



# Business Officers of Nursing Schools (BONUS) Annual Meeting

*Fiesta: Celebrating Success  
and Sharing Solutions*

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*The Voice of Academic Nursing*

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# *Strategies for Strengthening Nurse Leader Recruitment and Retention*

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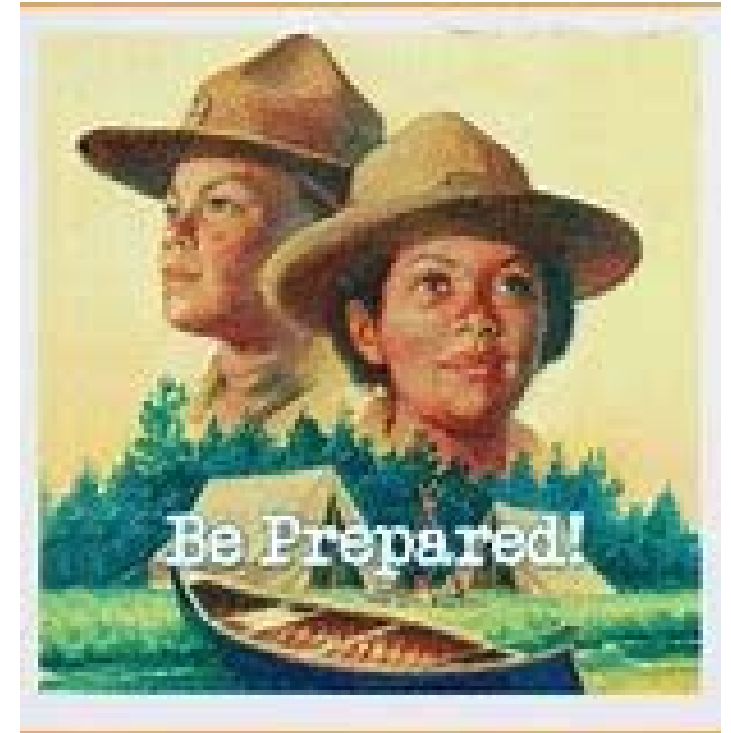
# The Recruiting Landscape

- Highly competitive
- Greying of the profession
- New types of leaders – DNP vs. PhD
- Work-life balance
- Technology impact on education and simulation
- Millennial impact
- NIH funding impact
- Tenure challenges



# Be Prepared to Recruit

- Job Description (JD)
  - Ensure search committee and other stakeholders are in agreement with Dean's priorities for this hire
  - Focus published JD on strategic goals and not endless bullets of duties – don't overwhelm interested candidates with pages of duties right out of the gate
  - Share School's culture and tie it in with University's culture
  - Share link to tenure guidelines if applicable
  - Provide salary range only if you are absolutely capped or have significant internal equity issues
  - Share city and surrounding highlights



# Be Prepared to Recruit

- Search Committee
  - Keep committee between 5 and 8 people
  - Appoint committee members who are positive and in sync with the Dean's/School's future direction
  - Members should add value and be invested in the success of the new hire
  - Charge the committee with confidentiality – have them sign confidentiality agreements
  - Ensure committee knows the difference between “hearsay” and “direct knowledge”
  - Search committee members should be highly engaged, attend all meetings, and be cheerleaders for the position and candidates
  - Have committee members keep an open mind – there is never a perfect candidate that will meet everyone's expectations
  - Committee should nominate candidates and/or share position with colleagues
  - Do not conduct backdoor references until finalists are named and inform them you will be contacting colleagues

# Be Prepared to Recruit

- Salary and other funding
  - Know AACN hiring salary data by region, public or private, rank/track/position
  - Know your internal budget limitations and salary equity issues – if market is higher than your internal range, work this out prior to starting recruitment or be prepared to offer other incentives (signing bonus, time/goal completion specific bonus, start-up package)
  - Specify, when applicable, that all or a portion of bonuses be returned if placed candidate leaves position prior to the completion of one, two or three years of service
  - Ensure any external (other schools, department, center and institutes) funding sources are identified and a MOU has been signed by all parties
  - Be very specific with written draft start-up package financial details – when will funds be available, what can funds be used for, what happens if not all funds are spent on schedule, etc.
  - Share prior two years' merit increase percentages
  - Clearly identify portion of salary that is their academic base without a leadership or other administrative stipend



"We're replacing our Search Committee with posses."



# Recruiting – Search Committee Pitfalls to Avoid

- Members not attending all or most meetings – lose time catching members up
- Committees see themselves as “eliminators” not recruiters
- Committee members recast Dean’s vision for this hire
- Clear division between “old guard” and new faculty – need one voice
- Disfavoring a candidate because of their current institution
- Focusing too much on one part of their CV and not valuing entire body of work and potential
- Requiring current funding and discounting recent grants and future funding potential
- Formulating opinions regarding tenure potential when many on committee are not tenured
- Committee members absent or late for interviews, presentations, lunch/dinner meetings
- Sharing hearsay about candidate – first-hand knowledge of candidate is valuable but hearsay can be incorrect or one-sided at best – all leaders have had to make tough decisions in the past and no leader is 100% liked by all
- Too casual dress at interviews – put on your Sunday best – you are recruiting

# Get to Know Your Candidates Well

- Motivation
  - Why this job, why now in their career?
  - Identify prime motivation
    - Move in to a leadership position?
    - Salary?
    - Start-up package ended?
    - Increase research collaboration?
    - Better resources?
    - Spouse/significant other career move, retirement?
    - Empty nester – “My time”?
    - Institutional reputation?
    - Conflicts at current institution?
    - Failure to obtain tenure?
    - Leverage for a counter offer at current institution?
    - Be closer to family?

# Get to Know Your Candidates

- Personal/Family Needs
  - Spouse/significant other's career needs
  - School-aged children's needs
    - Public/private school options
    - Daycare options
    - Support systems (sports, food allergies, faith-based after school programs)
  - Extended family obligations (aging parents and/or other primary caregiver needs)
  - Immediate family distance tolerance
  - Housing/relocation assistance – connect candidate with relocation realtor

# Interviewing

- Put your best foot forward
  - Interviewing
    - **First interview (preferably video conference)** should be focused on getting to know the professional, their motivation for pursuing the position, and their leadership characteristics
      - Avoid vision and goal setting questions – Candidate doesn't know your institution well enough yet to frame big picture and directional strategies
      - Have the search committee in one room for interviews
        - Test your technology and have staff conduct a trial video session with candidate several days prior to interview
        - Remember that it is more difficult for the candidate to see and hear you
        - Look at the camera when speaking, look engaged and interested even if you are no longer interested in the candidate – you are representing the Dean, School and your institution
        - Have a reasonable number of talking points – don't try to fit 20 questions into 30-45 minutes
        - Save time for the candidate to ask a few questions to the search committee

# Interviewing

- Put your best foot forward
  - Interviewing
    - **On-campus first interviews** should be focused on providing time for key stakeholders get to know the candidate
      - Prepare key stakeholders in advance of the interviews
      - Do not run the candidate all over campus
        - Identify a central conference room where most key stakeholders can come and meet the candidate
        - Keep to schedule and allow plenty of breaks for candidate
        - Reduce over-exposure of candidate to faculty and others
    - Collect stakeholder feedback within three days from interview

# Interviewing

- Put your best foot forward
  - **On-campus second interviews** should be focused on providing time for the candidate to meet the faculty, make a presentation, and meet with potential collaborators (research, technology, center directors)
    - Prepare faculty, remind them to recruit, not to “weed out” – this is not a dissertation panel
    - Do not run the candidate all over campus (see above)
    - Encourage all faculty, regardless of Department, to attend candidate’s presentation – consider inviting students and external parties as well
    - Collect faculty feedback within three days of interview
    - Initiate negotiations, draft terms of appointment

# Lookout for Red Flags

- Recent job move(s)
- Difficulty/tardiness in responding/communicating
- Difficulty in scheduling interviews (video or on-site)
- Rude to support staff
- Impatience with process
- Start-up package exhausted
- Failure to obtain tenure
- Negative social media
- Directly known behavioral issues
- Over-focus on salary/inflexibility
- Spouse/significant other will remain in current location
- Kids in final years of high school
- Relocating aging parent(s)
- Tough real estate market/location for selling home
- Struggles with technology



# Red Flags Candidates Notice

- Lack of communication with candidate during process
- Unwelcoming faculty/search committee members
- Disinterest during video conferencing and on-site interview
- Interrupting candidate while responding to questions
- Comparisons to prior incumbent and especially other candidates
- Failure to coordinate logistics (hotel, car service, campus interview locations, meals/breaks)
- Low attendance at on-campus presentation
- Unprepared stakeholders
- Long time delay in hearing about next steps after each stage of recruitment



# Recruitment Experience - Lessons Learned

- Time is not always on your side
  - Overly lengthy recruitment process tends to lose good candidates
    - Candidate loses interest – keep candidate engaged with frequent updates
    - Candidate becomes interested in another position
    - Candidate negotiates a retention package at current institution
  - Tenure process can take months
    - Share tenure process and timeline early in recruitment process
    - Run CV by others who are well-informed regarding tenure guidelines early in the process
  - Start negotiating with candidate on salary and start-up package once identified as a finalist – Use “Draft Terms of Appointment” memo to nail down details and expectations if selected
  - Ensure Dean communicates her/his interest personally to finalists and keeps them engaged
  - Know what signatures and university approval is needed prior to extending offer – get offer out ASAP
  - Avoid large gaps in start dates – too many things can go wrong – keep communicating
  - Communicate, Communicate, Communicate

# Summary

- Recruitment is a two-way street, highly competitive and complex
- A candidate's recruitment experience reflects on you and your institution – be a cheerleader for the position and your School
- Respect all candidates and their interest in the position
- Don't be too laser-focused on one thing – review candidates' entire body of work and potential
- Know the salary market, your restraints and your flexibility
- Recruitment and relocation have to work for the entire family
- Stay highly engaged with those in which you have the most interest
- Be timely in your communication updates
- Invest in the on-boarding phase to welcome and orient the new hire

ability potential contribution  
strategy career performance  
employment knowledge candidate  
influence introduction experience

# Recruitment

curriculum seek education staff  
search hiring connect  
skill focus choice resp  
interview profile ap  
job professional op  
communication vitae p  
reference course mar



**Thank You**