

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

Jean D. Leuner, PhD, RN, CNE, FAAN

Karen Aroian, PhD, RN, FAAN

University of Central Florida

University of Central Florida



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

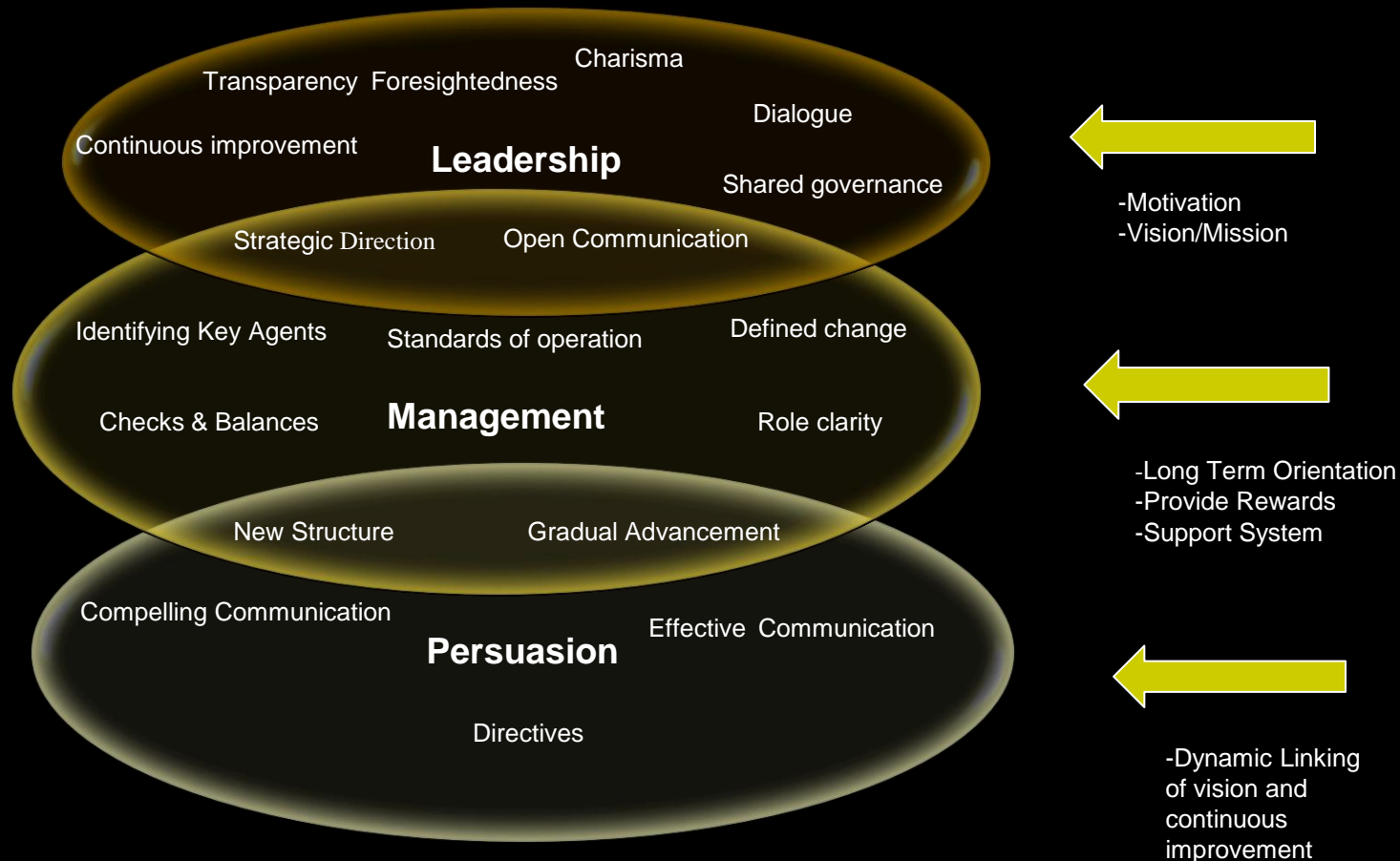
Consultant Report

- 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



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 K01, 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?