

Collaborative Leadership for Financial Stability: The Role of Innovation

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Welcome to
Beautiful
San Diego!

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-averse 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.

What does it take to succeed?



- 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.

What does it take to succeed?



- 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.

What does it take to succeed?



- 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!