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

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• 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:

• Reputation
• Career advancement
• Work balance
• A good leader??

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

• What characteristics of your Dean do you see as most effective for advancing the mission?
If you could say ANYTHING AT ALL to your Dean, what advice would you give on how to be more effective?

Comparing notes:

**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**

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

- **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

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

A transformational, capacity-building Dean

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

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

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

### Joan's thoughts

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

- **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!**

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

### Comparing notes:

- 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

### Joan's thoughts

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

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

Joan’s thoughts

- 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

CBOs role: accelerate capacity-building or strengthen a culture

Many people ask me

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

Ask Yourselves This:

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