

National Student Nurses' Association

Recruiting New Graduates into Professional Nursing Organizations

A guide for state and district nurses associations
and specialty nursing organization chapters

Developed and distributed by:
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Introduction

The National Student Nurses Association (NSNA) is committed to teaching nursing students the skills and sensibilities that foster professional development. It is NSNA's aim to have every NSNA member join and become active in professional nursing organizations when they become registered nurses. The outcomes of these efforts include: more involvement by new graduates; development of loyalty to professional organizations; and, a commitment to life-long professional development.

NSNA extends appreciation to the following organizations that helped to support this project with a monetary contribution: Alabama State Nurses' Association; Arkansas Nurses Association; Illinois Nurses Association; Intravenous Nurses Society; National Association of Neonatal Nurses; New York State Nurses Association; Oncology Nursing Society; Sigma Theta Tau International; Society of Urologic Nurses and Associates; South Carolina Nurses Association; and the West Virginia Nurses Association.

The Challenge: Recruiting and Retaining New Graduates

In 1997, the NSNA Board of Directors accepted the challenge to help professional organizations to recruit and involve new graduates.¹ To meet this challenge, NSNA held a Participatory Forum at its Annual Convention in Cincinnati in April 1998. Senior nursing students, faculty, and new graduates gathered to discuss their expectations when joining professional organizations. Members of the NSNA Board of Directors and presidents of state student nurses' associations served as group facilitators. Barbara Malon, past NSNA Director of Program and former Executive Director, District 14 of the New York State Nurses Association, convened the Forum and served as moderator. Working in groups of ten, participants explored the nature of member involvement in the pre-professional and professional nursing organizations, ways in which the professional nursing organizations work with state and local student nurses' associations, and benefits that would attract and retain new graduates.

Reports of the discussion groups focused on: mentorship, role modeling, communication, leadership development, professional socialization, and continued

¹ NSNA's policy is that nursing students in programs preparing them for RN licensure should first hold membership in NSNA before becoming members of other professional nursing organizations and is firmly opposed to professional nursing organizations offering a student membership category unless students are already NSNA members; and . . . (professional nursing organizations) are strongly urged to recognize NSNA's autonomy as an independent organization and are discouraged from creating a mechanism for voting representation of NSNA chapters, or for any other mechanism for recruiting student nurse members. (From: *Getting the Pieces to Fit*)

involvement. Two major concerns emerged: 1) the cost of membership dues and 2) the necessity for new graduates to contribute to professional associations in meaningful ways. Several groups noted the importance of understanding differences in the needs of newly graduated nurses from those of long-standing members of the organization. The importance of faculty involvement was underscored by several groups as being influential in the participation of newly graduated nurses. A summary of the Participatory Forum appears in Appendix I.

The next step involved convening a Task Force to develop models for state nurses associations and chapters of specialty nursing organizations to use to recruit new graduates. The Task Force met in Washington, DC on November 7, 1998 during the joint National Federation of Specialty Nursing Organizations/National Organization Liaison Forum meetings. Participants (see Appendix II) included presidents, executive directors, and key staff members of state nurses associations and specialty nursing organizations. New graduate staff nurses and senior nursing students from the DC area also participated. Sharon Sweeney Fee, NSNA president, convened the meeting.

Working in groups of ten, the Task Force created lists of practical and creative ideas to involve new graduates in professional nursing organizations. Each work group addressed a different aspect of recruiting new graduates into professional organizations. The suggestions that follow are intended to provide numerous options that can be used at the grass roots level (district nurses associations and chapters of specialty nursing organizations). Organizations are encouraged to first assess the needs of prospective new graduate members and then to use the lists of ideas to design a campaign that captures the needs of the prospective members. A sample New Graduate Membership Needs Survey is provided (Appendix IV).

A Baseline Data and Evaluation tool (Appendix III) should be completed before launching a New Graduate Membership Campaign. The baseline data is needed for comparison when follow-up data is collected. Collecting data annually helps to determine the success of the campaign and if adjustments need to be made. NSNA will compile the data supplied by associations and can then adjust and refine these guidelines.

The future of nursing organizations depends on the involvement of new future leaders. NSNA prepares students to take on leadership in professional nursing organizations and intends to contribute as much as possible to this effort.

Governance

Active NSNA members practice participatory decision making and self-governance. Historically, ANA and NLN members have been influential in guiding nursing students to create NSNA's governance structure. Therefore, the NSNA governance model (bylaws, policies, and procedures) is very similar to that of the ANA with its district (school), state, and national levels of the association.² Active NSNA

² However, the NSNA is not federation of state associations. NSNA's House of Delegates includes state presidents and delegates from school chapters based on the number of members in the school chapter.

members have experience with election procedures, campaigning, developing and amending bylaws, professional conduct, committees, policy formation, and membership meetings. The NSNA House of Delegates simulates ANA's House of Delegates in many ways. Parliamentary procedure following Robert's Rules of Order forms the basis of NSNA's democratic governance structure.

Active NSNA members have leadership skills that can be seamlessly transferred to professional organizations. Students who have held elected or appointed NSNA office have a good working knowledge of how an organization is run. Many state student nurses' associations are managed by members in leadership positions (only a few state organizations have staff). For example, students may have experience in planning and implementing state conventions. These skills may include: securing a hotel or convention center to hold the meeting and negotiating contracts; developing a budget; creating an educational program and engaging speakers; securing sponsors and exhibitors; designing a brochure; publicizing the event; handling registration; holding a banquet and awards ceremony; managing campaigns for office; election procedures; and, installation of new officers. Since most students are involved for an average of two years, this is an intensive learning experience for student leaders.

The governance structures of mature professional organizations may inhibit new graduate participation. Years of bylaws amendments and long-term member involvement may lead to organizational stagnation. Examples of governance structures that inhibit or restrict new graduate involvement may include:

- *extended officer terms*
- *layered succession of officers (i.e. president-elect and immediate past president positions on board of directors)*
- *vested membership – “length of time involved and not moving on”*
- *stringent criteria to serve – “years of service vs. knowledge”*

Examples of governance structures that would encourage new graduate involvement may include:

- *Appointing new graduates to serve on committees, work groups, and task forces.*
- *Encouraging new graduates to observe board meetings.*
- *Creating a New Graduate Support Group (special interest group) and inviting board leaders to co-facilitate meetings with new graduate leaders.*
- *Formalizing a mentorship/protégé program linking new graduates with seasoned nurses sharing similar career and professional interests.*
- *Creating a position on the board of directors for a new graduate.*
- *Limiting terms of committee appointments/chairmanships as well as terms on the board of directors so that new members are given leadership opportunities.*

- *Encouraging seasoned district and chapter leaders to move into state association appointed and elected positions, leaving openings for new grass roots leadership.*

Involvement

Involving new graduates in association activities at all levels (local, state, national, international) is essential to professional socialization. Association activities are those activities that all members have access to (not leadership activities), such as membership meetings, conventions, award ceremonies and banquets, continuing education programs, public policy activities, and special interest groups.

Nurturing a commitment to professional development begins by involving student associations in activities that foster cooperation and expose students to professional nursing organizations. Faculty who are members of professional organizations can be extremely valuable in bridging relationships between the student and nursing associations. It is essential that students are involved in the planning as well as the implementation of joint activities. Examples of cooperative activities are:

- *Community health projects such as health fairs; providing health services to homeless or indigent people; teaching pregnancy prevention to teenagers; and public policy and legislative events.*
- *Joint career days with panels of nurses from different specialty areas discussing their nursing practice, the education needed for the specialty, and future trends.*
- *Recruitment of students to enter nursing school; visit local high and junior high schools to inform students about a career in nursing.*
- *Adopt a school NSNA chapter and provide speakers for meetings and submit articles to chapter newsletter; advertise in chapter newsletter.*
- *Invite NSNA members to participate in educational programs at reduced rates, and/or offer scholarships to attend.*
- *Establish a formal mentorship program to link students to practicing nurses.*
- *National Nurses Day and National Student Nurses' Day (May 8) joint activities.*

Easing the Transition from Senior Student to New Graduate

Connecting senior students to the nurses association should be intensified as the student approaches graduation. For example, leaders from local nursing organizations may seek invitations to graduation ceremonies and ask to be recognized during the event. A keepsake graduation gift can be provided for each graduate along with a congratulatory message on the associations stationary.

A few weeks after graduation, mail the new graduate a “good luck on state boards” wish along with an invitation to join the association once they have passed state boards. This should be followed up with a congratulatory message (by post office mail or by e-mail) once the new graduate has achieved Registered Nurse designation along with a reminder that the organization looks forward to welcoming the new nurse into membership. Written communication is best followed up with a phone call. If a mentorship program was started prior to graduation, the mentor is the best person to make the call. If a mentorship program is not in place with senior students, offer the new graduate an opportunity to connect with a mentor.

Send the new graduate an invitation to attend the first association membership meeting after graduation. At the meeting, host a reception to honor new graduates and recently licensed RNs. Encourage seasoned members to network with the guests and create an ice-breaker that involves all attendees. Have a high-powered guest speaker who will leave a lasting impression on the new graduates. Recognize the new graduates (ask them to stand) during the meeting. If any of the new graduates have joined the association, recognize them individually by introducing them by name, mention the school they attended, and have them stand.

When the new graduate becomes a member, get them involved right away by asking them to complete a short survey (see Appendix IV) about what they want to get out of the association. The survey helps association leaders customize their approach to involve new graduates. For example, many new graduates are overwhelmed with the responsibilities of a new job. It may be that their primary need is for guidance on how to cope with the realities of the workplace. A special interest group may be established so that new graduates can meet regularly with a seasoned nurse who can offer them guidance on adjusting to the work setting. Even if new graduates are unable to attend meetings (they may be working evening or night shifts), phone or e-mail buddies can be offered to keep them connected to the association.

There is a lot of room for creativity in easing the transition of the new graduate to work and professional life. The key is to discover their needs and invent ways to address these needs. Other ideas for involving new graduates:

- *Conduct a leadership orientation workshop that explains the organizations' governance and leadership opportunities.*
- *Inform new graduates about occupational safety and health.³*
- *Invite new graduates to "sample" decision making opportunities by inviting them to attend committee and board meetings as an observer. Once they have expressed an interest in a committee, appoint them to serve on the committee.*

Dues

A major obstacle that prevents new graduates from joining professional organizations is lack of financial resources. Entry-level nursing positions may not offer a good living wage. Many new graduates have student loans to repay and at the same time, they may be establishing a new household. Nursing students and their families often make significant sacrifices to attend school. Once they are licensed, they may have family obligations that have been postponed or delayed while attending school. Here's some options to ease the burden of dues for new graduates:

- *Fifty percent off dues for new graduates for first year of membership.⁴*
- *First six months free dues after graduation.⁵*
- *Special low rate for new graduates who were NSNA members and who subscribed to the Partnership Program (contact NSNA for details).⁶*
- *Have dues increase gradually to allow new graduate to develop financial stability after graduation. For example:*
 - *Upon licensure: 25% of annual dues*
 - *Second year of membership: 50% of annual dues*
 - *Third year of membership: 75% of annual dues*
 - *Fourth year of membership: 100% of annual dues*
- *Shared dues and dual membership: Provide a menu of joint/dual memberships with reasonable rates so new graduates may sample different organizations. The anchor organization is the state nurses association in (SNA) collaboration with state specialty nursing organization chapters (i.e. must join the SNA and then can "pick" one, two, or three specialty association trial memberships). This provides an opportunity to "customize" membership.⁷*

³ State nurses associations offering collective bargaining and workplace advocacy programs should inform new graduates about these programs.

⁴ This is a common practice in many state nurses associations. Many states report poor retention of new graduates when full dues are charged for renewal of membership.

⁵ When dues are waived, the value of the membership may not be fully appreciated.

⁶ In this program, NSNA members receive benefits in professional nursing associations (i.e. receive publications, reduced registration fees for conferences and conventions) for a special fee available only to NSNA members. Since NSNA members have a tendency to join organizations, it is beneficial to target this group and cultivate their interest in professional associations.

⁷ This would involve a high level of cooperation by local chapters, state and district nurses' associations.

Creating a Membership Marketing Campaign Targeted to New Graduates

Marketing campaigns that target new graduates offer opportunities for creative approaches to membership recruitment. The campaign design may be implemented incrementally over a period of two years. The following steps provide an outline for developing a Membership Marketing Campaign to Recruit New Graduates:

Planning a Membership Marketing Campaign to Recruit New Graduates



1. *Form a special task force for the sole purpose of recruiting new graduates. Recommended task force composition is eight members: two practicing nurses; two faculty members; two graduate nurses; two senior nursing students who are active in NSNA; and a board liaison.*
2. *Empower the task-force with a budget and decision-making authority.*
3. *Establish baseline data (see Appendix III).*
4. *Survey new graduates (see Appendix IV).*
5. *Select a theme for the campaign and campaign logo design (see next page for ideas).*
6. *Write copy for letters, brochures, posters and other visual materials associated with the campaign.*
7. *Add a page to the association's WWW site for the campaign.*
8. *If feasible, find sponsors for a short recruitment video (offer sponsors recognition in credit roll).*
9. *If feasible, find sponsors to host reception for new graduates at a membership meeting. (Remember to recognize sponsors in association publications and at the meeting.)*
10. *Make recommendations for dues and governance structures to the association's Board of Directors.*
11. *Follow the suggestions in "Easing the Transition from Senior Student to New Graduate" on page 6.*
12. *Consider having a contest for members to recruit new graduates ("members recruiting members" for prizes and recognition—have sponsored prizes as well as certificates of recognition for participation).*
13. *If a mentorship/protégé program is offered, create a Mentor/Protégé Connection Task Force (separate from the recruitment task force so that the work is spread out).*
14. *Utilize the leadership resources of the association in your efforts. For example, if a health fair is planned, involve senior students from local nursing programs as well as new graduates. The Task Force can serve as the link between the senior students and the association's activities.*
15. *Collect evaluation data (see Appendix III).*

Baseline and Follow-up Evaluation

A baseline data and follow-up evaluation form can be found in Appendix III. In order to collect the data, consider the following:

- 1) *Maintain a database that includes variables of recruitment program that can be used to determine if outcomes have been reached.*
- 2) *Numbers recruited/retained over time.*
- 3) *Code applications and continue to track them.*
- 4) *Send Baseline Data and Evaluation form to NSNA for comparison to other organization's data.*

Ideas for Recruitment Campaign Themes

The Task Force created the following theme ideas that may be used to for a Membership Marketing Campaign for New Graduates:

- *Professional Commitment: It's your life, join it!*
- *Bridge to Professionalism*
- *We're Looking for Leaders—We Want You!*
- *Sail Toward Your Future—Get Onboard Today!*
- *Your Professional Association is Your Passport to the Future*
- *Join Our "Society for the Promotion and Care of Nurses"*
- *Your Professional Association—Highway to the Future*

Appendix I

Summary Report of Participatory Forum

Appendix I

Summary Report of Participatory Forum*

The following questions were asked at NSNA's Participatory Forum, held in Cincinnati, Ohio, April 1998. It is included to provide associations insight into the development of model.

1. How does the National Student Nurses' Association prepare nursing students for professional roles and responsibilities?

- Provides leadership opportunities, self-confidence to students in leadership roles; and team leader development. Students attending national and state conventions bring information back to their school to share with peers and faculty.
- Provides networking opportunities to connect with peers, mentors, nursing leaders, nurse recruiters, publishers, professional nursing organization representatives.
- Lets you know that you can make a difference; motivating; ideas about how to make change; teaches students about proper channels to get things accomplished.
- Provides an introduction to the profession and information about different nursing practice areas to pursue; helps to give direction for career planning.
- Builds professional responsibility through leadership opportunities, exposure to political and legislative issues, public policy development, and provides motivation to excel in the nursing profession.
- Provides a bigger picture of nursing and health care; explore trends and issues facing the profession nationally and internationally; opportunities to exchange ideas and collaborate on issues and projects; exposure to health care workplace and ethical issues facing the profession; insight into the challenges of providing quality health care.
- Increases interaction and exposure of students and faculty from different nursing programs, geographic regions, minorities, and cultural backgrounds.
- Preparation for self-governance through participation in the House of Delegates, election of officers, serving on committees, writing and defending resolutions; gain an understanding of how the professional organizations are governed and what they do for the profession.

- Provides opportunities to work with faculty in a cooperative relationship outside of the classroom setting.
- Prepares students in public speaking, builds self-esteem, personal and professional image enhancement.

2. Mutual benefits of state student nurses' associations working together with state (SNA) and district nurses associations(DNA), and state leagues for nursing(SLN)?

(Note: Some state student associations have SNA and SLN representation. Others may have only SNA representation or none.)

Some general responses about working with both SNAs and SLNs included:

- Topping the list for student nurses association benefits is MENTORSHIP followed by: cost savings (i.e. joint or concurrent conventions); provide advisors who serve as facilitators and role models; information resources for the students on topics they do not learn in school particularly about state laws, public policy, and issues they face when entering the work force.
- Networking and learning from the experiences of nurses in a non-threatening environment.
- Hear about availability of scholarships and employment opportunities.
- Exchange new ideas and perspectives.
- NSNA members energize meetings with their enthusiasm—this can be rewarding for the nurses; nurses can cultivate new leaders from student involvement.
- NSNA officers may serve as liaisons on committees of state nurses' associations.
- Some states have Student Nurses' Day at SNA convention; awards from professional organizations to recognize schools, faculty, and students.
- Working with state leagues for nursing, students learn about changes in education and the differences in undergraduate and graduate programs; they hear about options for graduate education; faculty hear from students about their needs.
- Visits from representatives from state nurses associations and state leagues for nursing to nursing schools to inform students about the organizations and what the organizations do to advance the profession, improve the quality of nursing care, and advocate for nurses.

- Several state association representatives offered information about working with student associations in their specific states. One commented that the state nurses' association works closely with the state student nurses' association. The newly graduated nurse is automatically a member of the SNA if he/she was an active member of the state student nurses' association. Retention needs a lot of attention but, it was observed that, there is a better chance of the new member remaining in the organization if they are actively involved.
- Another representative offered information about a free membership program carried out for three to four years. It was not successful. In re-thinking the program, it was decided to offer a reduced membership fee. The results are not known.

2.1 Examples of collaborative relationships at the state and local levels.

- Joint or concurrent conventions, less costly for students; student and state nurses' associations share expenses and resources.
- State associations host a dinner or luncheon for graduating student nurses.
- Opportunities to meet and work with people who may otherwise be difficult to access such as state and national nursing leaders.
- SNAs and SLNs can obtain information about trends in nursing student demographics and in education.
- SNA representatives attend monthly student nurses' association meetings to keep the Board of Directors in touch with student activities.; SNA presidents attend meetings of the Board of Directors of the student nurses' associations as observers.
- Provide a liaison position on the state association board specifically for state student president or designated state representative from the state student Board of Directors.
- Have new graduates with NSNA leadership experience involved on committees; serve in appointed and elected positions.
- At the district nurses association (DNA) level, have activities in which NSNA members may be involved; have activities in the student association and invite DNA members; DNA can host a reception or breakfast for nursing students during state student convention (if it occurs in their district); faculty can encourage students to attend district or state association meetings of the Board of Directors as part of their leadership requirements. Waive meeting registration fee for NSNA members.

- Deans, faculty and advisors luncheon hosted by the state student board offers opportunities for networking, problem solving and discussion of the benefits of students joining the student nurses' association.
- Present slide shows about activities.
- SNAs and DNAs can offer "student nurse of the year" recognition.
- Need to have representatives of the state nurses' association at state student nurses' association conventions to target the students who are graduating and let them know about American Nurses Association membership and benefits.

2.2 Building collaborative relationships when none already exists?

- Communication between the student and state nurses' associations.
- Designate contact persons at the state and district levels.
- State student nurses' associations to take initiative and make a proposal to the state nurses' associations and form a joint planning committee.
- Provide a mentorship program to bridge the gap from student to graduate to registered nurse.
- Sponsor students to banquets or other activities at local and state level.
- Open meetings to NSNA members to increase awareness of the association and network.
- Form a committee to explore holding a joint convention. Do not take advantage of students: be sure they are compensated for exhibits and student registrations.
- At state student nurses' association conventions, gather information about new graduates and provide to the state and district nurses' associations.
- Offer programs of interest to the newly licensed nurses.
- Share resources (i.e. office space, staff, meeting space, mailing, etc.).
- Use computer services (e-mail and Internet) for communication.

3. Mutual benefits of state student nurses' associations working together with state and local specialty nurses' association chapters.

- Provides career information and opportunities to network with nurses practicing in specialty areas; educate faculty and students about what is happening in nursing education and practice.
- Promote professionalism; help students identify and establish professional goals.
- Expands perspective of nursing; offer information about the history of nursing so that students can connect with their nursing roots as well as keep up-to-date on nursing and health care trends and issues.
- Collaborate on major issues such as the Nurse Practice Act and certification for advanced nursing practice.
- Faculty need to set an example by joining the organizations. Faculty who are active members should publicize their involvement with the students.
- Sponsor educational sessions.
- Offer scholarships.
- State and local chapters of specialty organizations should develop relationships with student nurses' organizations.
- Provide answers to the question: "What's in it for me; what will I gain?"

4. Ways that student nurses' associations currently collaborate with local and state chapters of specialty nursing organizations.

- Members of professional organizations should offer to present educational topics at student conventions and meetings. They should offer this free of charge as a service to students and the profession.
- Members of specialty nursing organizations come to meetings, class or post-conference to discuss membership requirements.
- Some specialty organizations have reduced membership rates for NSNA members (NSNA Partnership Program).
- NSNA members are given a discount to attend conventions and educational seminars sponsored by specialty organizations.
- Require students to attend specialty organization meeting for credit in leadership course.

5. Building collaborative relationships with professional nursing organizations.

- Contact the state and local associations for information; invite organization representatives to student meetings and state conventions; invite speakers from the specialty organizations for state convention; publicize specialty nursing meetings so students are aware of their activities and can attend for lower registration for NSNA members.
- Student nurses' associations can host a Career Night; send invitations to junior and senior students, specialty association leaders and members, nurse recruiters, and other individuals involved in career development.
- Host "Lunch and Learn" brown bag or pizza lunch at the nursing school and talk about different areas of nursing practice with expert nurses or nurse recruiters.
- Work with faculty; faculty need to tell students why they are involved in professional organizations.
- Designate a contact person in the state association to respond to inquiries from new graduates.
- Work with NSAs, SLNs and specialty nursing organizations to create a unified voice for nurses. Reinforce philosophy that all nurses must belong to the state nurses association as well as to the specialty nursing organization for their area of practice and clinical interest.

6. Benefits that would attract newly graduated nurses to membership in the professional associations.

- Dues: A broad range of responses included: reduced membership fee; 50% discount; or free membership for first year. One school pays for the first year's membership. Give a membership to someone who is involved in the NSNA as a graduation gift. Suggested that state nurses' associations provide free membership to state student association president as a graduation gift and get this new graduate involved in the association.
- Discounts on malpractice liability insurance.
- Exchange of information; availability of information; communication.
- More personal contact from district and state associations with new graduates about reasons for joining the association.

- Promote opportunities for involvement: new graduates who have been active NSNA members need to feel that they are involved and that they are contributing to the profession.
- Promote personal growth, networking, friendship and fellowship, cohesiveness with other nurses.
- Reinforce that Involvement in professional and/or student organizations is helpful in seeking employment.
- Have a voice in legislative public health policy issues.
- Offer continuing education.
- Knowing faculty who are involved.
- NSNA members would like to receive publications from the professional organizations.
- Keep an appointed position on a committee open for a new graduate; put members to work on local/state levels.
- Allowing special membership for NSNA members (NSNA Partnership Program (Contact NSNA for details).
- Day and time of meetings must be considered; new graduates need to be able to attend meetings in order to be involved.

7. Leadership opportunities that would attract newly graduated nurses to membership in the professional associations.

- Create committee positions for new graduates who have held leadership positions in NSNA; provide opportunities for involvement; governance of students associations is similar to other organizations therefore students involved in NSNA are familiar with bylaws, policies, procedures, leadership roles, and professional conduct.
- Networking, mentorship, and internship opportunities.
- Getting involved at the district or chapter level first, then moving up to the state level. The district associations need to work directly with nursing schools in the geographic area to generate new members.

- Learn how the organization works and the importance of organizations in advancing the profession (show them the video “To Advance We Must Unite! 100 Years of the American Nurses’ Association” available from the NSNA Foundation).
- Motivate new graduates to participate by fostering the importance of commitment to professional associations.
- Highlight the importance of building a professional resume by participating in professional activities; have resume writing and interviewing technique workshops for new graduates.
- Provide recognition for participation and professional development.

8. Factors influencing renewal of membership in professional associations:

- Reminders to renew membership; mail, phone, personal contact. Encourage automatic monthly dues deductions via electronic transfer so that large payment is not required annually.
- Ongoing communication using all media.
- Good benefits, such as insurance; lower dues for a few years; new graduate discounts; scholarship opportunities for continuing education; offer discounted rates for educational programs that provide continuing education units; remember that many new graduates are paying off student loans and setting up households.
- Ongoing networking for career opportunities, mentorship with nurses working in settings that new graduate is interested in.
- Use creative approaches to get the word out about what the professional association does and has done for the profession.
- Make sure there are areas for new graduates to be involved. No involvement means no interest and no connection to the association. Being involved in a leadership role helps new graduates feel part of the organization.
- Offer incentives and recognition such as acknowledging 5 year, 10 year, etc. continuous membership. Compliment and acknowledge a job well done; president can extend personal thanks verbally and in writing.
- Provide information to make one a better nurse and encourage advanced nursing education.
- Feeling support from fellow members.

- Workplace advocacy that demonstrates that the professional organization is there for nurses.
- Seeing that the association is accomplishing something; publicize the good work of the association. Take advantage of highlighting achievements during National Nurses Week in May.
- Offer specific activities for new graduations based on geographic demographics of new graduates (i.e. if most new graduates are from junior college setting, they may be older and have different needs from younger graduates from generic BSN programs). Do a needs assessment to determine what new graduates in local area expect from professional association membership (see Appendix IV)
- Invite and involve new graduates to present a program for CEU or to host a reception for new graduates to meet association leadership.

*The Participatory Forum was hosted by the National Student Nurses' Association during its 46th Annual Convention, April 16, 1998 in Cincinnati, Ohio. Barbara Malon, MEd, RN, moderated the Forum.

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Appendix II

Task Force Participants

Appendix II Task Force Participants

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Task Force Participants (*continued*)

Jean A. Proehl, Emergency Nurses Association
Phyllis Reading, American Association of Critical Care Nurses
Desma R. Reno, Missouri Nurses Association
Beth Richardson, National Association of Pediatric Nurse Associates and Practitioners
Linda B. Roberts, Illinois Nurses Association
Velega E. Roberts, nursing student, District of Columbia Student Nurses Association
Jessie F. Rohner, Pennsylvania State Nurses Association
Jane C. Rothrock, National Organization Liaison Forum
Jane A. Ryan, American Psychiatric Nurses Association
Mary Sanchez, Guam Nurses Association
Marilyn J. Schaffner, Society of Gastroenterology Nurses & Associates
Cheryl Schmidt, facilitator, Arkansas Nurses Association
David Schmitt, Director of Marketing, American Nurses Association
Deb Schutte, International Society of Nurses in Genetics
Deborah L. Schwallie, Wisconsin Nurses Association
Kathleen T. Smith, Virginia Nurses Association
Frances Strodbeck, facilitator, National Association of Neonatal Nurses
Roberta Strohl, Oncology Nursing Society
Judith C. Thompson, facilitator, South Carolina Nurses Association
Mary Watkins, nursing student, Maryland Association of Nursing Students
Lynn Wieck, facilitator, Texas Nurses Association
Mary Jane Williams, Connecticut Nurses Association
Charlotte Wynn, Alabama State Nurses Association

Thank you to all of the Task Force participants!

Appendix III

Baseline Data

and

Evaluation

Baseline Data and Evaluation

New Graduate Membership Recruitment Campaign

(Note: This form will need to be adjusted depending on the statistics currently gathered by the association. The association may consider broadening data collection categories based on information that is needed to evaluate the New Graduate Membership Recruitment Campaign. Numbers next to responses are for data entry. Having consistent data from associations will help NSNA evaluate the models)

- This is:**
- Baseline data - prior to launching Campaign**
 - One Year after launching of Campaign**
 - Two Years after launching Campaign**

Name of Association: _____

Contact person: _____

Phone Number () _____ E-mail address: _____

Today's date: _____ Date Campaign launched: _____

Total Number of members in association: _____

Breakdown of membership statistics:

- _____ (1) Number of members in retired category
- _____ (2) Number of members for over 10 years
- _____ (3) Number of members for six to ten years
- _____ (4) Number of members for three to five years
- _____ (5) Number of members for under three years
- _____ (6) Number of members joining the association in the past year directly after graduation

Age of members:

- _____ (1) Retired members (over 65)
- _____ (2) 50 - 64
- _____ (3) 40 - 49
- _____ (4) 30 - 39
- _____ (5) 25 - 29
- _____ (6) under 25

By licensure period:

- _____ (1) before 1950 _____ (2) 1951-1960 _____ (3) 1961-1970 _____ (4) 1971-1980
- _____ (5) 1981-1990 _____ (6) 1991-2000 _____ (7) 2001- 2006

Assessment of leadership group statistics (**association will need to query leaders**):

Date of graduation for committee chairs:

(Association: list committees and graduation dates for chairpersons)

Date of graduation for committee members:

(Association: list committees and graduation dates for committee members)

Date of graduation for members of the Board of Directors:

(Association: list graduation dates for Board Members)

Turnover of leadership positions:

(Association: list leadership positions and how long the member has held the position)

Evaluation (one year and two years following initiation of Campaign)

Today's date _____

Using the survey tool above, complete the data for one year following the initiation of the New Graduate Membership Recruitment Campaign. Based on results, make needed adjustments in the campaign and re-evaluate the campaign in another year.

Attach the details of your campaign to this survey and mail to the National Student Nurses Association, Inc. NSNA will take the date from all reporting campaigns to determine if outcomes have been achieved and to update the Model.

Mail to: Dr. Diane J. Mancino, Executive Director, National Student Nurses' Association, 45 Main Street, Suite 606, Brooklyn, NY 11201

Thank you!

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Appendix IV

New Graduate

Membership Needs Survey

New Graduate Membership Needs Survey (Sample tool)

Congratulations on your graduation from nursing school. As a new professional nurse, you have a long career ahead of you. **(Name of association)** wants to help ease the transition from new graduate to Registered Nurse. The purpose of this survey is to determine how **(Name of association)** can meet your professional needs. Please help us by answering the questions as honestly as you can with as much detail as possible. Thank you for participating.

Demographic Data:

Name _____

Mailing Address _____

City _____

State _____

Zip _____

Phone () _____

e-mail address _____

Date of graduation _____

School of Nursing _____

Place of Employment _____

Position/Unit _____

1. The (name of association) has several opportunities for involvement. Please indicate the activities you would like to have more information about:

_____ (1) Legislative/public policy activities

_____ (2) Nursing Practice activities

_____ (3) Special Interest Group for New Graduates

_____ (4) **(add the activities your organization offers)**

2. If you are interested in a leadership position, what area of involvement would you consider?

_____ (1) Committee member

_____ (2) Task Force member

_____ (3) Membership recruitment

_____ (4) Organizing a health fair

_____ (5) Serving as a liaison with health related local organization or governmental agency

_____ (6) **(add the leadership opportunities your organization offers)**

3. As a new graduate, what kinds of tangible benefits are you interested in?

- _____ (1) health and accident insurance
- _____ (2) liability (malpractice) insurance
- _____ (3) financial planning
- _____ (4) continuing education list topics:

- _____ (5) discounts on nursing shoes and uniforms
- _____ (6) discounts on nursing equipment such as (list):

(add the tangible benefits your association offers or would like to offer)

Other benefits not listed here that you would like:

4. Would you like to be mentored by a member of our association?

- ___ (1) YES
- ___ (2) NO

If yes, briefly state what you would like to accomplish in a mentor relationship:

5. What kinds of leadership experiences have you had as a student nurse?

- _____ (1) Served on NSNA Board of Directors
- _____ (2) Served on state student nurses association Board of Directors:
Name of student organization:
Position held:
- _____ (3) Served on school chapter executive board
- _____ (4) Chaired or served on committee at school level.
- _____ (5) Chaired or served committee at state level
- _____ (6) Chaired or served on committee at state level
- _____ (7) Participated in community health projects
- _____ (8) Participated in Breakthrough to Nursing projects
- _____ (9) Participated in public policy projects
- _____ (10) Participated on student government (i.e. student council)
- _____ (11) Other—please describe

6. As a new graduate, what is your biggest concern now that you have finished nursing school?

- _____ (1) Taking the state board exam
- _____ (2) Finding a job that I like
- _____ (3) Paying off student loans
- _____ (4) Getting out of debt
- _____ (5) Setting up a household
- _____ (6) Adjusting to working 40 hours a week
- _____ (7) Other—please describe

Please add your comments on how (name of association) can help your transition from new graduate to professional nurse:

Other comments:

Please mail or FAX to: **(Association add information)**

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Appendix V

How NSNA

Can Help

How NSNA Can Help

The NSNA connects you to senior nursing students and student leaders who understand the importance of involvement in professional organizations. Here's how NSNA can assist your organization:

- Senior students: Through a special arrangement with Arehart Computing, the NSNA will provide the names and addresses of NSNA graduating members. Use the attached form to purchase the list (see Appendix VI)
- Student leaders: NSNA will provide the name of the state president and student nurses' association convention dates. Call NSNA (718) 210-0705.
- Exhibit at NSNA's Convention and MidYear Conference: NSNA will provide a complimentary exhibit booth rental (on a space available basis) to the state association in the state where the NSNA meeting is held. Furnishings are the responsibility of the state association. Contact: Tom Greene or Rick Gabler at Anthony J. Jannetti, Inc., (609) 256-2300. Upcoming meeting location and dates:

November 2-5, 2006 • MidYear Conference, Atlanta, GA
April 11-15, 2007 • National Convention, Anaheim, CA
November 15-18, 2007 • MidYear Conference, Kansas City, MO
March 26-10, 2008 • National Convention, Grapevine, TX

- NSNA Leadership U: Through NSNA's leadership and management skill development program, students participate in critical self-evaluation, growth-generating organizational experiences, and coaching/mentoring relationships to expand their leadership capacities within the context of the NSNA. Nursing leaders who can serve as coaches and mentors are invited to learn more about the program and how they can assist in its development and implementation. Student participants receive a certificate on completion of the program. Call: (718) 210-0705. Visit: www.nsnaleadershipu.org
- Consultation: The NSNA president and executive director attend the ANA Constituent Assembly, ANA House of Delegates, and Nursing Organization Alliance meetings. They are available to meet and provide consultation for membership recruitment projects.
- The Florida Nurses Association (FNA) has a successful recruitment and retention program for new graduates. Please contact FNA directly.

Appendix VI

Form to Request

List of NSNA Senior Members

From NSNA

Form to Request List of NSNA Senior Members

*State Nurses Associations may rent the list of names and addresses of
Graduating seniors who are NSNA members in your state.*

Cost: \$50.00 per list. Includes regular postage or UPS. Express mail, add \$15.00. Pre-payment or purchase order required.

Format : E-mail labels

Payment: Purchase Order enclosed

Check **make payable to National Student Nurses Association**

Credit Card Payment __MasterCard __Visa

Amount of charge \$ _____ Zip code for card holder address _____

Name on card (print) _____ Signature _____

Card # _____ Expiration date _____

Contact name: _____

Association: _____

Shipping address (street address required – no PO boxes please)

City _____ State _____ Zip _____

Phone () _____ FAX () _____

e-mail: _____

By signing this form you agree to: (1) Use the list only for the purpose of recruiting graduate nurses into the association; (2) Agree not to resell the list; (3) Agree not to use the list to promote NCLEX Review courses or NCLEX Review products/services; (4) Agree not to use the list to promote credit card products.

Name (print) _____ Signature _____

Mail or Fax to:

National Student Nurses Association
45 Main Street, Suite 606
Brooklyn, NY 11201
FAX (718) 210-0710
Phone (718) 210-0705 Ext. 105

Please Complete:	
Amount:	Labels \$ _____
Overnight Delivery add \$15.00	\$ _____
	Total \$ _____
DATE LABELS NEEDED	

