

**Employing the Logic Model to Assure
Relevant & Efficient Approaches for
Recruiting & Retaining Ethnic Minority
Nurses in Doctoral Programs in the United
States of America**

**Faye Gary, Hossein Yarandi, Janet Jackson
& Jillian Inouye**

Sponsoring Organizations

*Substance Abuse and Mental Health
Services Administration*

The logo for the Substance Abuse and Mental Health Services Administration (SAMHSA). It features the acronym "SAMHSA" in a bold, dark blue, sans-serif font. The letters are slightly shadowed, giving it a three-dimensional appearance. The logo is set against a light blue background that has a subtle gradient and a slight shadow effect.

Minority Fellowship Program

*Lt. Antoine Smith, MPH
Project Officer*

The logo for the Minority Fellowship Program (mfp). It features a stylized, red, curved graphic element on the left that resembles a lowercase 'm' or a swoosh. To the right of this graphic, the letters "mfp" are written in a lowercase, blue, sans-serif font. Below "mfp", the words "MINORITY FELLOWSHIP PROGRAM" are written in a bold, blue, sans-serif font, with "MINORITY" on the top line and "FELLOWSHIP PROGRAM" on the bottom line.

American Nurses Association

Marla J. Weston, PhD, RN, CEO

The logo for the American Nurses Association (ANA). It features a stylized, red, curved graphic element on the left that resembles a lowercase 'a' or a swoosh. To the right of this graphic, the letters "ANA" are written in a bold, blue, sans-serif font.

Developing a Logic Model



MFP Goal: PhD Acquisition





Logic Model

**Jillian Inouye, PhD, RN, FAAN
National Advisory Committee
Minority Fellowship Program
Professor, School of Nursing
University of Hawaii**



Mission of the MFP

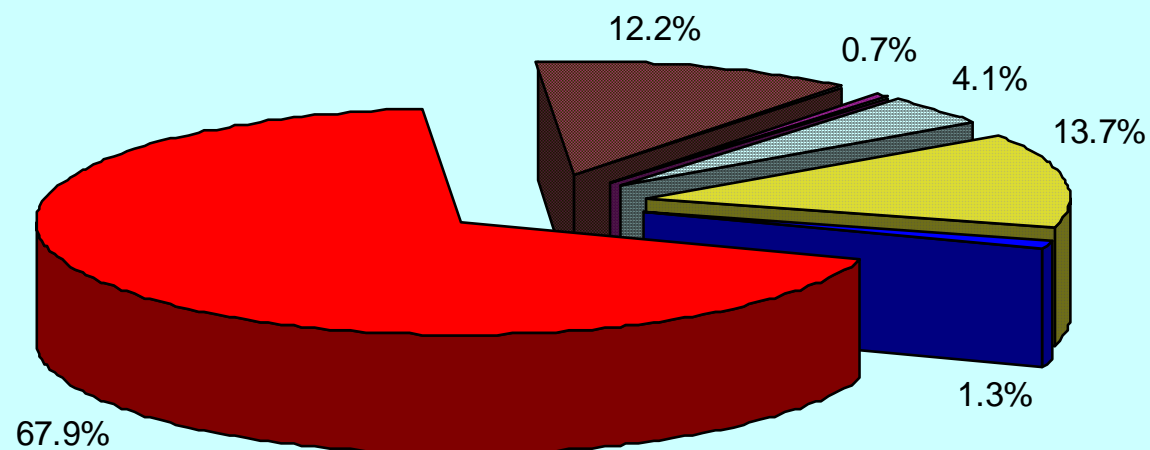
- Develop Ethnic Minority Nurses Who Are Recognized for Excellence in Creating, Transmitting, & Utilizing Knowledge & Skills to Improve the Health of People in Local & Global Communities. Fellows will:
- Conduct Research on Substance Abuse & Mental Health Disorders Prevention & Treatment (SAMHDPT) Within Minority Populations, Across All Age Groups & in a Variety of Settings;
- Assume Leadership Roles in the Initiation of Scientific Investigations & Service Utilization Phenomena Relevant to Ethnic Minority Populations;



Mission of the MFP

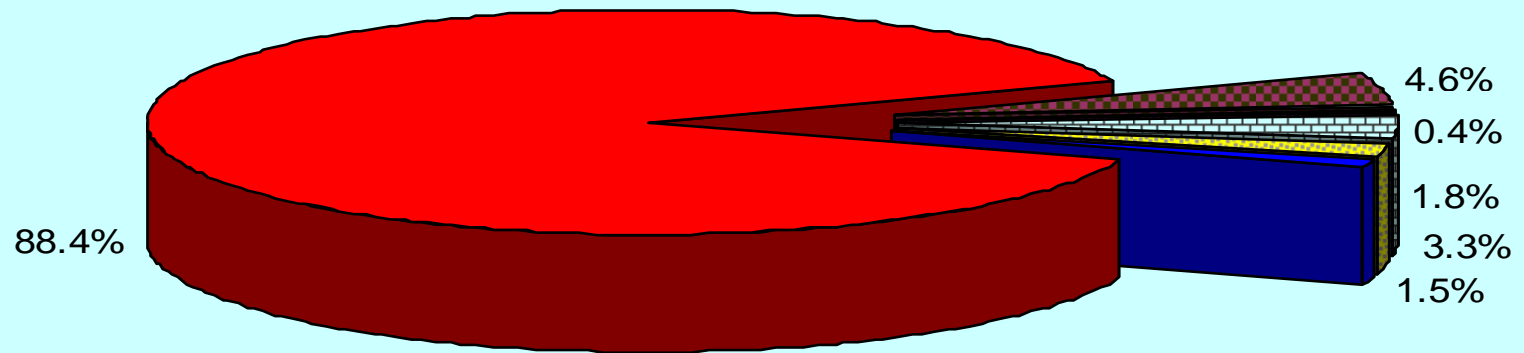
- Expand & Contribute to the Evidence-Based Practice of SAMHDPT Among Ethnic Minority Populations Throughout the Lifespan; &
- Function as Leaders & Members of Interdisciplinary Research, Public Health Policy, & Direct-Service Care Teams With the Objective of Improving the Overall Health Status of Ethnic Minority Populations.

US Population by Race & Ethnicity



- White, Non-Hispanic
- Black, Non-Hispanic
- American Indian/Ala. Native, Non-Hispanic
- Asian/PI, Non-Hispanic
- Hispanic
- Two or More Races, Non-Hispanic

US Registered Nurse Workforce



- | | |
|---|-----------------------------------|
| ■ White, Non-Hispanic | ■ Black, Non-Hispanic |
| ■ American Indian/Ala. Native, Non-Hispanic | ■ Asian/PI, Non-Hispanic |
| ■ Hispanic | ■ Two or More Races, Non-Hispanic |



In the MFP Culture is:

The Acquisition of Learned Attitudes, Behavior Patterns, Thought Processes, & Emotional States that Help to Define a Particular Population of Scholars—
MFP Fellows.

The MFP & the Logic Model: Culture Specific

- Is the MFP Logic Model Culturally Appropriate for the Population Being Served?
- What, If Anything, Would Help Make a Logic Model & Its Use More Suitable for the Cultural Context Within Which We are Functioning?
- What Would You Do? Why? How?

Cultural Competency & Health

- Cultural Competency will Improve the Quality of Care for all People in the Nation
- Culturally Sensitive Care, Research, & Public Policy Issues are Domains that Have the Potential of Helping to Reduce & Eliminate Disparities Among Ethnic Minority Groups, & Underserved Caucasians





Key Elements: MFP Facts

PhD Nurses

- More than 200 Ethnic Minority Alumni
- 15 Fellows
- Two Post Doctoral Fellows
- Stakeholders on Seven Continents



MFP: Educating Minority Nurses

- The purpose of this presentation is to:
 - Present One of the Most Effective Approaches to Educating Minority Nurses for Careers in Mental Health & Substance Abuse
 - Detail Recruitment & Retention Strategies that are Utilized to Assure that the Nurses are Successful in their Academic Pursuits



MFP: Educating Minority Nurses

- Discuss Partnerships with Minority Nursing Organizations & Other Stakeholders for the Enhancement of Program Goals
- Highlight the Use of the Logic Model in Program Evaluation & Planning



Logic Model

Faye A. Gary, EdD, RN, FAAN

Consultant & Director

Minority Fellowship Program

Medical Mutual of Ohio Professor of
Nursing

Case Western Reserve University

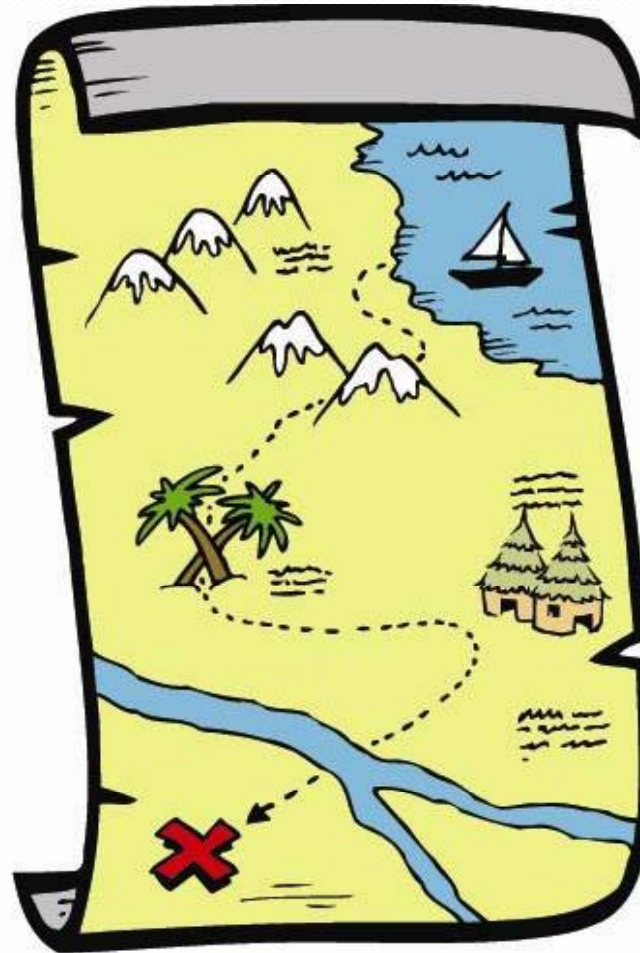
Cleveland, Ohio



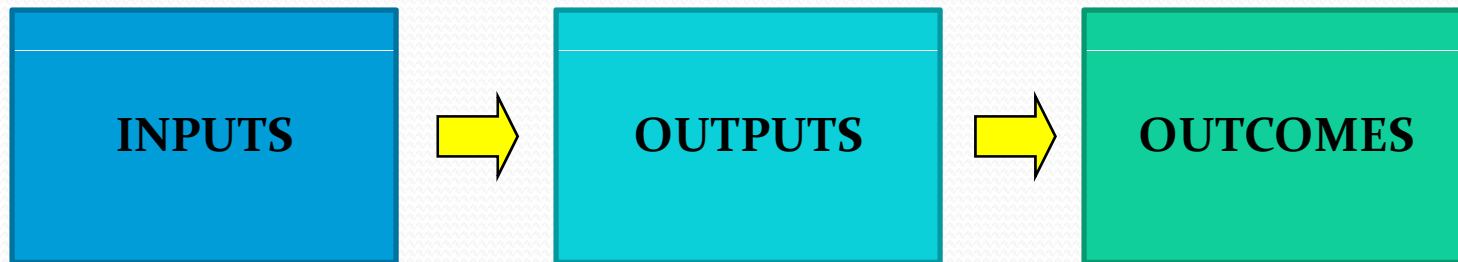
The MFP Logic Model is:

- A Representation of the Program that Depicts What the Program Will Do and What it Will Accomplish
- A Clustering of “if-then” Relationships that Could Lead to the Desired Outcomes
- A Key Element in Program Planning & Evaluation

The Logic Model can be a Road Map



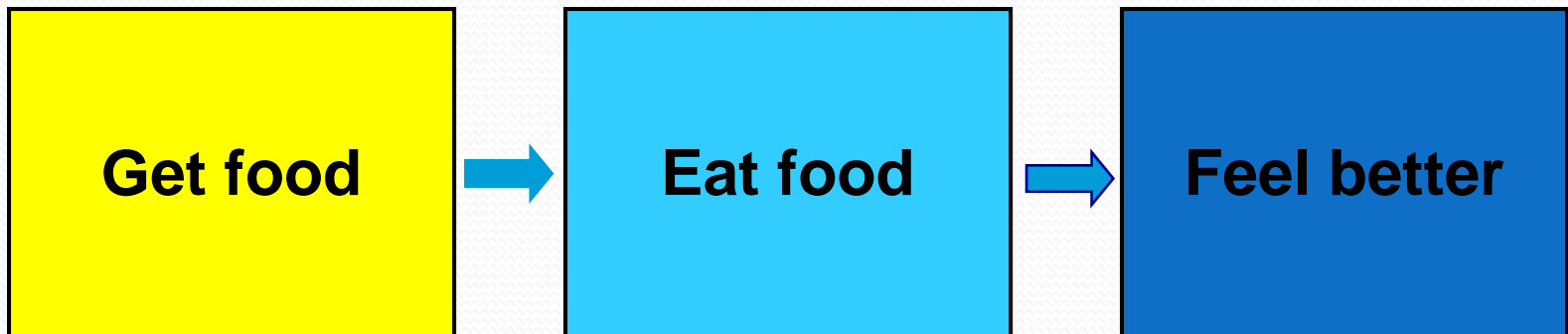
Simplest Form of the Logic Model



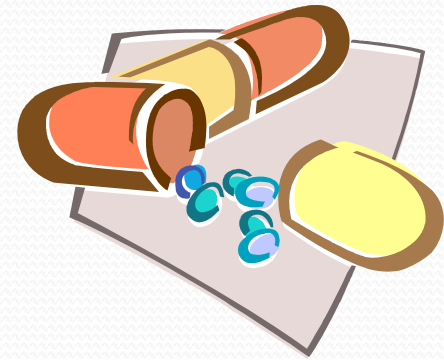
Everyday Example of Logic Model



**H
U
N
G
R
Y**



Everyday Example



H
E
A
D
A
C
H
E

Get pills

Take pills

Feel better

Situation

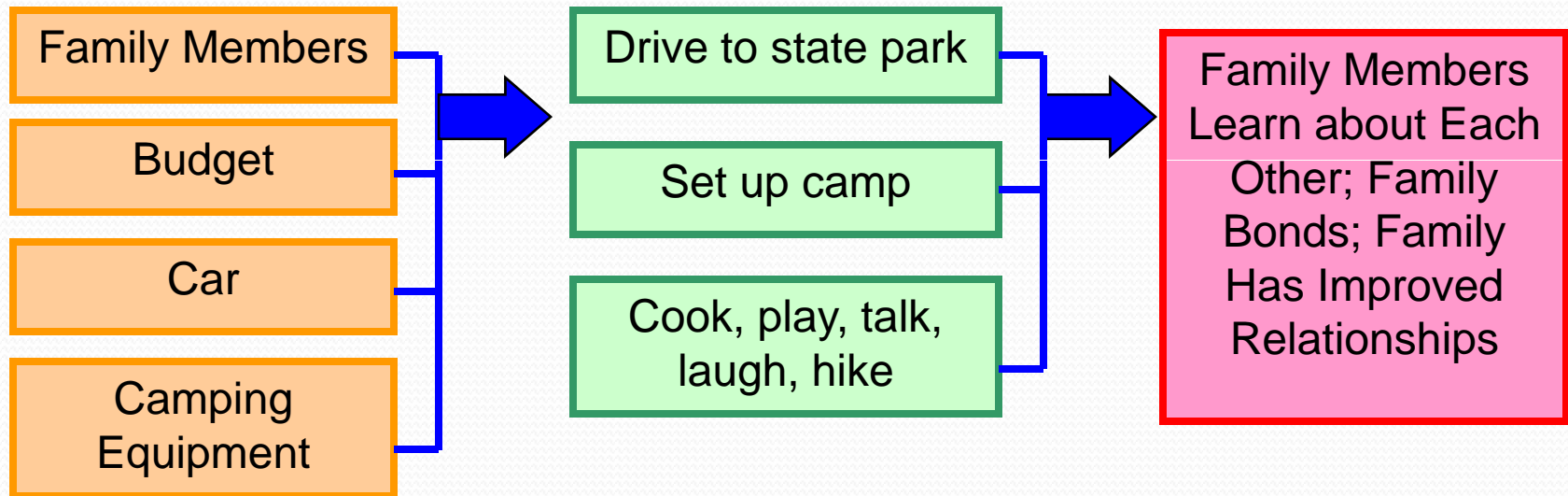
INPUTS

OUTPUTS

OUTCOMES



Logic Model for Family Vacation



INPUTS

OUTPUTS

OUTCOMES



MFP: Educating Minority Nurses

- **Elements in logic model & how it works at the MFP:**
 - **Inputs**
 - The Things/Resources that are Invested in the MFP
 - **Processes**
 - Activities/Things that are Done to Produce Results
 - **Outputs**
 - Immediate Tangibles Resulting from Inputs & Processes
 - **Outcomes**
 - Changes or Impacts that Occur in the MFP

Logic Model: MFP at ANA

Inputs

SAMHSA Mission
MFP Goals
Collaboration with the
American Nurses Association
Key Stakeholders
Deans & Directors
Time, Resources, Finances
Partnerships, Staff
Program Requirements
Short term Goals
Long term Goals
Timelines & Milestones
Defined Accountabilities
Technology
Intellectual Expertise
[What do we need?]

Activities

Recruitment
Retention
Academic Accountability
Mentoring
Coaching
Crisis Management
Tutoring
Statistics Study Group
Academic Advisement
Data
Collection/Evaluation
Presentations
Publications
Service
Graduation

[What will we do?]

Outputs

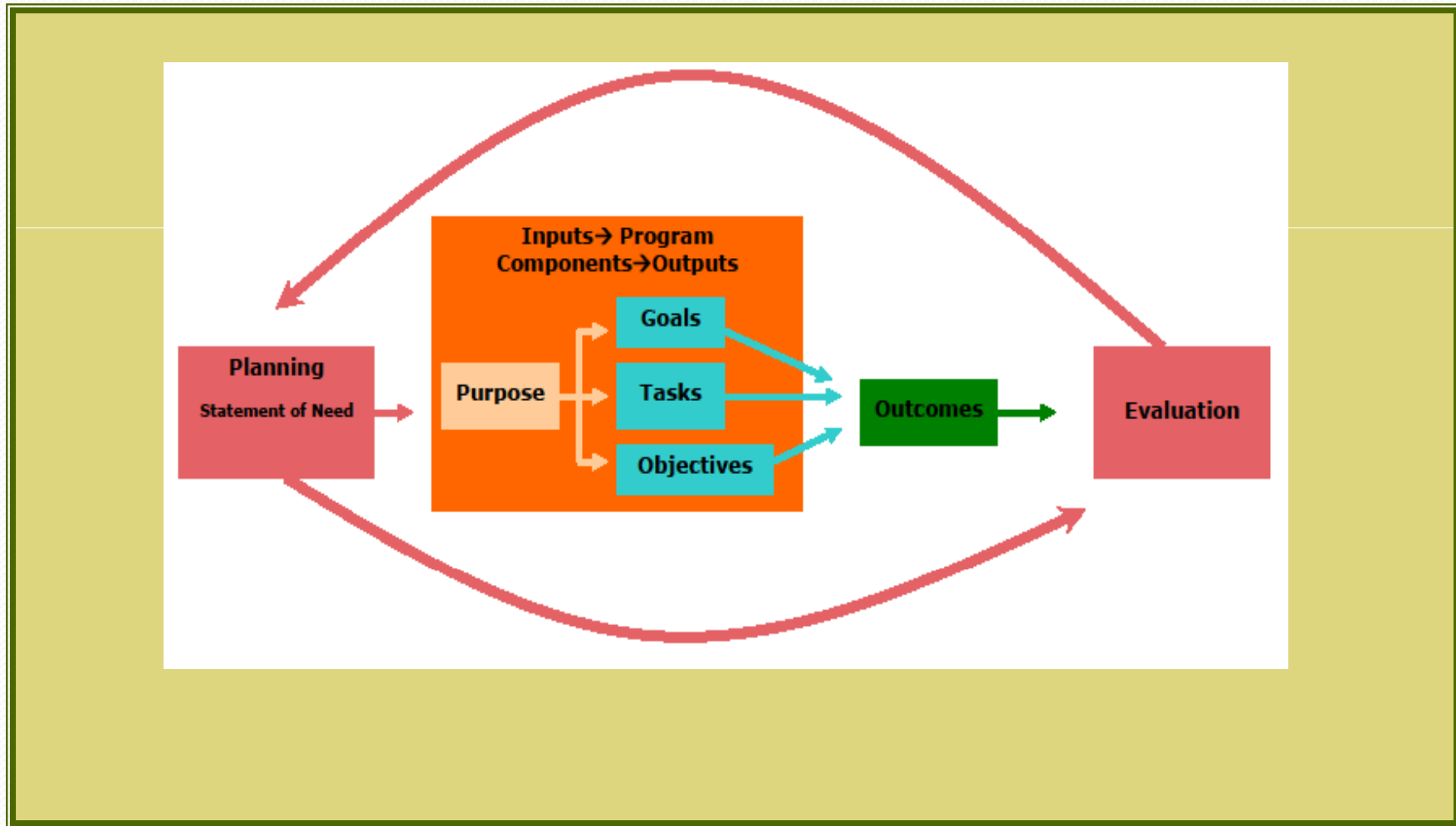
Strategic
Plan
Work Plans

[What is the
Evidence of
Desired Resource
Allocation?]

Outcomes

Completion
of Short-
Term & Long
Term Goals &
Objectives
•Measurable
indicators
[Were the Goals
& Objectives
Accomplished?]

The Logic Model





MFP: Logic Model

- Attention to the Logic Model is Essential
 - Focus on the Inputs and Activities
 - Necessary for successful Outputs and Outcomes to be Evident
 - Review of the Mission, the Goals & Objectives are Vital
 - Communication with Funding Agency is Ongoing
 - Critique of Quantitative & Qualitative Data on Selected Program Indicators
 - Review Strategic Plan: Could Take Several Years to Accomplish
 - Review the Work Plan Often and Refine the Logic Plan as Needed

**“We Build the Road and the Road Builds Us”
Sri Lankan Proverb**

**The Logic Model is a Way of Thinking...
Not Just a Pretty Graphic**



Inputs

What we invest

Staff

Volunteers

Time

Money

Research base

Materials

Equipment

Technology

Partners

OUTPUTS

What We Do

Who We Reach

ACTIVITIES

- **Recruit ;Teach;
Mentor; Tutor**
- **Monitor Academic
Progress**
- **Develop Products &
Resources for Fellows**
- **Network**
- **Build Partnerships**
- **Create Dreams**
- **Facilitate Careers**
- **Work with Faculty**
- **...**

PARTICIPATION

- **Fellows**
- **SAMHSA**
- **Coordinating Center**
- **Colleges &
Universities**
- **National Advisory
Committee**
- **Stakeholders**
- **Alumni**
- **Clients & Consumers**
- **Clinicians**
- **Research...**

OUTCOMES

Results for the MFP Fellows

SHORT <i>Learning</i>	MEDIUM <i>Action</i>	LONG-TERM <i>Conditions</i>
Changes in <ul style="list-style-type: none">• Aspirations• Awareness• Knowledge• Attitudes• Skills• Opinions• Aspirations• Motivation• Behavioral intent	Changes in <ul style="list-style-type: none">• Behavior• Decision-Making• Knowledge Base• Competencies• Career Paths• Self Assessments• Self Expectations	Changes in <ul style="list-style-type: none">OpportunitiesWell-BeingMental/Physical HealthEconomic StatusContributionsLeadershipSelf Esteem



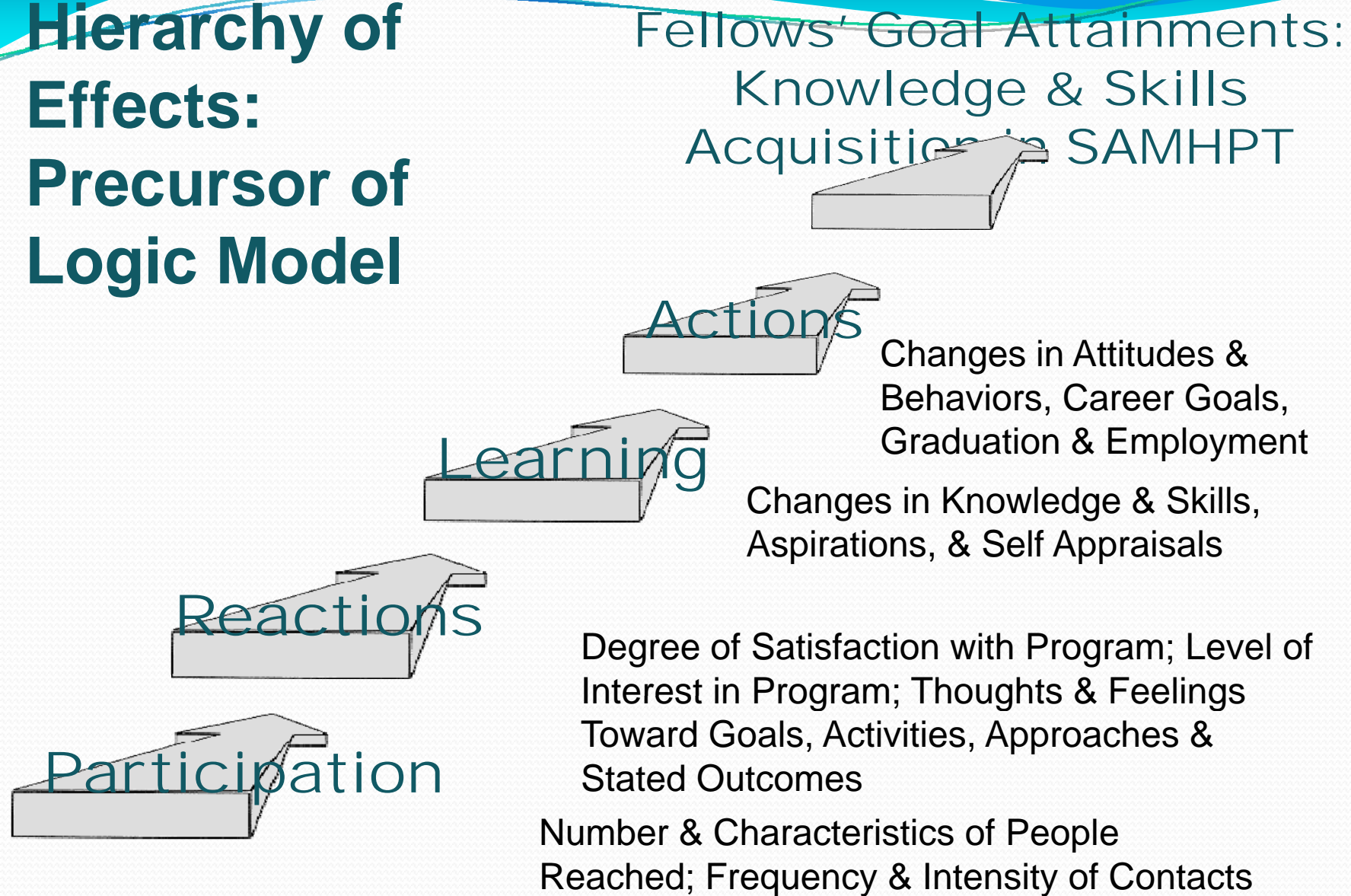
CHAIN OF OUTCOMES



Logic Model

- Program Planning
 - Begins at the End Point: What Do We Want to Achieve?
- Implementation
 - How Will Things Be Done?
- Evaluation
 - Identify Variables that Define Desired Outcomes

Hierarchy of Effects: Precursor of Logic Model





Program Accountability

- What Gets Measured Gets Done
- If You Don't Measure Results, What is Success & What is Failure
- If You Can't See Success, You Will Not Acknowledge It
- Are You Rewarding Success or Failure
- If Success is Not Acknowledged, You Will Not Learn From It
- If Failure is Not Recognized, It will Not Be Corrected
- Demonstrate Results, Win Stakeholders' Support & SAMHSA Approval

An Example of Logic Model for MFP

Inputs (Resources)	Program Components (Activities)	Outputs (Objectives)	Outcomes (Goals)
Examples	Examples	Examples	Examples
People	OUTREACH	PROJECT	INPROGRAM
Faye Gary	e-conf with applicants; Fact finding informal communications with interested nurses	Appls distrib/received; follow up conferences with applicants and advisors	Fellows' satisfaction
Hossein Yarandi	Networking at Conf/Mtgs	Inquiry freq/follow-up	Fellows' retention
Janet Jackson	Promotion of project criteria through Internet, scientific/professional meetings, publications, career counseling, role modeling, informal discussions, MFP Exhibit Recruitment, participation in ethnic minority conf/mtg planning and evaluation, leadership roles conf/mtgs	Freq visits to website Number of mailings to colleges/universities, visits to MFP office, contacts at exhibit booths at scientific conferences, ethnic minority professional meetings, etc.	Fellows' transfers
Technologist	Communication with stakeholders/ethnic orgs through electronic medium, face-face discourse, publications in ethnic orientated nursing journals, etc.	Distribution of liter/confs/meet/visits	Fellows' grades Fellows' SAT scores
SAMHSA	Specific courses	Applied/career goals	Translating science to service: community present, publications, poster/podium; state, national, international scientific/evidence-based practice present

An Example of MFP Fellows' Academic and Professional Activities 2007-2008

Fellow	No of Publications	Number of Podium Presentations	Number of Poster Presentations	Number of Hours of Community Service Per Month	Number of Boards and/or Committees Involved	Employment Status or Full-Time Student	Place of Employment	Weekly Hours of Work	Other Financial Support Received
Mary Black	0	2	5	0	2	Full-time Student	--	--	Hartford Scholarship
Bridgette Brawner	3	7	5	28	11	Full-time Student	--	--	Fontaine Fellowship, Pilot Funding
Barbara Dahlen	2	1	2	10	2	Full-time, Faculty	Turtle Mountain Community College, Belcourt, ND	40	BUSH Fellowship
Michelle Hampton	3	4	1	3	3	Full-time, Faculty	Samuel Merritt University	40	NIH, Nursing Research Center
Donna Grandbois	4	2	4	8	6	Full-time, Assistant Professor	North Dakota State University	40	Student Loan
Rosa Gonzalez Guarda	10	15	6	0	4	Full-time, Assistant Professor	University of Miami School of Nursing	40	University of Miami School of Nursing

An Example Listing of Fellows Entering and/or Continuing in the MFP

FELLOW	UNIVERSITY/SCHOOL	RACE/ETHNICITY	GENDER
Cynthia Bienemy	Southern Louisiana University	African American	Female
Mary Black	University of Minnesota	American Indian	Female
Lois Bolden	University of Tennessee	African American	Female
Bridgette Brawner	University of Pennsylvania	African American	Female
Huey Jen Chen	University of S.	Asian/Korean	Female
Barbara Dahlen	Florida Atlantic University	American Indian	Female
Rosa Gonzalez Guarda	University of Miami	Hispanic/Cuban	Female
Doris Hill	University of Minnesota	Hispanic/American Indian	Female
Kim Jolly	Florida Atlantic University	Black/Caribbean Hispanic	Female
Bruce Kafer	Case Western Reserve University	American Indian	Male
Robert Pope	University of California/San Francisco	African American	Male
Teresa Richardson	Catholic University of America	African American	Female
Cheryl Giscombe	University of North Carolina/Chapel Hill	African American	Female
Anna Villena	University of California/San Francisco	Asian/Filipino	Female

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Robert Pope	University of California/San Francisco	African American	Male
Teresa Richardson	Catholic University of America	African American	Female
Cheryl Giscombe	University of North Carolina/Charlotte	Hispanic	Female
Anna Villena	University of California/San Francisco	African American	Female

Examples of MFP Recruitment Efforts from 2004-2008

Organization	Year	Type of Participation	Number of Inquiries/Prospects
American Association of Colleges of Nursing	2008	Podium Presentation	5
American Nurses Association	2004-2008	Podium Presentation Recruitment Booth	7
Asian American Pacific Islander Nurses Association	2004- 2008	Podium Presentation Recruitment Booth	4
Nurses Organization	2004- 2006	Podium Presentation Recruitment Booth	2
National Alaska Native American Indian Nurses Association	2004-2008	Podium Presentation Recruitment Booth	10
National Association of Hispanic Nurses	2004-2008	Recruitment Booth	2
National Black Nurses Association	2004-2008	Podium Presentation Recruitment Booth	15



Academic Accountability

- End of Semester Academic Progress
 - Signed Progress Report from Advisor
 - Copies of Fellow's Grades
 - Check ups with Advisory Committee Members
 - Site Visits to Universities
 - Consultations with Chairs, Deans & Associate Deans
 - Teleconferences
 - Assigned Mentoring/Tutoring/Virtual Classes
 - Dressed Rehearsals for Proposal & Dissertation Defenses
 - Dressed Rehearsals for Employment Interviews ...



Logic Model

Janet Jackson, BA
Program Manager
Minority Fellowship Program
American Nurses Association
Washington, DC

Recruitment

- Awareness through Professional Activities
- Collaboration with Health Professionals
- Fellows' Scholarly Contributions
- Invitational Luncheons and Meetings
- Newsletter as Communication Tool
- Participation in Research, Practice, Education, & Health Policy Focused Conferences
- Site Visits & Outreach at Academic & Practice Institutions
- Contributions to Science and Service
- Face-to-Face Meetings with Nursing Leaders

Asian American Pacific Islander Nurses Association, 2007



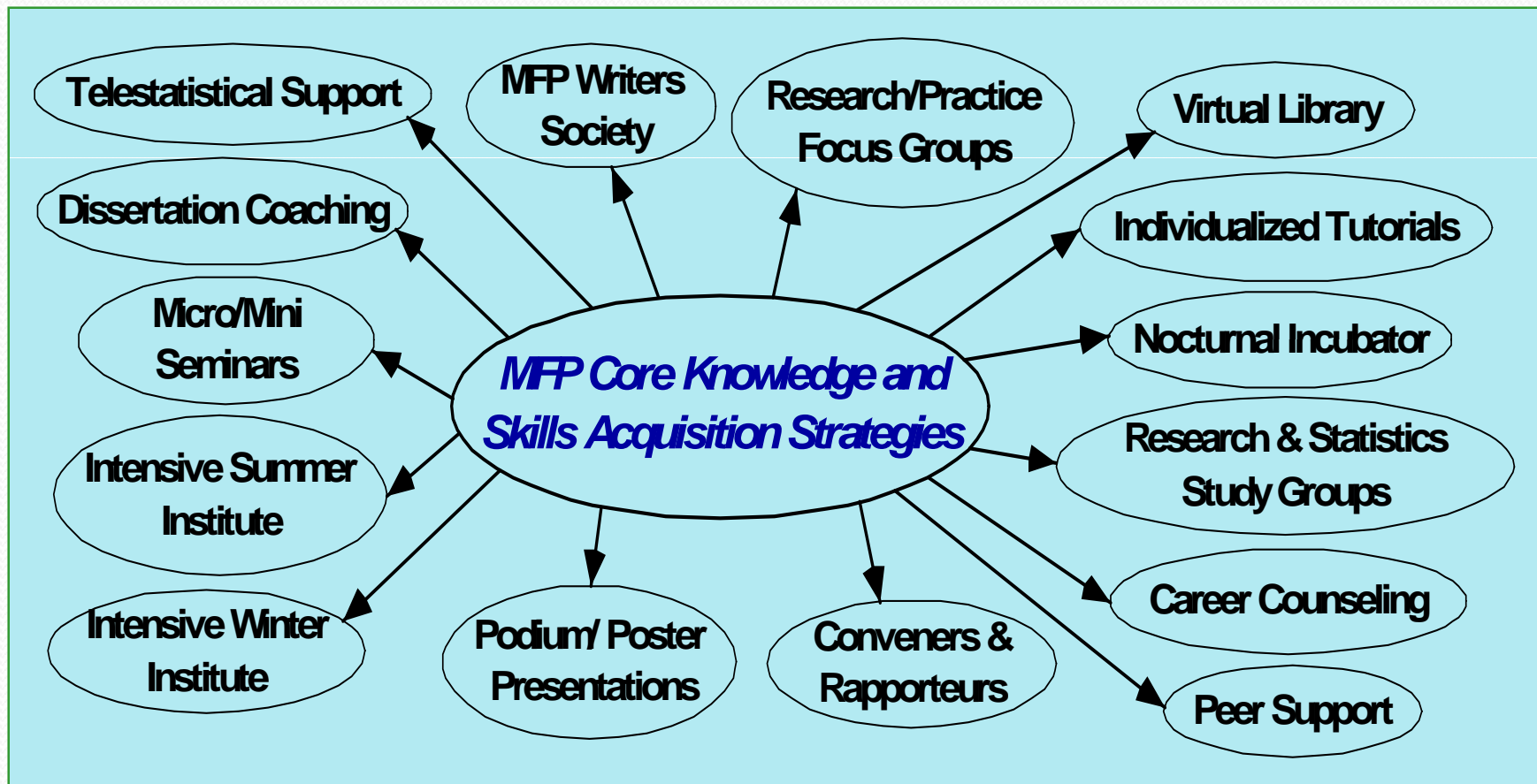
Alaska Native Nursing Students, 2006



Retention

- Colloquia Participation
- Congressional Visits
- Social Support
- Academic Support
- Mentoring
- Tutoring
- Coaching
- Career Planning
- Tele-statistics (SSG)
- Writing Critiques
- On-Line Modules

MFP Virtual University





Key Elements for Success

- Recruitment
- Retention
- Statistics Study Group
- Dissertation Clarification
- Mentoring
- Academic Accountability
- Partnership/Ethnic Minority Community
- Collaborations with Colleges and Universities
- On Demand Communications with Deans, Program Directors, and Advisors
- On Demand Conferences with Fellows ...



Methods of data collection

SOURCES OF INFORMATION

- Existing Data
 - Academic Records
 - Attendance Logs
 - Pictures & Charts
 - Program Participants
 - Advisors' Assessments
 - Application Packet Data
 - Dissertation Proposals
 - Completed Dissertations
 - Stakeholders
 - Funding Agency (SAMHSA)

DATA COLLECTION METHODS

- Web Based Surveys
- Interviews
- Competency Performances
- Observations
- Photography
- Reviews of Performance
- Peer Reviews
- Critiques of Annual Performance
- Small Group Discussions & Analysis
- Making Rounds: One-to-One Reviews

Methods of Data Collection

SOURCES OF INFORMATION

- Existing Data
 - Program Records
 - Attendance Logs
 - Pictures, Charts
 - Pictorial Records
- Program Participants
- Key Informants (Deans, Department Chairs)
- Academic Staff
- External Supporters & Critics
- SAMHSA & Stakeholders
- Employers

DATA COLLECTION METHODS

- Surveys
- Interviews
- Competency Tests (Statistics)
- Observations
- Group Discussions & Critiques
- Program/Conference
- Photography
- Academic Documents
- Peer Review
- Program Evaluations
- Monkey Research Software

Sample of MFP Data Collection Plan & Evaluation

Questions	Indicators	Data collection			
		Sources	Methods	Sample	Timing



Logic Model & MFP Evaluation

- **The Logic Model Provides:**
 - Descriptions that Guide the MFP Evaluation
 - Guides for the MFP Staff to Match Evaluation Components to the Program & Its Objectives
 - Instructions About What & When to Measure Variables
 - Clarity About Process & Outcomes—Helps Staff to Prioritize & Determine Resource Allocations
 - Assistance in Answering Questions Such as “Where will we Spend our Limited Human & Material Resources?”
 - Answers the Questions: “What Do We Really Need to know About the MFP? Are we Meeting SAMHSA Guidelines?”

Data Management & Analysis with the Logic Model

- Paradox Database Application and Excel are Used for Record Keeping, Tracking, & Initial Data Processing
- The Latest Versions of SAS & SPSS Computer Programs are Used for Data Management & Analysis
- A detailed Descriptive Analysis of all Quantitative Data are Performed, Involving the Summarization of Data and the Use of Inferential & Graphical Exploratory Data Analytic Techniques



Use of Technology

- Paperless Office
- Electronic Transmission of Documents
- Computer-Based Audio & Visual Communications
- Webcasts for Academic Materials
- Teleconferencing
- Digital Photography
- Electric Directory of Fellows Across Five Disciplines
- Web Based Communications: Face Book, Tweeter
- Statistical Analysis; Fellows' Tracking System
- On-Line Modules for Competency Building

Limitations

Logic Model...

- **Represents Intention; It is Not Reality**
- **Focuses on Expected Outcomes**
- **Challenges the If-Then Relationships**
 - ✓ *Many factors influence process and outcomes*
 - ✓ *Continue to access potential antecedent factors*
- **Does Not Address the Question:**
“Are we doing the right thing?”



Limitations of the Model

- Time Consuming; Lots of Paper Work
- Outcomes Focused
 - Limited Attention to Inputs and Outputs & Logical Relationships that Connect Them
- Are the MFP Staff Perfecting the Key to the Wrong Lock?
 - Does The MFP Focus on the Right Thing?
- Limited Insights into Stagnation and Fixed Products
 - Bonded to Certain Components of MFP Could be Defeating
- Is the MFP Model a Beautiful But Fixed, Irrelevant Picture?
- Transformational Behaviors Could be Difficult to Initiate

Future Visions

- Strengthen & Use Cross Ethnic Networks
- Develop New Concepts, Theories, and Measures
- Conduct research for Evidence-Based Practice
- Publish Findings in Key Journals
- Attain Leadership Positions in Research, Practice, Policy & Education
- Provide Leadership to the Profession
- Participate in Politics
- Advocate for Health Care Reform
- Mentor Within & Across Ethnic Groups
- Perfect Skills in Scientific Reasoning & Writing
- Strive for Excellence

Prototype of MFP Fellow



Prototype of MFP Fellow



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