the Foundation for California Community Colleges (FCCC) in collaboration with the California Institute for Nursing & Health Care (CINHC), along with other consultants. What follows is a description of the primary roles.

a. **FCCC Program Director**: This individual develops, coordinates, and manages the shared services components (e.g., Centralized Clinical Placement System, Centralized Faculty Resource Center, Regional Simulation Centers) for FCCC; provides budget oversight regarding all matters pertaining to the CFRC process; creates and manages the annual CFRC operating budget; creates and manages a CFRC fee schedule for all users; coordinates CFRC communications with the Gordon and Betty Moore Foundation, CINHC, and participants; and participates in marketing and outreach activities.

b. **CINHC Program Leader**: This individual shall provide overall leadership for directing and providing all activities of the shared services that CINHC is accountable for, including stakeholder contact, coordination with the California Board of Registered Nursing, and outreach activities.

c. **CINHC Program Director**: This individual shall assist the CINHC Program Leader in administering the aspects of the shared services that CINHC is accountable for, including collaborating with the FCCC Program Director to ensure seamless implementation of the projects with schools of nursing and clinical agencies.

d. **Content Coordinator**: This individual shall be housed under the CINHC and will:
   1. Work with the Operating Committee and Online Coordinator to develop data fields and templates for the online system.
   2. Coordinate activities of the Operating Committee.
   3. Work with the Online Coordinator to develop and maintain a CFRC User Manual.
   4. Conduct CFRC orientation for users and interested organizations.
   5. Coordinate CFRC meetings and activities with school and hospital representatives.
   6. Report to the CINHC Executive Director, who serves as Program Leader, or her designee.

e. **Online Coordinator**: This individual shall be housed under the FCCC and will:
   1. Be responsible for overall supervision and coordination of CFRC development activities and the achievement of CFRC technical goals and timelines, including usability and acceptance of the system.
   2. Develop and maintain a CFRC User Manual.
   3. Work collaboratively with the CINHC Content Coordinator.
   4. Provide daily customer support to users of the CFRC regarding access issues, new user setup requests, and troubleshooting.
   5. Provide user manual and procedural documentation to users as requested.
   6. Test system fixes and enhancements.
   7. Discuss software changes requested by the users with the Executive Team.
   8. Maintain the feedback database of software changes and fixes.
   9. Report to the FCCC Program Director.

f. **Operating Committee**: Group of clinical agency and school of nursing leaders who serve as project stakeholders and system testers. The Operating Committee provides input to system development and ensures that the end product will meet the needs of other community agencies and

schools of nursing. The Operating Committee convenes as needed to discuss project development and provide input. It also receives communications from the Content Coordinator regarding project status. The Operating Committee will be among the first groups to use the system when it is ready for implementation.

X.   Sustainability

The license fee for the CFRC is included in the Nursing Resource Center/CCPS fees. The CFRC operational budget will be available for review to all paying members of the Nursing Resource Center. Only schools who post positions are responsible for paying a user fee.

XI.   Quality Assurance Measures

a. **Continuous quality improvement**: In order to maintain the integrity and continuously improve the quality of the CFRC, the system administrator will focus on a certain facet of the system each quarter. Spot-checks will be run to identify inconsistencies or errors. These inconsistencies or errors will be logged in the feedback tracking tool (described in Section VIII).

b. **Updates**: Version updates will be necessary to improve and expand the CFRC. Users may report problems directly to the Customer Support Desk. In addition, the Online Coordinator will conduct market research and look for possible improvement opportunities, and log recommendations into the feedback tracking tool. Design recommendations will be batched and reviewed on a scheduled basis. Version updates will be scheduled, implemented and rolled out as appropriate.