Collaborative Leadership for Financial Stability: The Role of Innovation

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Objectives:

- Review current trends influencing health care and education.
- Identify current innovations and their limitations in nursing education.
- Recommend patterns of leadership that can foster innovation in nursing education.
- Suggest possible future innovations to balance resources and innovation.

The Perfect Storm in Nursing Education

- Stagnation in a world of change.
  - Typical of nursing and academic setting.
  - Older pool of faculty that hates change.
  - Risk-adverse academic mentality.
- Leadership change.
  - Retirements with few people prepared to replace Dean.
  - Deanship not well understood by faculty and staff.
  - Dearth of faculty interested in senior academic leadership.
  - Defensive leadership in University administration.
- Strategic planning failure.
  - Lack of agility and flexibility in short term.
  - Conservative organizational leadership.

The New Educational Reality

- More students from diverse backgrounds.
- More students with disabilities, family commitments, and significant life events.
- Increasing demand for technology integration to improve teaching and learning options.
- Increasing need for 24/7 operational capacity for student support services and faculty availability.
- Growth of social media as a critical component of the educational process.

Past Innovations with Current Relevance

- Nursing Clinics
  - A. Wellness Centers
  - B. Primary Care Clinics
- Simulation Centers
- Shared Resource On and Off Campus
- New Programs
  - On-line and In-class Courses
  - Partnerships with Community Agencies
What does it take to succeed?

• Administration
  – President and Board of Directors – willing to invest in academic excellence as a primary goal.
  – Chief Academic Officer – who understands the demand for interprofessional education (IPE), practice (IPP), and research (IPR) and is devoted to developing infrastructure that promotes these activities.
  – Chief Financial Officer – willing to work on budgets that are more risk-friendly and creating mechanisms for pooled funding for new projects.
  – Administrative Staff – hired with the skill set to support improved functioning, organizational development, and innovation in nursing education.

• Personnel
  – Dean/Director/Chair – hired with the goal of building new models for success in nursing education.
  – Administrative Staff – hired with the skill set to support improved functioning, organizational development, and innovation in nursing education.
  – Faculty – attuned and hired specifically because of their ability to innovate and think creatively.
  – Support Staff – trained in service delivery to support programmatic excellence.

• Facilities and Infrastructure
  – Creation of more flexible space that supports 24/7 operational capacity for selected activities.
  – Technology services that seamlessly integrate office, classroom, and student activities across the campus.
  – Development of areas and activities that support faculty and student interaction and creativity.
  – Parking and transportation solutions that promote on-campus engagement of community agencies and fluid movement of faculty and students to community-based activities.

• Partnership Development
  – Short-, moderate- and long-term relationships with community organizations that are important to your educational goals.
  – Opportunistic approaches that allow for faculty and student engagement in agency innovations.
  – Funding from multiple sectors to support exploration and development of new approaches to solving healthcare problems.
  – Integration of key partner organization in the educational mission of your university and college/school/department.

New Horizons for Innovation:

• From Isolation to Integration
  – Academic/Agency Partnerships
  – Academic Integrative Partnerships

• From Capacity to Quality
  – Measuring outcomes at all levels
  – Improving the quality of teaching through faculty accountability.
  – Increasing student responsibility for learning.

The BONUS Challenge:

• Plan conservatively but embrace increased risk.
• Recommend innovative options in risk-adverse environments.
• Support innovative goals while developing new leadership teams.
• Encourage multiple options with short-term evaluations.
The BONUS Role:

- The importance of your title:
  - Financial Officer or Associate Dean
- The importance of your role:
  - Equal partner in academic leadership
  - Business plan development for innovation
  - Muse – source of inspiration for the arts and sciences
  - Advocate within the CFO structure for creative health-related initiatives.

New Partnerships for BONUS Professionals

- Work with business professionals across schools and colleges to develop new shared/joint financial models.
- Work with business professionals in community organizations to share resources.
- Work with faculty and administrators to support innovation development, including organizational linkages to venture capital sources.

Questions?

Thanks!