

UNCG School of Nursing

Contextual Statements for Programs/Certificates Proposed for Elimination

1/14/2024

The MSN Degree in Leadership & Management

In the past, many nurses were promoted to leadership & management positions because they were strong clinical leaders. In today's world, this is simply not enough. Nurse manager positions are increasingly complex requiring a skill set of leadership knowledge, skills and abilities (KSAs) that can be obtained with a master's degree. The role of the nurse manager has become increasingly demanding and over the last 5 years nurse manager intention to leave and turnover has greatly increased (Grubaugh, Warshawshy & Tarasenko, 2023). Recent research reports that since the COVID pandemic more than 9% of nurse managers nationwide intend to leave their positions (Raso, Fitzpatrick & Masick, 2021).

In most organizations, particularly Magnet designated organizations, academic medical centers, and regional or tertiary medical centers, a MSN degree is required for the unit or department-level nurse leader (www.onlinedegrees.bradley.edu). DNP degrees are typically sought by nurse leaders who are seeking executive level positions. Nurse managers with a master's degree combine their technical knowledge with strong communication and people skills, organizational knowledge and expertise, and business knowledge to lead health care teams.

Demand for master's educated nurse leaders is expected to soar as nurse managers increasingly leave their positions for other career opportunities, seek better work-life balance and report burnout (AONL 2022 leadership survey; Raso, Fitzpatrick & Masick, 2021). AONL's 2022 study indicates that of 483 NM respondents in a national survey, 9% changed positions in the past 6 months, 16% tend to leave their positions in the next 6 months and 29% might leave their position in the next 6 months. Of the 9% that changed positions, 46% sought better work-life balance, 46% sought a new opportunity and 46% experienced burnout.

MSN MBA Interdisciplinary program (Nursing and Business) Contextual Data

Although the demand for the MSN in Leadership & Management is expected to be high as hospitals seek to fill nursing leadership roles requiring higher education, the demand for the **dual MSN/MBA degree** is low partly due to the option to obtain a Doctor of Nursing (DNP) Degree in a similar amount of time.

Category metric 1. Cost and Revenue of Delivery

1e. Revenue for dept/school

Needs Examination

This category lacks data.

Nursing and Business faculty are paid by higher salaries than some disciplines. Cost is often higher due to ratios required by accreditation bodies, state licensure boards (faculty eligibility/requirements and faculty to student ratios), required licensures (RN, NP, CRNA, etc) and certifications.

1.f. CH production for FT and PT faculty at dept/school level

Needs examination

1.g. Cost per credit hour by dept/school

Exceeds expectations

Category Metric 2

2.h.1. demand (number of applications received)

Needs Examination

Dual degree program such as the MSN/MBA type have slowed over the past few years nationally. We have admitted all qualified applicants annually. We use a rolling admissions process to assist with enrollment. We have used multiple mailings, social media, and online recruitment strategies. We have been unable to increase enrollment even with additional recruitment strategies and efforts. It is unlikely we will be able to significantly increase the number or application more than the 10% three-year average that is current. This is a four-year program, which means continual advising and changing course sequence plans due to other programs within Nursing and Business revising. With low numbers of students, this may not be efficient programming. **Recommend Closure with rapid teach-out plan or move students to the MSN leadership concentration, then they can complete MBA after that within the same time frame.**

2.h.2. Admit (number of applications completed and submitted in SLATE) **Approaching Expectations**

Admitting 5 students per year on average is not a sustainable program.

2.h.3. YIELD (% of admitted students who enroll)

Meets Expectations

2.i. Headcount enrollment for majors in the program

Needs Examination

2. j. Trend in headcount enrollment growth

Meets Expectations

***Zero or minus growth 2 of the 3 years.**

2.k. number of degrees awarded over three-year period.

Needs Examination

**Recommend closure with rapid teach out plan or move to regular MSN leadership concentration for degree completion.

Summary Recommendations for Program/Certificate Elimination

It is the recommendation of the Phase II group that we put forth maximum efforts to recruit students to the MSN Leadership & Management degree program. We believe this program will grow and thrive. Nevertheless, it is recommended that the

- 1) We also discussed the MSN/MBA dual degree program. In light of the finding that the School of Nursing does not receive credit for students in this program, and given the small enrollment – for Fall 2023 there were 8 applicants to the MSN/MBA dual degree program and 6 enrolled; For Fall 2024 enrollment, we have 4 applicants thus far and accept applications through June 2024 – we believe the numbers are not large enough to sustain this program and recommend we drop this program as a dual option due to the effort for advising, recruitment, tracking and other activities.
- 2) Finally, we need to critically examine the need for the Post-Baccalaureate Certificate programs.

The Advanced Practice Foundations Post-Baccalaureate Certificate program needs to be critically examined. This program includes courses NUR 708 Pathophysiology for Advanced Practice Nursing (3 credits); NUR 709 Pharmacotherapeutics for Advanced Practice Nursing (3 credits) and NUR 713 Advanced Health Assessment and Diagnostic Reasoning for Advanced Practice and Nursing (3 credits)/NUR 713L Advanced Health Assessment Lab (1 credit). These courses are typically sought by students who want to apply to the DNP program for the advanced practice roles of CRNA or NP. There has been concern expressed by the DNP faculty, however, that the 713/713L course in particular, as offered to this group is not sufficient to prepare them for these programs. Further, one

of the courses is no longer offered online so it cost the SON to provide an online section exclusively for these students. **In its present form, we do not believe it is effective or sustainable and recommend it be removed from our program offerings.**

The Post-Baccalaureate Certificate in Nursing is also vastly under enrolled with an average of 1-2 students per year. In its present form, we do not believe it is effective or sustainable and recommend it be removed from our program offerings.

References

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