Leading the Change Process: Designing an Innovative Upper Division BSN Curriculum

Muriel M. Shore, EdD, RN, NEA-BC, DPNAP
Dean and Professor
Felician College
Division of Nursing and Health Management
Goal: Transforming Nursing Education
Redesigning a Traditional 4 Year Program
into an Upper Division Curriculum

Imperatives

- Carnegie Foundation for the Advancement of Teaching
  - Works of Dr. Patricia Benner
- Health Care Reform Legislation
- IOM Future of Nursing Report
- Advances in Health Care
Applying Change Theory Concepts

- Kotter’s Work on Leading Change (1996)
- Ackoff’s Work on Transforming the Systems Movement (2004)
- No Magic Bullets
The Sports Analogy

- Team and Team Work
  - Curriculum Redesign Committee, Selection of Team

- Discipline and Practice
  - Shared Ground Rules, Creating Project Timetable, Completing Work Products on Schedule and Regularly Scheduled Project Status Meetings

- Playing within the Lines
  - Budget and Finance Issues

- Winning – Crossing the Finish Line
  - Template and Strategy to Assure Success
Dean’s Role: Coaching Traits

- Non Traditional Leader
  - Coach and Messenger
- Vision (Message) Benefits of Restructuring
- Selection of People
- Checking out the Competition
- Comfortable with Controversy
- Produce Work Results
  - Work Agenda and Homework
Approval Steps

- Input from Nursing Advisory Board
- Keeping Provost and Vice President of Academic Affairs Updated
- Collaborating with Division of Arts and Sciences
  - General Education Courses
- Faculty Invited to Meet with Dean 1 on 1 to Express Concerns
- Departmental and Divisional Approval
- College-wide Curriculum Committee
- General Faculty Meeting
- New Jersey State Board of Nursing Notification
- Notification to Commission on Collegiate Nursing Education
Deliverables

Total Program Credits: 133
Total Nursing Course/Clinical Credits: 75
General Education/Liberal Arts Credits 58

New Courses
- Health Literacy and Informatics
- Global Issues in Health and Social Policy
- Geriatrics and Health Care
- Patient, Family and Community Education
Innovations

- Designed Nursing Mentor Seminars for 1st and 2nd Year Students
- Emphasis on Primary Health Care Throughout Program
- Created Nursing Honors Colloquium for 3rd and 4th Year Students
- Expanded Community Health Course to Public Health and Disaster Management
- Combined Maternal Child Health and Pediatrics in One Course
- Reconceptualization of How Clinical Practice Occurs
- Clinical Residency Transition to Practice Capstone
Additional Considerations

- Capitalize on Your Own Skills and Innate Leadership Traits to Influence Others
- Change is Easy - Sustaining Change is the More Difficult
- Be Hands On - Stay Close to Your Business
- Brag About Your Success
Questions?

Thank you