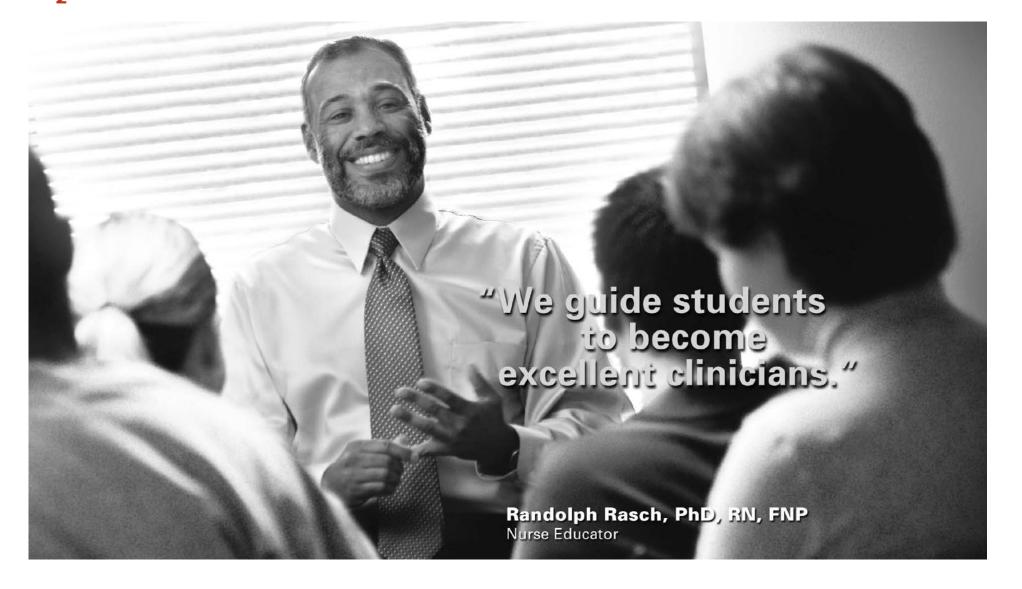
The nursing community has always risen to challenges facing the profession and health care. It is essential that nursing service and nursing education co-create innovative programs to assure the availability of a qualified nursing workforce today and in the future. It is our moral and professional obligation to the public and profession."

— Linda Burnes Bolton, DrPH, RN, FAAN, Vice President and Chief Nursing Officer, Cedars-Sinai Medical Center, Los Angeles

ISSUE FIVE, FEBRUARY 2004

IT'S REAL. IT'S LIFE.



Nurses for a Healthier Tomorrow launches campaign to increase number of nurse educators

Nurses for a Healthier Tomorrow, a coalition of 43 leading nursing and health care organizations addressing the nursing shortage, is launching a national advertising campaign titled "Nursing education ... pass it on."

The goal of the campaign is to increase the number of nurse educators – a shortage of which is causing some nursing schools to turn away prospective students.

"We're in the middle of a nursing shortage in this country," explains Ada Sue Hinshaw, PhD, RN, FAAN, dean and professor, University of Michigan School of Nursing. "We cannot afford to have colleges and universities deny nurse education to students who want to enter the profession simply because we don't have enough teachers."

According to the American Association of Colleges of Nursing (AACN), a Nurses for a Healthier Tomorrow member, U.S. nursing schools turned away more than 11,000 qualified applicants in 2003. This is significantly up from the more than 5,000 students turned away in 2002. Almost 65 percent of

the reporting nursing schools cited faculty shortages as the reason for not accepting all qualified applicants into entry-level baccalaureate programs.

Based on preliminary reports from the National League of Nursing's (NLN) 2003 Annual Survey of Schools of Nursing, NLN projects that there will be more than 30,000 qualified applicants not accepted and placed on a waiting list for all three basic RN education programs (diploma, associate degree and baccalaureate). NLN is a Nurses for a Healthier Tomorrow member.

Those shortages are expected to worsen in the coming years because more nurse faculty will be retiring, academic compensation is not keeping pace with pay in the business sector and fewer nurses are graduating with the advanced degrees needed to teach.

To combat this problem, the new faculty recruitment ads convey the personal satisfaction and rewards nurse educators receive. They do this through first-person testimonials. They also direct audiences to the coalition's Web site – www.nursesource.org

- where visitors can learn more about nurse education careers.

"'Nursing education ... pass it on' expresses the essence of what it means to be a nurse educator – to convey the academic knowledge one possesses, as well as the practical experience one has gained in clinical practice," explains Greta Sherman, senior partner of JWT Specialized Communications, a Nurses for a Healthier Tomorrow sponsor and creator of the faculty recruitment advertising campaign.

The "Nursing education ... pass it on" campaign consists of four print ads, one Web banner and 8 x 11 fliers.

This is one of many strategies around the country to address the nursing faculty shortage. In February 2003, Congress appropriated \$20 million in funding for new programs created under the new Nurse Reinvestment Act. This legislation includes \$3 million for a Nursing Faculty Loan Program that provides loan forgiveness for students in graduate programs who agree to work as nurse faculty upon graduation.

Funding through this program will be dispensed by schools of nursing to students pursuing a faculty career.

In the fall of 2001, the Nurses for a Healthier Tomorrow coalition launched a national advertising campaign to address the nursing shortage. Titled "Nursing. It's Real. It's Life.," the goal of the ads was to boost the attractiveness of nursing as a profession.

According to a 2002 report issued by the U.S. Department of Health and Human Services' Health Resources and Services Administration, if current trends in nursing-care supply and demand continue, the nursing shortage will reach 20 percent within the next 12 years, and 29 percent by 2020.

Major sponsors of the Nurses for a Healthier Tomorrow faculty recruitment campaign include Platinum sponsor Lippincott Williams & Wilkins, Gold sponsor JWT Specialized Communications, NurseWeek, Nursing Spectrum, Marsh Affinity Group Services and the Rollin M. Gerstacker Foundation.

Faculty recruitment ads will run in array of nursing publications

Nurses for a Healthier Tomorrow is launching a new print ad campaign to help recruit nursing faculty. The four print ads will appear in nursing journals, magazines and newsletters throughout 2004 to reach nurses who might want to explore faculty positions.

As with the Nurses for a Healthier Tomorrow's "Nursing. It's Real. It's Life." campaign that launched in the fall of 2001, the coalition is using both formal and grassroots methods to distribute the faculty recruitment advertising campaign.

Lippincott Williams & Wilkins (LWW), a global publishing company, has become a Platinum sponsor of the campaign. LWW will provide the coalition with an in-kind sponsorship valued at \$1 million, including:

Placement of NHT faculty recruitment ads in top LWW nursing journals to total \$100,000.

High-visibility placement of Nurses for a Healthier Tomorrow's logo on the table of contents pages of LWW's top nursing journals, including: American Journal of Nursing, Journal of Nursing Administration, The Nurse Practitioner, Nursing2004, Nursing Administration Quarterly and Nursing Management.

High-visibility placement of Nurses for a Healthier Tomorrow's logo with high-visibility on LWW direct mail pieces.

Printing and distribution of NHT's faculty recruitment poster through LWW's American Nursing Student newsletter, which is distributed four times per year in accordance with the academic calendar.

Publishing Nurses for a Healthier
Tomorrow campaign news and updates
via www.nursingcenter.com and
various journals' electronic newsletters.

Bronze sponsors *Nursing Spectrum* and *NurseWeek* magazines will run the print ads in their publications as they have in the past. Nurses for a Healthier Tomorrow member organizations also are asked to run the print ads in their publications.

The four print ads can be viewed on the coalition's Web site (www.nursesource.org), along with a request to copy the ads.

Campaign features four faculty nurses

The Nurses for a Healthier Tomorrow advertising campaign, "Nursing education ... pass it on," features messages aimed at nurses and nursing students who may consider a career in nursing education. Four nurse educators were chosen for the campaign, and through first-person testimonials, they demonstrate the professionalism and passion necessary to educate America's future nurses.

The following nurses are featured in the campaign:

Joanne Pohl, PhD, RN, ANP, FAAN -

Associate Professor and Associate Dean for Community Partnerships at the University of Michigan School of Nursing in Ann Arbor, Mich.

Randolph Rasch, PhD, RN, FNP – Professor and Program Director in the Family Nurse Practitioner Specialty at Vanderbilt University School of Nursing in Nashville, Tenn.

Carol Toussie Weingarten, PhD, RN -

Associate Professor in the College of Nursing at Villanova University in Villanova, Pa.

Debi Vendittelli, MSN, RN – Associate Professor in the Department of Nursing at Schoolcraft College in Livonia, Mich.





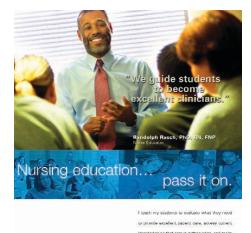
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It's Heal, It's lite

Joanne Pohl, PhD, RN, ANP, FAAN, has

been teaching for more than 25 years. She has research, teaching and practice responsibilities, including overseeing two academic nurse-managed centers and school-based clinics in Ann Arbor.

"Nursing education today is a stimulating and fulfilling way to prepare and influence health care providers for tomorrow," Pohl said. "I value the variety of roles in nursing education. I am able to combine the best of nursing – education, research, practice and administration."



Randolph Rasch, PhD, RN, FNP, is the first black male to earn a PhD in nursing and the first black male to earn a master's of science in nursing degree as a family nurse practitioner. He has been teaching since 1975 and has worked as a public health nurse and family nurse practitioner. He initially became an educator because teaching is a way to multiply his ability to provide care for people.

NURSES

"In practice, care is directly provided to individuals, families and communities. In teaching, you can still provide that care and prepare more nurses to provide care," Rasch said. "I was interested in the campaign because it was a way to encourage other nurses to consider nursing education. It is something that I have done with my students since I first started teaching."



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Carol Toussie Weingarten, PhD, RN, began her career as a staff nurse in an adult medical-surgical teaching unit. Two years later, she began graduate study and often worked with students in obstetric units during the day and as part of the staff in the adult intensive care units in the evenings. Working simultaneously at both ends of life

taught her the enjoyment of adapting to new settings and cultivated a broad appreciation for nursing.

"I have a career that I love and that combines the best of the worlds of nursing and of teaching. Being clinically involved helps my teaching, and teaching helps my clinical work," Weingarten said. Even as a full-time educator, she remains involved clinically, dividing her time between the Villanova campus and the surrounding Philadelphia area.

"As nurses, we are essential to the health of our communities, be they local or global," she said. "As nurse educators we ensure that our communities have the nurses who are prepared to meet current and future health needs and to lead the next generation of health-care providers."

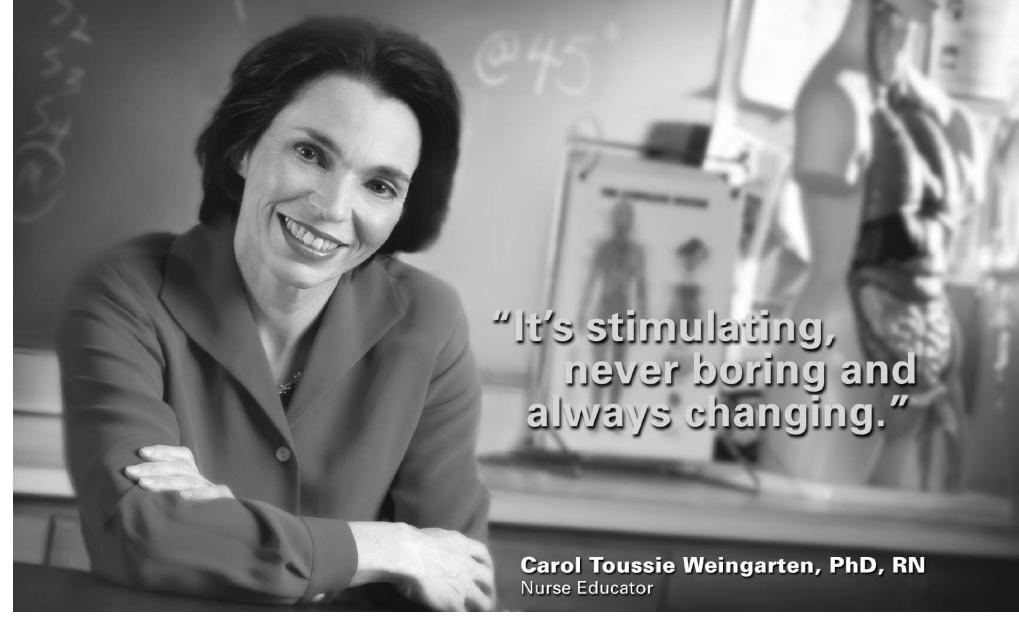


When I was eight years and, I advant my nesther it insult ha a muse and a headre, hears set I may wested to be body. She had line things would work from hear each, and my only the little work for the control one, and though the little stands when it is and advance of museling is an honor. If yours me great personal confederation is had to see them progress from nonce, assistants to their personal through monors assistants to the control of the control

Debi Vendittelli, MSN, RN, has been involved with nursing at all levels: staff nursing, management, education and advanced practice. Her clinical experience spans medical-surgical, intensive care, emergency and community health nursing. She currently is a full-time nursing instructor and also does medical-legal consulting for defense attorneys.

Vendittelli said she wants to get more nurses interested in becoming instructors.

"Being a nursing instructor in classroom, lab and clinical settings is always challenging and never boring," she said. "Being able to teach others the art and science of nursing is an honor. It gives me great personal satisfaction to help students with critical thinking processes and to see them progress from novice students to new graduates."



Nursing faculty shortage facts and factors

In a time when more nurses are desperately needed, it's disheartening that many qualified nursing school applicants are being turned away. Much of this is attributed to the nursing faculty shortage. Here's some background information about the nurse educator shortage:

- Nursing schools turned away more than 11,000 qualified applicants across the United States in 2003 due to insufficient number of faculty, clinical sites and class room space, according to the American Association of Colleges of Nursing's (AACN) report on 2003-2004 Enrollment and Graduations in Baccalaureate and Graduate Programs in Nursing. Almost two-thirds (64.8 percent) of the nursing schools responding to the 2003 survey pointed to faculty shortages as a reason for not accepting all qualified applicants into entry-level baccalaureate programs. (www.aacn.nche.edu)
- According to a study released by the Southern Regional Board of Education (SREB) in February 2002, a serious shortage of nurse faculty was documented in all 16 SREB states and the District of Columbia. Survey findings show that the combination of faculty vacancies (432) and newly budgeted positions (350) points to a 12-percent shortfall in the number of nurse educators needed. Unfilled faculty positions, resignations, projected retirements and the shortage of students being prepared for the faculty role pose a threat to the nursing education workforce over the next five years. (www.sreb.org)

According to a Special Survey on Vacant
Faculty Positions released by AACN in
June 2003, 614 faculty vacancies were
identified at 300 nursing schools across
the country. The data show a nurse
faculty vacancy rate of 8.6 percent, which
is an increase from the 7.4 percent
vacancy rate reported in 2000. Most of
the vacancies (59.8 percent) were faculty
positions requiring a doctoral degree.

Many factors are contributing to the faculty shortage: faculty age, inadequate compensation and lack of master's and doctoral programs in nursing.

- Faculty age continues to climb, narrowing the number of productive years nurse educators can teach.

 According to AACN's report on 2002-2003 Salaries of Instructional and Administrative Nursing Faculty in Baccalaureate and Graduate Programs in Nursing, the median age of nurse faculty is 51.2 years. The average ages of doctorally prepared nurse faculty holding the ranks of professor, associate professor and assistant professor were 56.6, 54.2, and 50.5 years, respectively. The average age for all faculty ranks prepared at the master's degree level is 48.8 years.
- Also, a wave of faculty retirements is expected across the United States over the next decade. According to a March/April 2002 Nursing Outlook article, "The Shortage of Doctorally Prepared Nursing Faculty: A Dire Situation," the average retirement age for nurse faculty is 62.5. The authors project that between

200 and 300 doctorally prepared faculty will be eligible for retirement each year from 2003 through 2012, and between 220 and 280 master's-prepared nurse faculty will be eligible for retirement between 2012 and 2018.

(www.us.elsevierhealth.com/product.jsp? isbn=00296554)

- Higher compensation in clinical and private-sector settings is luring current and potential nurse educators away from teaching. The average salary of a master's-prepared nurse practitioner working in an emergency department was \$80,697, according to the 2003 National Salary Survey of Nurse Practitioners completed by ADVANCE for Nurse Practitioners magazine. In contrast, AACN reports that master'sprepared nurse faculty across all ranks earned an annual average salary of \$60,831. (http://www.advancefornp.com/ common/editorial/editorial.aspx?CC=27756, and (www.aacn.nche.edu)
- Master's and doctoral programs in nursing are not producing a large enough pool of potential nurse educators to meet the demand. According to AACN's 2003-2004 Enrollment and Graduations in Baccalaureate and Graduate Programs in Nursing, graduations from master's programs were down 2.5 percent or 251 graduates; graduations from doctoral programs decreased by 9.9 percent or 44 graduates. (www.aacn.nche.edu)

The need for faculty in basic nursing education to find reward and fulfillment by being with students in emerging environments of care is the most pressing challenge facing nursing education today. A corollary and related challenge is the need for nurses with advanced practice degrees to discover the excitement and fulfillment that comes from being a nursing faculty member in undergraduate nursing education. Together these two challenges, if met, will reveal a shared purpose for nursing: working together to improve the health status of Americans."

— M. Elaine Tagliareni, EdD,
RN, Professor and Independence
Foundation Chair, Department
of Nursing, Community
College of Philadelphia

Nurses for a Healthier Tomorrow coalition members

Academy of Medical-Surgical Nurses • American Academy of Nurse Practitioners

- American Academy of Nursing •
- American Association of Colleges of Nursing
 - American Association of Critical-Care
 Nurses/AACN Certification Corp.

American Association of Nurse Anesthetists

- American College of Nurse Practitioners
 - American Hospital Association

American Nephrology Nurses' Association

• American Nurses Association •

American Organization of Nurse Executives

- American Psychiatric Nurses Association
- American Public Health Association

American Red Cross • American Society

of PeriAnesthesia Nurses • Arthritis

Foundation • Association of Academic

Health Centers • Association of American

Medical Colleges • Association of

Pediatric Oncology Nurses • Association

of periOperative Registered Nurses •

Association of Women's Health, Obstetric

and Neonatal Nurses • Center for

Nursing Advocacy • Chi Eta Phi Sorority

- Emergency Nurses Association •
- Health Occupations Students of America •

Honor Society of Nursing, Sigma Theta Tau

International • Hospice and Palliative

Nurses Association • International Society
of Psychiatric-Mental Health Nurses •

National Association of Clinical Nurse

Specialists • National Association of

Neonatal Nurses • National Association

of Orthopaedic Nurses • National

Association of Pediatric Nurse Practitioners

• National Association of School Nurses •

National Coalition of Ethnic Minority Nurse

Associations • National League for

Nursing • National Organization for Associate Degree Nursing • National

Student Nurses' Association • Nurse

Practioner National Marketing Campaign •

Oncology Nursing Society • Society of

Otorhinolaryngology and Head-Neck

Nurses • Society of Pediatric Nurses •

Society of Trauma Nurses • U.S.

Department of Veterans Affairs

The nation's hospitals not only are the places that employ the most nurses, they are the places where critical clinical education takes place. Hundreds of hospitals are working with their local colleges and universities, not only to attract more students, but to find and fund faculty. But more needs to be done and we're urging hospitals that have the resources to help underwrite faculty costs and to encourage qualified nurses to become educators and leave a legacy of caring."

— Dick Davidson, President, American Hospital Association

Nurses top list of most ethical professions

Nurses once again ranked the highest in the annual CNN/USA Today/Gallup poll in which Americans rated the honesty and ethical standards of people in various professions. Nurses topped the ranking of 23 professions in the November 2003 poll, with 83 percent of respondents rating them "very high" or "high" for honesty and ethics. This is up from 79 percent in 2002.

Medical doctors (68 percent), veterinarians (68 percent), pharmacists (67 percent) and dentists (61 percent) rounded out the top five highest rated professionals.

Nurses have ranked the highest in four of the five years that the profession has been included in the poll. Nurses came in second to firefighters in 2001 in the wake of the Sept. 11 terrorist attacks.

Lippincott Williams & Wilkins becomes Platinum sponsor of coalition

Lippincott Williams & Wilkins (LWW) has become a Platinum sponsor of Nurses for a Healthier Tomorrow. LWW is a leading international publisher of professional health information for nurses, physicians, specialized clinicians and students. LWW provides essential information for health care professionals in print and electronic formats, including textbooks, journals, CD-ROM, PDA and via intranets and the Internet.

LWW will provide the coalition with an in-kind sponsorship valued at \$1 million, including:

- Placement of NHT faculty recruitment ads in top LWW nursing journals.
- Placement of NHT's logo on the table of contents page of top LWW nursing journals.
- Placement of NHT's logo on LWW direct mail pieces.

• Printing and distribution of NHT's faculty recruitment poster.

"Nurse educators are critical to creating the nurses needed to meet our country's health care needs," said Jay Lippincott, president and CEO of Lippincott Williams & Wilkins.

"While we create hundreds of books, journals and teaching tools for nurses, we know they are only as good as the teacher who uses them. We are eager to support this important campaign to increase the number of nurse educators."

LWW publishes more than 50 nursing journals, including *American Journal of Nursing, JONA: Journal of Nursing Administration, Nurse Educator, Nursing2004* and *Nursing Management.*

LWW is headquartered in Philadelphia and can be found online at www.lww.com.

Marsh makes donation to campaign

Marsh Affinity Group Services, a nationwide administrator of insurance plans for health care professionals, recently contributed \$10,000 to Nurses for a Healthier Tomorrow. This was the third installment of a \$30,000 donation from the coalition's Nurse's Circle sponsor.

"The nursing community is important to us, and we have been involved with it for more than 50 years," said Joan O'Sullivan, managing director at Marsh. "The nursing shortage is a problem that must be addressed, and we believe that Nurses for a Healthier Tomorrow has made a difference and will continue to do so. We're proud to offer our support and partner with them to solve this immediate need in health care."

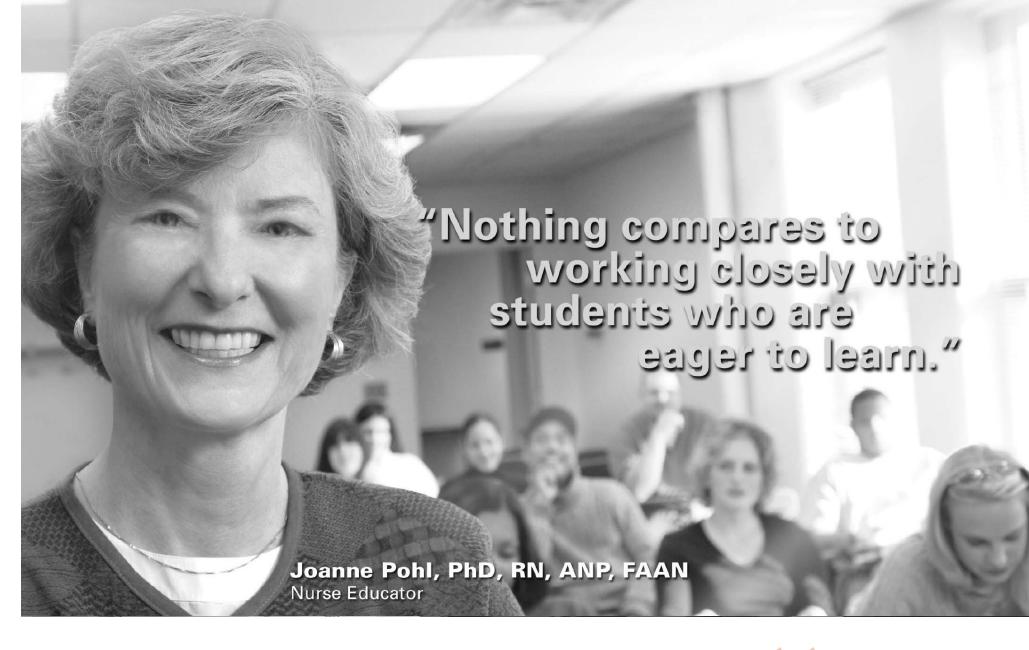
Marsh Affinity Group Services is a service of Seabury & Smith, formerly Maginnis & Associates, and has been a leader in the design and administration of professional liability coverage for health care professionals. For more than 50 years, Marsh has been an advocate for nurses' insurance needs – helping to provide professionals with solid insurance coverage designed specifically for nurses. For more information, visit www.ProLiability.com.

Initiatives help fund nursing education scholarships

The Johnson & Johnson Campaign for Nursing's Future has hosted gala fund-raising events designed to celebrate nursing excellence and raise money for student scholarships, nurse educator fellowships and nursing school grants. The Promise of Nursing events have been held in northern California, Dallas/Fort Worth, south Florida, Georgia, Illinois, Massachusetts, Michigan, New Jersey and Tennessee. More than \$5 million has been raised to date and more events are planned.

The NLN Foundation for Nursing Education, an affiliate of National League for Nursing (NLN), awarded scholarships in the fall of 2003 to 25 nursing students who will pursue careers as nurse educators. The Promise of Nursing Regional Faculty Scholarship Program, which is supported by the fund-raising events sponsored by Johnson & Johnson, is administered by the Foundation of the National Student Nurses' Association. Both the National League of Nursing and the National Student Nurses' Association are Nurses for a Healthier Tomorrow members.

Applications are being accepted for the 2004-2005 scholarship program cycle. For more information on the scholarship program, visit www.nlnfoundation.org. For more information on the Campaign for Nursing's Future, visit www.discovernursing.com. For more information on the Foundation of the National Student Nurses' Association, visit www.nsna.org/foundation.



Thousands of students turned away from nursing schools despite increase in enrollment

Enrollments in entry-level baccalaureate nursing programs increased by 16.6 percent in fall 2003 over 2002, according to a survey from the American Association of Colleges of Nursing (AACN), a Nurses for a Healthier Tomorrow member organization. However, more than 11,000 qualified students were turned away from these programs due to limited faculty, clinical sites and classroom space.

AACN surveyed 564 (82.7 percent) of the nation's nursing schools with baccalaureate- and graduate-degree programs. It found that 126,954 students were enrolled in all nursing programs leading to the baccalaureate degree in fall 2003, up from 116,099 students at the same time in 2002. This marks the third year of enrollment increases in baccalaureate programs, which had declined steadily from 1995 to 2000.

Graduate enrollments and nurse faculty shortage

The AACN survey also found that enrollments were up in both master's and doctoral degree nursing programs. Enrollments in master's degree programs rose 10.2 percent, or 3,350 students, to a total of 37,251 students. In doctoral programs, enrollments increased by 5.6 percent, or 171 students, to a total of 3,229 students. However, because of lower enrollments in recent years, the number of graduates from master's and doctoral programs in 2003 declined by 2.5 percent and 9.9 percent, respectively.

The slight enrollment increase in graduate programs is good news given the growing concern about the nurse faculty shortage. According to AACN, the shortage of nurse educators is expected to

intensify over the next 20 years as significant numbers of faculty members retire and fewer nurses with advanced educational preparation choose academic careers.

AACN projects that between 200 and 300 faculty with doctoral degrees will be eligible for retirement each year from 2003 through 2012, and between 220 and 280 faculty with master's degrees will be able to retire annually between 2012 and 2018. Given the competition for nurses prepared at advanced levels and the salary differential between positions in higher

education and private practice, the nurse faculty shortage is expected to intensify and affect nursing education programs at all levels.

About the AACN Survey

AACN's 23rd Annual Survey of Institutions with Baccalaureate and Higher Degree Nursing Programs is conducted each year by the association's Research Center.

More information about the survey results can be found at AACN's Web site at www.aacn.nche.edu.

The importance of quality nursing instructors cannot be overestimated. As a recent graduate, I rely on what I learned in school. Our instructors teach us how to think critically and apply the knowledge gained. My success as a nurse is directly influenced by the quality and effort of my instructors."

— Matthew Arant, RN, ASN,

President, National Student

Nurses' Association

HOW TO HELP

You can help Nurses for a Healthier Tomorrow make a difference in the nursing recruitment communications campaign. With the support of individual, corporate and organizational donors, Nurses for a Healthier Tomorrow is letting people know that many rewards await those who seek a career in nursing.

There are many ways you can get involved with Nurses for a Healthier Tomorrow. Here are two things that will help most:

Contribute money. We need dollars to create, produce and place advertising, and to fund public relations efforts. From individuals to corporations to foundations, we'll only succeed if we work together. No contribution is too small, and you can make a contribution in honor of a person, institution or organization.

Get the word out. Tell others about the campaign. And tell them to tell others. Help to place campaign ads in publications that potential nurses and nurse educators read.

For your contribution, you'll be listed on Nurses for a Healthier Tomorrow's Web site – www.nursesource.org – and in the coalition's printed publications. For contributions of \$1,000 or more, you can get a link from the coalition's Web site to yours.

To make a contribution or get more information you can:

- Contribute online at www.nursesource.org
- Mail your contribution to: Nurses for a Healthier Tomorrow c/o Honor Society of Nursing, Sigma Theta Tau International 550 W. North St. Indianapolis, IN 46202
- Call, write or e-mail us about sponsorship opportunities: Kathy Bennison, 888.634.7575, bennison@stti.iupui.edu Sonja Popp-Stahly, 317.262.8080, sonja@hetcom.com



Sponsors make nurse recruitment a reality

Supporters of Nurses for a Healthier Tomorrow to date range from individuals to institutions:

PLATINUM SPONSOR (\$1 million) Lippincott Williams & Wilkins

GOLD SPONSOR (\$500,000) JWT Specialized Communications

SILVER SPONSOR (\$250,000)

BRONZE SPONSORS (\$100,000) Helene Fuld Health Trust

NurseWeek Nursing Spectrum

NURSES' CIRCLE (\$10,000 and above) Independence Foundation Kaiser Foundation Health Plan, Inc. Kiwanis International Marsh Affinity Group Services Resurrection Health Care Rollin M Gerstacker Foundation

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Blessing Hospital

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Cedars-Sinai Medical Center Chelsea Community Hospital Children's Hospital, Boston

Children's Hospital Los Angeles Clinical Nurse Specialist

Commission on Graduate of Foreign **Nursing Schools**

Community Memorial Hospital, Menomonee Falls (Wis.)

Connecticut Society of PeriAnesthesia

Cookeville Regional Medical Center Council on Nursing Education in

Washington State

Dartmouth-Hitchcock Alliance

Debra Macdonald

Doris S. Edwards

El Dorado Hospital

Elizabeth A. Kenney

Emergency Nurses Association

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Epsilon Eta Chapter (STTI)

Epsilon Gamma Chapter (STTI)

Epsilon Omega Chapter (STTI)

Evanston Northwestern Healthcare

Frisbie Memorial Hospital Genesis Health Care System

Georgia Hospital Association

Georgia Nurses Association

Harding University Harrison Hospital

Hartford Hospital

HealthONE

Hetrick Communications

Holy Family Memorial

Home Health Care Nurse

Hospice and Palliative Nurses Association

The Hospital Council of Western

Pennsylvania

Hospital for Joint Diseases Orthopaedic

Institute

Illinois Council of Deans & Directors of Baccalaureate & Higher Degree Programs

in Nursing

Illinois League for Nursing Inc.

Illinois State University Mennonite College

of Nursing

Iota Psi Chapter (STTI)

Johns Hopkins Health System Journal of Infusion Nursing

JONA: Journal of Nursing Administration

Kappa Epsilon Chapter (STTI) Kappa Gamma Chapter (STTI)

Journal of Perinatal and Neonatal Nursing

Karen A. Stiefel

Karen M. Pangborn

Kathryn A. Raethel

Kathy Jordan Kent State University

Lake Forest Hospital

Lakeland Regional Medical Center

Lambda Mu Chapter (STTI)

Loma Linda University

Los Angeles-Nursing Executive Council

Luci Baines Johnson

Margaret McClure

Marilyn Kay Bedell

Mary B. O'Brien

Mary K. Kohles-Baker

Mayo Foundation for Medical Education

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MCN: The American Journal of Maternal and Child Health Nursing

Medical Center of Central Georgia, Inc.

Mercy Medical Center - New Hampton (Iowa)

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Miami Valley Hospital

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NFCS Associates Services, LLC

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The Nurse Practitioner

Nursing2004

Nursing Administration Quarterly

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Nursing Management

Nursing Research

Parma Community General Hospital

Parma Community General Hospital,

Nursing Administration

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St. Francis Hospital & Health Centers

St. Joseph College St. Joseph Healthcare Foundation

St. Luke's Episcopal Hospital

St. Mary's Hospital Medical Center, Madison

St. Peter's Hospital, Albany

Susan Nick

Susan V. Patterson

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Virginia Organization of Nursing Executives

Washington Hospital Center

West Suburban College of Nursing, Oak Park (Ill.)

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Oak Park (Ill.) William Beaumont Hospital

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Zeta Delta Chapter-At-Large (STTI)