Engineering Organizational Change to Ramp up Research Culture in Schools of Nursing

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Challenge and Opportunity: Time to Ramp up Research

The College of Nursing ~

- One of eleven colleges in a Research I University
- Traditionally focused on teaching mission
- Funding based on student credit hour production
- Faculty retirements
- Novice faculty members
Challenge and Opportunity: Time to Ramp up Research

Process to Engage in Transformational Change:

- Multifaceted approach versus a single fix
- Engaged an organizational consultant
- Conducted comprehensive assessment of the work culture, climate, individuals and teams
The Work of the Organizational Consultant

- Engaged TAGA Consultants – National leadership and organizational development firm.
- Conducted a work culture and climate self study.
Consultant Methodology

Case study approach examined the following:

- Success factors
- Organizational and cultural capacity
- Leadership capacity/style
- Strategy
- Operational priorities & supports
- Culture change potential
Consultant Report

- Success factors: Leadership characteristics, workload formula, need for research critical mass
- Organizational & cultural capacity: Flat organization, research office needs
- Leadership capacity & style: Need to enhance strategic plan, revisit marketing plan and roles
Consultant Report

- Operational priorities & supports: Need more strategic plan driven decisions, change leadership council membership
- Culture change potential: Resource expansion, strategic plan improvements, workload revisions. Deliver on a vision of greatness.
Model for Organizational Change

Leadership
- Transparency
- Foresightedness
- Charisma
- Dialogue
- Shared governance

Management
- Strategic Direction
- Open Communication
- Defined change
- Role clarity
- Checks & Balances
- Standards of operation

Persuasion
- Compelling Communication
- Effective Communication
- Directives

- Motivation
- Vision/Mission

- Long Term Orientation
- Provide Rewards
- Support System

- Dynamic Linking of vision and continuous improvement

Identification of Key Agents
- New Structure
- Gradual Advancement

- Continuous improvement
- Strategic Direction
- Open Communication
Changing the Culture to Ramp up Research

Consultant’s report helped convey important messages:

- Importance of shared governance and revision to leadership team composition to include Faculty Chair;
- Resources to support research—hired technical writer and a statistician,
Changing the Culture to Ramp up Research

- Expanded the statistician’s responsibilities to include doctoral student consultation;
- Developed guidelines for a faculty fellowship for one semester of no teaching;
- Developed a grant writing workshop with the technical writer.
Outcomes

- Faculty Fellowship awarded in Spring 2013 and R01 grant submitted to NIH;
- Grant writing workshop offered Spring 2013 for 10 individuals;
- Technical Writer – Worked with 11 faculty members, 331 hours, 2- R01 grants, 1-R-21 grant, 1 KO1, 11 journal articles, 1 poster, 2 oral scientific presentations, and an IRB protocol.
- Increased 200% in federal grant submissions.
Vision for the Future

- Refine the strategic plan for the College
- Change the Director of Research into Associate Dean for Research position
- Hire senior faculty members to increase grant productivity
- Make research & scholarship activities visible on white board and part of department meetings.
THANK YOU!!

QUESTIONS?