



Experienced Nurse Faculty Leadership Academy: Cohort III Outcomes

MODERATOR:
CAROL L. HUSTON, DPA, FAAN
LEAD FACULTY

Experienced Nurse Faculty Leadership Academy: Cohort III



Experienced Nurse Faculty Leadership Academy (ENFLA)



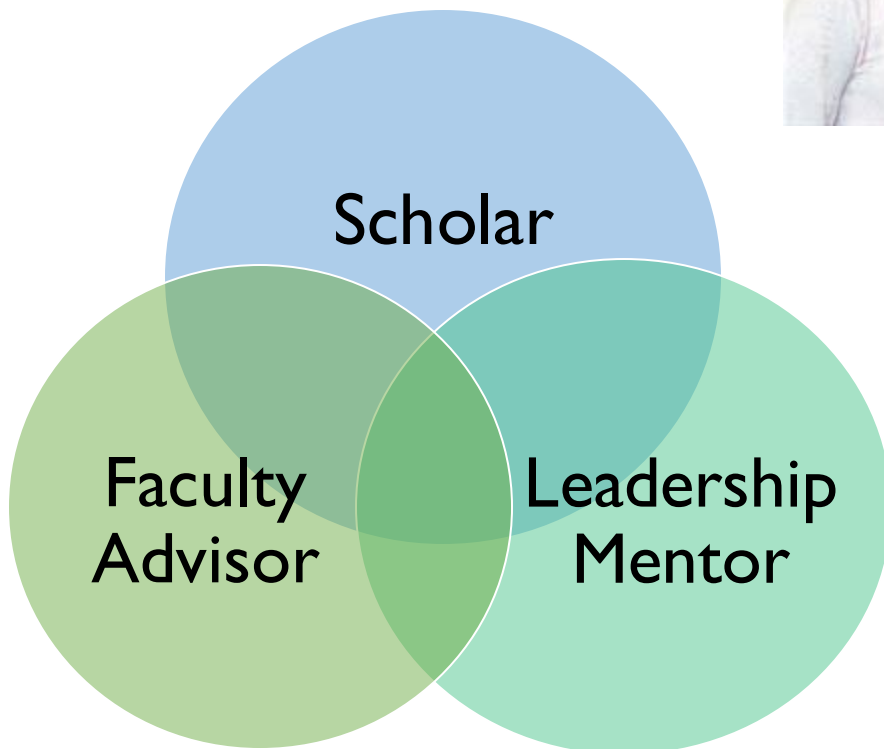
**CENTER FOR EXCELLENCE
IN NURSING EDUCATION**

*Presented by Sigma in partnership
with Chamberlain University*

- **Mentored leadership development experience for aspiring leaders in nursing education who have 7 or more years of experience**
- **12-month program**
- **Third cohort concludes in November 2019**
 - **9 scholar and mentor pairs**
 - **5 faculty members**



Role of the ENFLA Triad



ENFLA Purpose



- Further academic career development and success.
- Promote personal and professional leadership development.
- Develop and begin to implement a personal leadership progression plan.
- Expand the influence of the Leadership Scholar within his or her sponsoring academic institution, the community, and the profession in the context of teaching, scholarship, or service.
- Advance nursing education through leadership development projects implemented by Leadership Scholars during the program.
- Promote experienced nurse faculty retention in academe.

A Special Thank You to Our Faculty!



Dr. Karen Carlson
Dr. Karen Estridge
Dr. Carol Huston
Dr. Sandra Millon-
Underwood
Dr. Theresa Valiga



- Dr. Cynthia Beckett
- Dr. Diane Billings
- Dr. Lisa Broussard
- Dr. Ellen Buckner
- Dr. Andrea Hollingsworth
- Dr. Elizabeth Taylor Jordan
- Dr. Karen Morin
- Dr. Brenda Carol Morris
- Dr. Kathleen M Williamson

A Special Thank
You to Our
Mentors!





Sigma Staff

Matthew S. Howard, DNP, RN, CEN, CPEN, CPN
Director of Scholarship

Danielle EK Perkins, PhD, RN
Manager, Center for Excellence in Nursing Education

Brandy Bolen, BA
Program Specialist, Center for Excellence in Nursing Education

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- Nurse Educator Development Academy
- New Academic Leadership Academy
- Experienced Academic Leadership Academy
- Nurse Leadership Academy for Practice

SigmaNursing.org/Academies



Sigma has an
academy for you!

SigmaNursing.org/Academies





Clinician, Scholar, Leader

JULIE B. MEAUX PHD, RN, CNE, FNAP
THE UNIVERSITY OF CENTRAL ARKANSAS

LEADERSHIP JOURNEY

Let us never consider
ourselves finished nurses....
**we must be learning
all of our lives.**

– Florence Nightingale

AZ QUOTES



Focus of Leadership Development

- Team building
- Project Management
- Mentoring others
- Expanding influence





Leadership





LEADERSHIP JOURNEY: EXPERIENCED FACULTY LEADERSHIP ACADEMY

Developing & Implementing Electronic Web-based Learning Resources



MICHAEL JOSEPH DIÑO, PhD, MAN, RN, LPT
[ENFLA Scholar]



KAREN MORIN, PhD, RN, ANEF, FAAN
[Leadership Mentor]



KAREN ESTRIDGE, DNP, RN
[Faculty Advisor]

“LEARNING JOURNEY”

SCHOLAR'S PROJECT RESULTS

PHYSICAL [INFRASTRUCTURE]

- Increased internet bandwidth
- Improve access to devices and technology



PEOPLE [HUMAN RESOURCE]

- Created the EdTech Group: ELITE
- Scholar served as a Member of the Advisory Board
- Board Conducted training/seminars



PROCESS [S.O.P. DEVELOPMENT]

- Developed policies
- Crafted the standard operating procedures: L.I.G.H.T. Manual



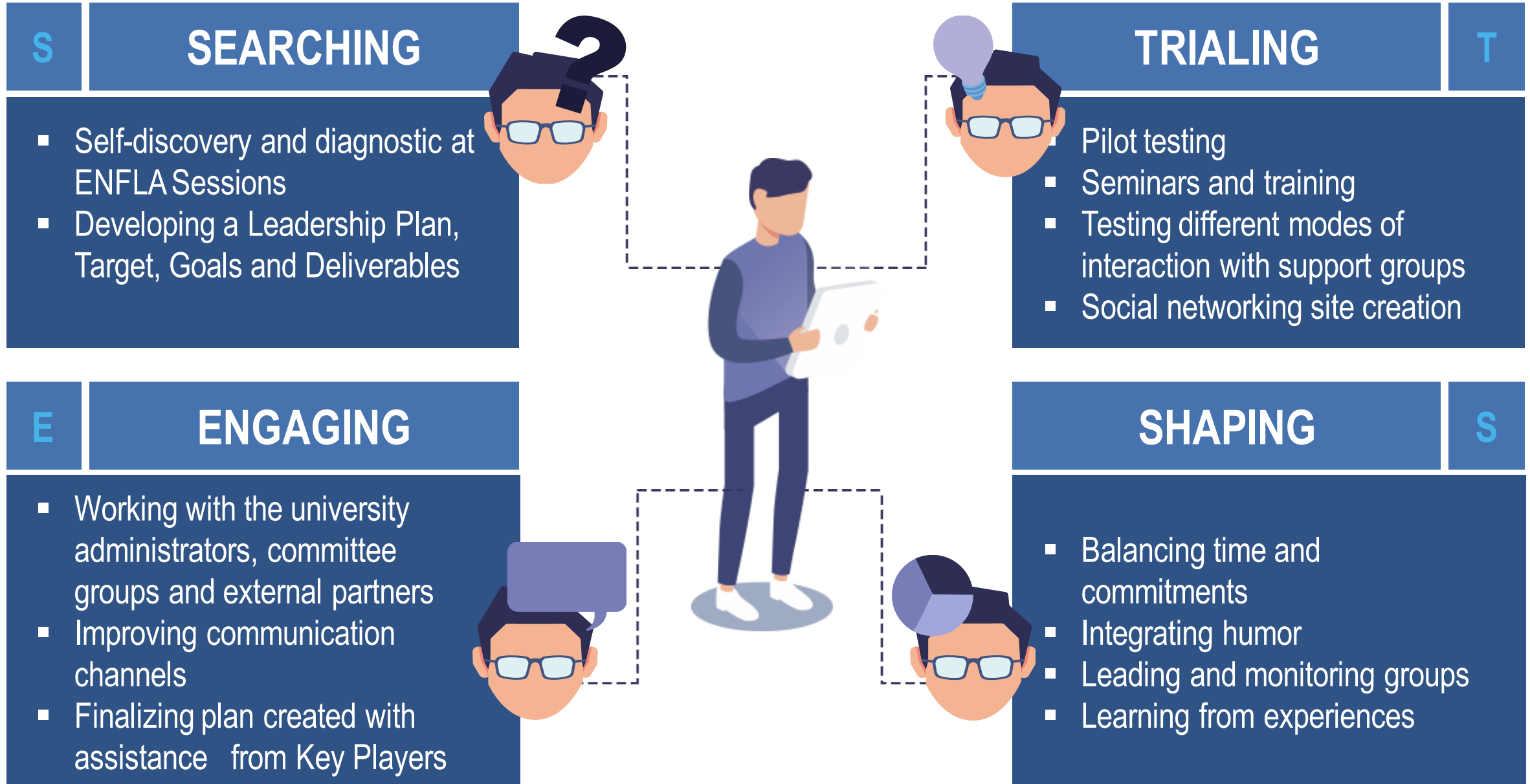
PRODUCT [ELECTRONIC RESOURCE]

- ‘Parent’ courses for the Learning Management System were created
- Studies were published/presented at the CanvasCon Australia



“LEADING JOURNEY: S.E.T.S.”

SCHOLAR'S LEADERSHIP EXPERIENCES



LEADERSHIP REFLECTIONS

MYSELF

**There are PRICE and PRIZE
CONSEQUENCES in
Leadership.**

There are things that you will give-up, but you will earn rewards.
Choose your preference.

Expect the unexpected.
**Leaders should be ready to
embrace CHANGE.**

When you are given a simple task,
you should be ready to face bigger
challenges.

**Be the LEADER that you want
your superiors to be.**

Think yourself as a subordinate. If
you want to be under that kind of
leadership..thats it!

LEADERSHIP REFLECTIONS

OTHERS

**Don't expect that others will
WORK the way you do.**

Always put yourself in somebody's
shoes. Everybody has different
priorities.

**There is a HIDDEN GEM
somewhere. Explore that in
others!**

Multiple intelligences. Each has
their own unique strength, their
"one best thing"

**Whatever you do, there will be
someone who will go the
OPPOSITE direction**

Kill them with kindness.

LEADERSHIP REFLECTIONS

TEAM

**COMMUNICATE often, BUT
select what you will share to
others and to whom**

Communication leads to a well-
informed team. Confidentiality.
Exclusivity.

**HUMOR makes situations
lighter. Just enjoy the ride.**

Negative things are best
communicated through humor.

Politics, POLITICS, Politics.

There are differences between
what is right and what is easy.
Observe the environment.



November 16, 2019

Academic-Practice Collaboration: A Framework for Promoting Palliative and End-of-Life Care in Clinical and Academic Settings

LALY JOSEPH, DVM, DNP, CNE, RN, MSN, ARNP, ANP, ENFLA SCHOLAR

Leadership Goals

I accepted a new leadership role a few months into the academy, which can be a compliment and a burden, but can also be overwhelming with expectations coming from the top and bottom. Some of the goals I envisioned were the following:

- **Goal # 1: Assess the new organization**

Rationale: New opportunities often require us to step in a new organizational culture. We anticipate that the new culture will be a good fit, but it is difficult to assess a culture until we are actually working within it.

- **Goal # 2: Adopt the behavior of a leader**

Rationale: Leaders respect the past, are realistic about the present and are optimistic about the future. By leading, we can inspire a sense of trust and confidence and in the end encourage them to follow.

- **Goal # 3: You do not need vision on day one**

Rationale: Despite the need to paint an optimistic future, you do not need to provide details right away.

- **Goal # 4: Self-Care**

Rationale: Sufficient sleep, regular exercise, a healthy diet, and some form of mindfulness practice such as yoga are the essential building blocks of self-care. Self-care is not an indulgence; it is an investment in our own effectiveness.

- **Goal # 5: Continue professional development**

Rationale: The only person responsible for my personal growth is me.

Leadership skills, Lessons Learned & Reflections

The three leadership skills I wished to develop and strengthen were:

1. Develop personal and professional skills to fulfill a formal leadership role in nursing education.
2. Promote collaboration, leadership, and growth among nursing faculty through mentorship thereby creating a culture of inclusivity and mutual respect.
3. Refine my organizational, communication, strategic planning, creativity, and visionary skills to work in a global capacity.

Lessons learned & Reflections:

- Always act with integrity, communicate openly, give praise when deserved, question the status quo-change when needed, understand before acting, work smarter-not harder, expect excellence, yield the need to control others, and zealously protect your time with family and friends.
- As I reflect back on my leadership journey this past year, I have learned that the journey to authentic leadership begins with understanding the story of my life and knowing my authentic self.
- I learned to practice my values and principles because you will not know what your true values are unless they are tested under pressure.
- By leading, we can inspire a sense of trust and confidence and in the end, encourage them to follow.
- Lastly, my interaction with my ENFLA mentors have sparked mutual learning and shared enjoyment through out my leadership journey and I cannot thank them enough for their patience, support, and mentorship.



11/2019

MY LEADERSHIP JOURNEY

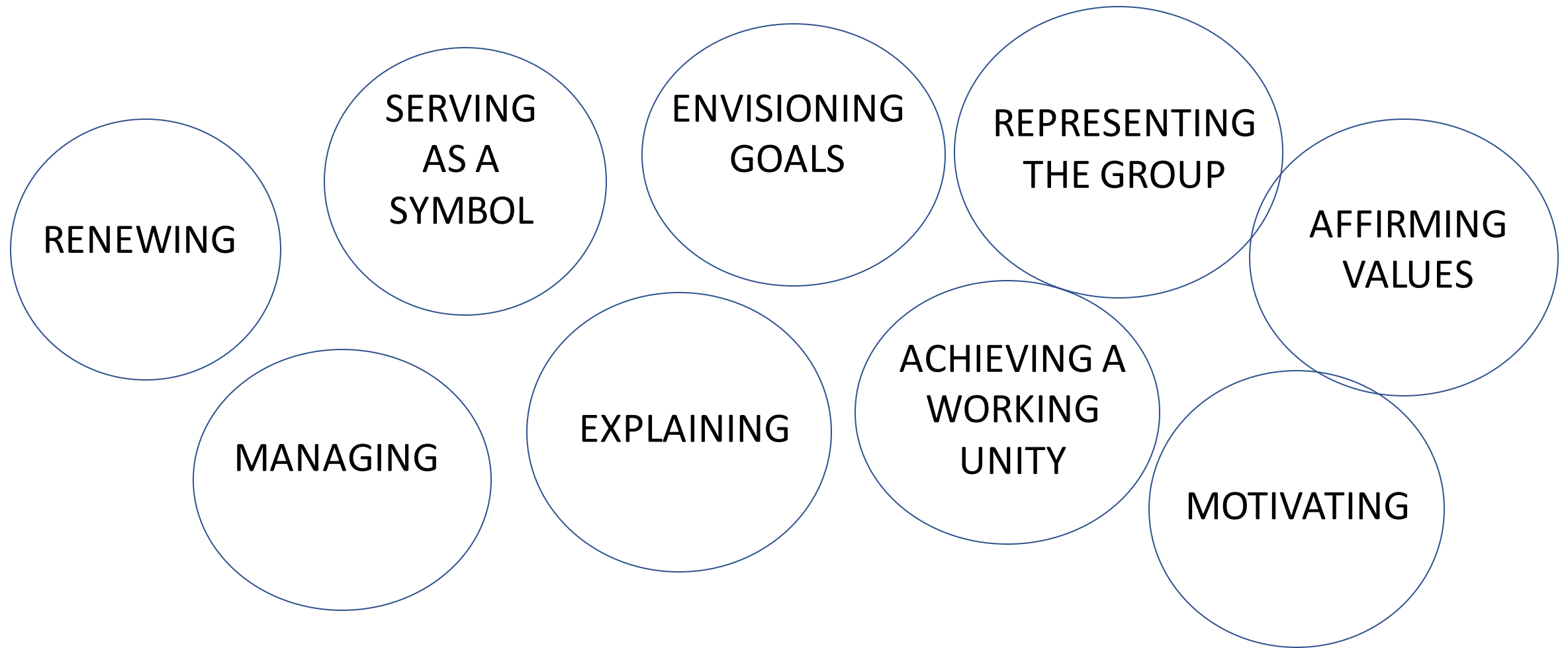
ABIGAIL REA MSN, CNS, RN

ASSISTANT PROFESSOR AT MOUNT SAINT MARY'S UNIVERSITY

AM I A LEADER?



WHAT I LEARNED AS A PARTICIPANT IN THE EXPERIENCE NURSE FACULTY LEADERSHIP ACADEMY



Gardner, J.W. (1989). The tasks of leadership. In W.E. Rosenbach & R.L. Taylor (Eds.), *Contemporary issues in leadership* (2nd ed.) (pp. 24-33). Boulder, CO: Westview Press.



*Good leaders show you where
to look, but not what to see*

MICHELLE M. KELLY, PHD, CRNP, CNE, ENFLA SCHOLAR

ANDREA HOLLINGSWORTH, PHD, RN, ENFLA MENTOR

THERESA M. "TERRY" VALIGA, EDD, RN, CNE, ANEF, FAAN, ENFLA FACULTY

Academic Leadership and Professional Goals

**Increase
Worldview /
Vision**

**Increase
Exposure to
Nurse Leaders**

**Relationships with ENFLA mentors, faculty were
invaluable**

**Enhance
Leadership
Skills**

**Develop a
Voice as a
Leader /
Expert**

**Increased role in University Committees, Advisory
Boards, CCNE**

**Wrote Opinion pieces for Philadelphia Inquirer &
TV Media Interviews**

**Preterm Birth
recognized as
long-term risk
factor**

Engaged NAPNAP in web-based education module

**Regional & national dissemination – presentation,
publications**

Leadership Lesson's Learned

Vision

Communication

Listening is more than hearing

Informal Leaders are Influential Leaders

And so many more



My Leadership Journey

LISA S. LEWIS, EDD, MSN, RN, CNE

WITH THANKS TO BRENDA MORRIS, EDD RN CNE &
SANDRA MILLON-UNDERWOOD RN PHD FAAN

Leadership goals

1. Ability to lead a team at Duke University School of Nursing (DUSON) by facilitating a program to support success for pre-licensure nursing students from culturally and linguistically diverse (CALD) backgrounds.	2. Develop the confidence and ability to mentor others.	3. Develop the confidence to take risks and try new things professionally.
Do needs assessment for program.	Mentor others in the context of the leadership development project	Create a new program.
Facilitate a work group to develop framework for program.	Mentor new faculty member who will be my teaching partner.	Take on leadership roles in my institution.
Implement program.	Mentor clinical nurse educator staff member(s).	

Lessons learned



- Need to learn new skills to accomplish goals
- Need to create external accountability to accomplish goals
- Need to ask for help sometimes
- Passion for the project can keep you going when it is difficult



Transformation Experience

DEBRA M STARK, PHD, MSN, CNE

Journey

Goals

- Enhance Communication
- Facilitate Collaboration
- Increase Team-Building Skills

Activities to Accomplish Goals

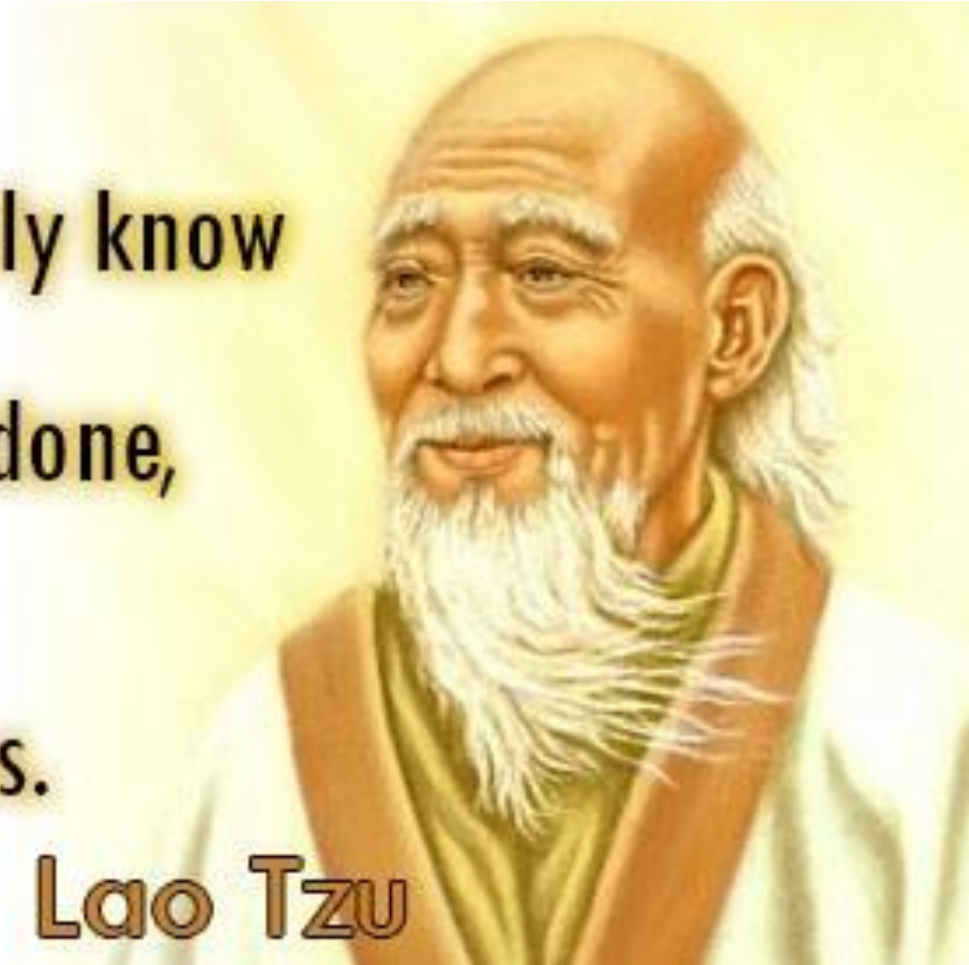
- Workshops
- Networking
- Support
- Guidance
- Self-Reflection

Leadership Mentoring



A leader is best
when people barely know
he exists,
when his work is done,
his aim fulfilled,
they will say:
we did it ourselves.

Lao Tzu





ENFLA Leadership in Action

DR. GAYLE KIPNIS PHD, MSN, RNC-OB

Initial Assessment of my Leadership Characteristics*

1. Oral fluency
2. Independence
3. Personable
4. Adaptability
5. Creativity
6. Self-confidence
7. Risk-taking
8. Personal Integrity
9. Able to enlist cooperation
10. Intelligence

*Marquis B. & Huston, C., Leadership Roles & Management Functions in Nursing, 9th edition (2017)

My ENFLA JOURNEY

Creating the International Nurse Remediation Program (INRP)

- Leadership Challenges
 - Creation of the Team
 - Interdisciplinary Collaboration
 - Envisioning Goals/Affirming Values
 - University Course Approval
 - The Camp Fire
 - Motivating & Managing
 - Time Management
 - Collaboration with multiple campus & community partners



ENFLA LEADERSHIP GOALS MET

- Demonstrated Leadership by Planning and Implementing a Leadership Project that advances Nursing Education
- Expanded influence within my Community, CSU Chico, and the Nursing profession by combining Teaching & Scholarship
- Personal and Professional Leadership Development





11.16.2019

Facilitating the Success of Nursing Faculty via the Onboarding Process

CATHERINE WILSON COX, PHD, RN, CEN, CNE, ALUMNUS CCRN

ASSOCIATE PROFESSOR
SCHOOL OF NURSING
GEORGE WASHINGTON UNIVERSITY
ASHBURN, VA

My ENFLA Individual Leadership Development Plan: Goals

- 1. LTG: Become a focused scholar to meet career goals and make tenure**
 - *STG: Divest responsibilities that do not contribute to this long-term goal*
 - *STG: Focus on one/main area of expertise*
- 2. LTG: Contribute to the body of knowledge in nursing education related to faculty onboarding, producing a deliverable product that demonstrates my scholarship**
 - *STG: Develop my leadership skills to produce a deliverable product*
 - *STG: Deliver a quality product that is sustainable*

Long Term Goal (LTG) – defined as a goal to be recognized but not fully realized within the Academy's timeframe

Short Term Goal (STG) – defined as a goal to be realized within the Academy's timeframe

Onboarding Process: Dashboard

How Did This Help Me Grow as a Leader?

- **Needed to secure the support of my dean and our executive leadership council to lead a strategic plan initiative that had lost traction**
 - *No pushback*
- **Needed to get the momentum going with the initial stakeholders**
 - *Combined forces with a well-respected senior staff member to co-lead the onboarding initiative for both faculty and staff*
 - *No pushback*
- **Carving out time to routinely meet was a challenge, as was geographical distance**
 - *Ascertained best day/time of the week for most*
 - *Met twice a month (December 2018-July 2019) via video conferencing and face-to-face*
- **Practiced active listening to move the project forward**
 - *Some pushback: One staff member wanted to focus on process only; however, became convinced that we did need a platform to “house” the onboarding process*
 - *Initially I thought the faculty team members would only work on faculty needs and visa versa; however, the team decided to split into workgroups that were combined. This made the final product better.*
- **Change takes time**
 - *We started just before the winter holidays, so lost a month in producing a deliverable*
 - *Recovered after the holidays; workgroups were held accountable to report deliverables*
 - *The online dashboard required multiple collaborations and went through numerous iterations until we came up with a sustainable platform*
 - *Platform was ready by summer, but unable to rollout until the new academic year.*
 - *Also needed to ascertain the University's new onboarding focus to make sure ours complemented it*
- **Rollout required multiple collegial interactions to get all onboard with the new process**
 - *Dean -> executive leadership council -> faculty*
 - *No pushback, just suggestions to add additional materials. VERY well-received.*
 - *Still more work to be done (e.g., delegate a point person to maintain the dashboard; trust staff co-lead to carry through the rollout on the staff side via the staff council; and coordinate faculty mentors, including providing professional development resources)*

Onboarding Process: Survey and Project Outcomes

How Did This Help Me Grow as a Leader?

- **Survey: Realized the importance of knowing what's already been done so it can be built upon**
 - *Coordinated with Dr. Karen Morin to pilot her original survey with two nursing programs regarding faculty orientation/onboarding*
 - *Transformed the original survey from a paper version to an online survey platform*
 - *Collaborated with my faculty mentor to get the project through two different IRBs*
 - *Initial results provided context during the rollout of the new onboarding dashboard*
- **ENFLA Scholar Outcomes**
 - *My institution now has a more formalized onboarding process*
 - *I leveraged technology (e.g., a dashboard) to support/enhance the onboarding process*
 - *I collaborated a research effort across different types of schools about their effectiveness of such onboarding processes*
 - *All of these achievements will be shared via publications and presentations as well as expanded at a national level, thus contributing to the body of knowledge in nursing education related to faculty onboarding, producing a deliverable product that demonstrates my scholarship*
 - *I am now a more focused scholar in order to meet my career goals and make tenure*



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The "Triad"

Terry Valiga (L), Catherine Cox (C), and Betty Jordan (R)