



Transitions: How to Turn a New Milieu into an Opportunity View!

Joan L. Shaver, PhD, RN, FAAN, FWAN
Dean (CEO) and Professor (nearly 7 years)

Dean (CEO) and Professor Emerita
U. of Illinois at Chicago (13 years)



Views on Transitioning to New Milieus

Joan L. Shaver, PhD, RN, FAAN, FWAN
Dean (CEO) and Professor (nearly 7 years)

Dean (CEO) and Professor Emerita
U. of Illinois at Chicago (13 years)



- When you transitioned to be CBO, what surprised you the most?



- Imagine that you are transitioning to become the CBO of the UA College of Nursing
- What would you most want to know or look for:**




What do experts (self-appointed) say most people look for in a position?

- Reputation
- Career advancement
- Work balance
- **A good leader??**




- What characteristics of your Dean do you see as most effective for advancing the mission?

THE UNIVERSITY OF ARIZONA
College of Nursing

Comparing notes: 

• If you could say ANYTHING AT ALL to your Dean, what advice would you give on how to be more effective?



THE UNIVERSITY OF ARIZONA
College of Nursing

**A Good Dean – blog by Christopher Uggen
faculty view**

- **Intellectual horsepower** – can interface with many types of scholars
- **Risk tolerance** – encourage taking of intellectual risks – has everyone’s back
- **Credibility in education** or as an educator – prior to being Dean
- **Straight-up honesty**

THE UNIVERSITY OF ARIZONA
College of Nursing

A Good Dean – blog by Christopher Uggen


- **Investment orientation** – knows the difference between spending & investing – hates to see hoarding
- **Ideas orientation** – more interest in how work has changed the field than the number & placement of publications
- **Leadership** – sets an example - encourages others to lead
- **Responsive** – & decisive – timely & thoughtful

THE UNIVERSITY OF ARIZONA
College of Nursing

A Good Dean – blog by Christopher Uggen

- **Understanding of externalities** – judged projects by broad impact
- **Focus on quality** 
- **True believer** in the (public university research) mission
- **Heart and soul** – total commitment


THE UNIVERSITY OF ARIZONA
College of Nursing

Joan's Thoughts 

As a Dean (both times) – what did I want to be?


A transformational, capacity-building Dean

THE UNIVERSITY OF ARIZONA
College of Nursing

Comparing notes: 

To be capacity-building Dean – what should I have looked for in a new milieu?

THE UNIVERSITY OF ARIZONA
College of Nursing

Joan's thoughts 

So what would/did I look for: a (college/school) culture of:

- **Change** – willingness to try new things (*yes, AND - not - yes, BUT*)
- **Excellence** – a solid foundation on which to build (programs, talent, treasure)
- **Inclusion** – acceptance of diverse talent, ways of knowing & ways of doing things
- **Collaboration** – between administrative & operations leaders, & between staff, faculty, & students
- **Missing?**


THE UNIVERSITY OF ARIZONA
College of Nursing

Joan's thoughts 

So what would/did I look for: A (university, health sciences) culture of:


- **Systems** efficiency
- **Policy** Flexibility
- **Facilitation & service** attitude
- **Openness** to intrapreneurship

THE UNIVERSITY OF ARIZONA
College of Nursing

Comparing notes: 

- How might I (CEO) or you (CBO) come to know and shape the organizational culture?


THE UNIVERSITY OF ARIZONA
College of Nursing

Joan's thoughts 

Know and shape a culture?

- Talk with relevant thought leaders and groups – small focus groups, meetings – LISTEN
- Analyze and engage within organizational governance and business infrastructure
- Appoint and develop effective leadership team


THE UNIVERSITY OF ARIZONA
College of Nursing

Joan's thoughts 


Know and shape a culture?

- Set expectations, standards, markers of progress toward excellence
 - (e.g., program outcomes, appointment, promotion and tenure, annual reviews, business processes etc.)
 - **COMMUNICATE, COMMUNICATE, COMMUNICATE!**


THE UNIVERSITY OF ARIZONA
College of Nursing

Comparing notes: 

- As CBOs, how do/can you assist your Deans to accelerate capacity-building or strengthening of a culture of change – excellence – inclusion



THE UNIVERSITY OF ARIZONA
College of Nursing

Joan's thoughts 

CBOs role : accelerate capacity-building or strengthen culture

- Suggest 'best practices' for managing allocated & seeking new resources
- Scan the environment for mission-congruent opportunities to access to new monies/resources
- Creatively profile data to judge effective use of time, talent, treasure – basis for business process changes

THE UNIVERSITY OF ARIZONA
College of Nursing

Joan's thoughts 



CBOs role: accelerate capacity-building or strengthen a culture

- Create informative business plans – reveals value of new initiatives – basis for decisions about pursuit
- Advocate for & engage in:
 - setting strategic directions,
 - tracking progress,
 - branding & marketing
 of mission-congruent capacity-building initiatives


THE UNIVERSITY OF ARIZONA
College of Nursing

Many people ask me

- In what strategic direction(s) are you taking the College?

THE UNIVERSITY OF ARIZONA
College of Nursing


Comparing notes: 

Ask Yourselves This:

- In what strategic direction(s) are you taking the College/School? (your unit)

THE UNIVERSITY OF ARIZONA
College of Nursing

Thanks for thinking along with me!



Cheers from the Wildcat Nursing College