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# Nurse Faculty Leadership Development: Prospects, Progress, and Perspectives

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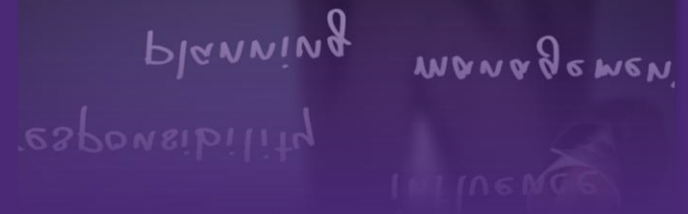
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## No Conflict of Interest to Declare

At the end of the presentation, the learners will be able to:

- discuss the leadership development of a diverse group of nursing faculty.
- appraise the value of nurse faculty leadership development.
- discuss best practice that will facilitate faculty leadership development, academic career success, faculty satisfaction and supportive work environments in academe.



# PERSPECTIVES: Faculty Leadership Development

Leadership development focuses on a process of development that inherently involves multiple individuals (e.g., leaders and followers or among peers in a self-managed work team).

*Day et al., 2013*



## Qualities

- Integrity
- Communication clarity
- Problem-solving ability

## Challenges

- Finding qualified faculty
- Obtaining resources
- Team building

*Delgado & Mitchell, 2016*

# PERSPECTIVES: Faculty Leadership Development

## Influences

- Nursing faculty shortage
- Faculty retirement
- Students demographics
- Increasing enrollment
- Greater demands for patient safety and quality care
- IOM Report: Future of Nursing
- Educating Nurses Report
- Interprofessional Collaboration
- Succession planning
- Technology

## Leadership Development ...

- “Builds” a successful leader, change culture, and manage difficult behaviors.
- Addresses issues tied to horizontal violence or lateral hostility.
- Increases skills in other nurses in communication and critical thinking.
- Recruits and retains faculty through rewards and recognition strategies.
- Plans for leadership succession.
- Prepares to practice in multisized organizations

*Crosby and Shields (2010)*

# PERSPECTIVES: Nurse Faculty Leadership Academy (NFLA)



# PERSPECTIVES: The NFLA Project Team



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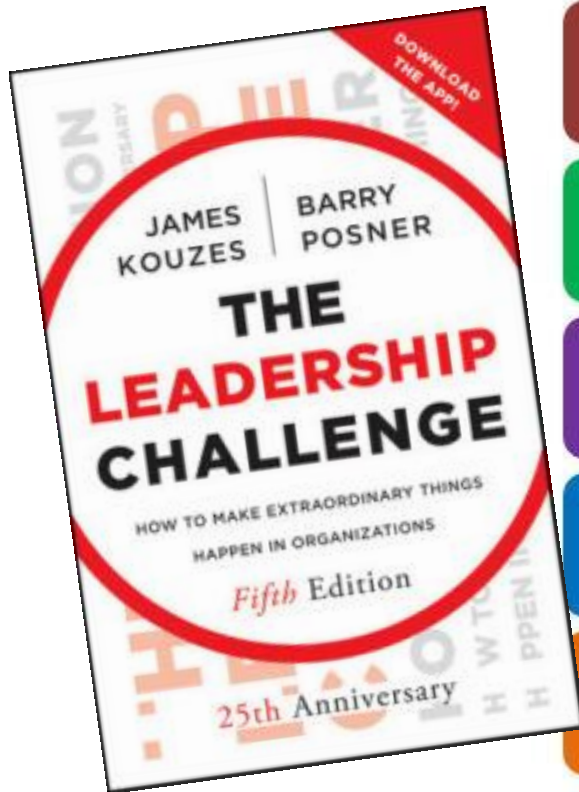


Amy Witkoski  
Stimpfel, PhD, RN

# PROGRESS: NFLA Leadership Domains

- Individual Leadership Development
- Expanding Scope of Influence
- Team Project – Advancing Nursing Education

# PROGRESS: Individual Leadership Development



## Model the Way

- Clarify Values
- Set the Example

## Inspire a Shared Vision

- Envision the Future
- Enlist Others

## Challenge the Process

- Search for Opportunities
- Experiment and Take Risks

## Enable Others to Act

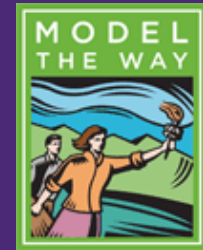
- Foster Collaboration
- Strengthen Others

## Encourage the Heart

- Recognize Contributions
- Celebrate the Value and Victories

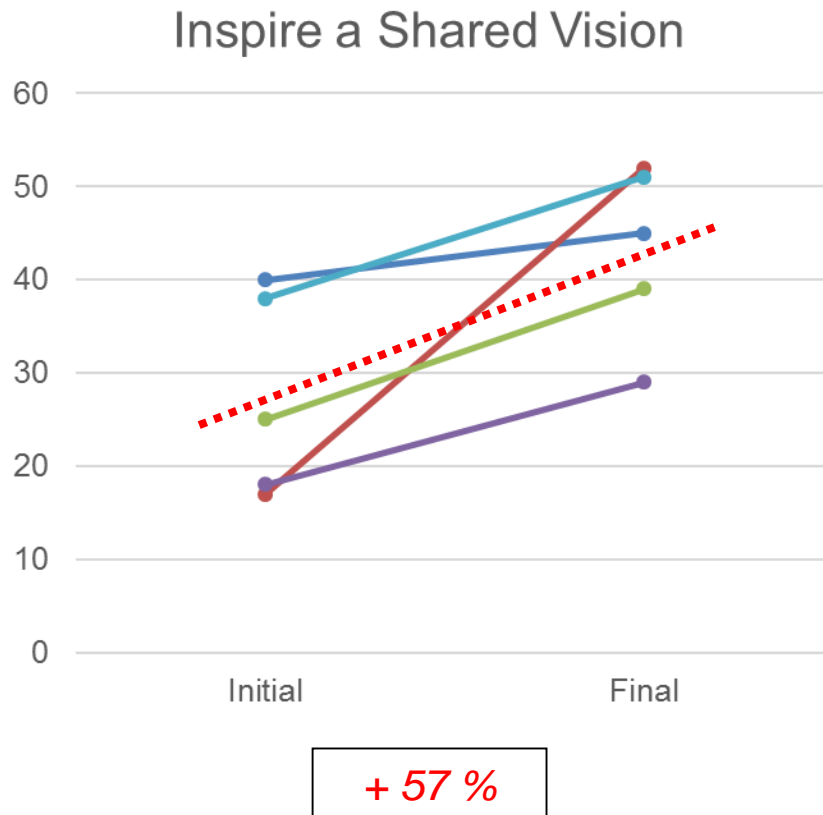


# PROGRESS: Individual Leadership Development



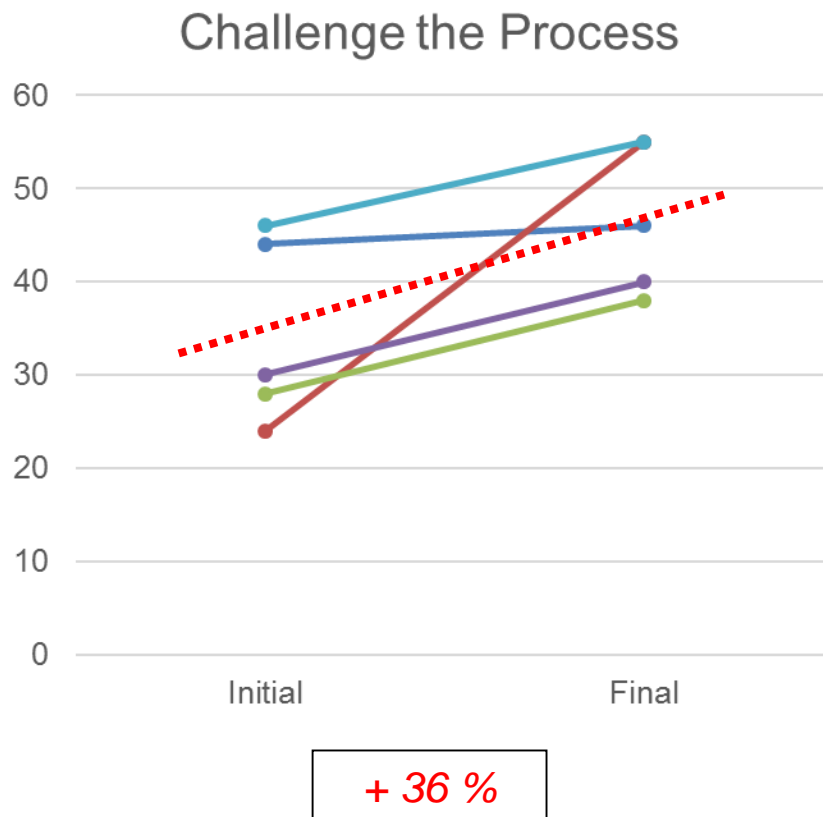
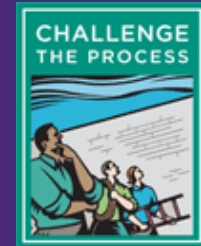
- Set a personal example
- Ensure others adhere to agreed upon standards
- Follow through on commitments
- Ask for feedback on my performance
- Build consensus around shared values
- Clear about personal philosophy of leadership

# PROGRESS: Individual Leadership Development



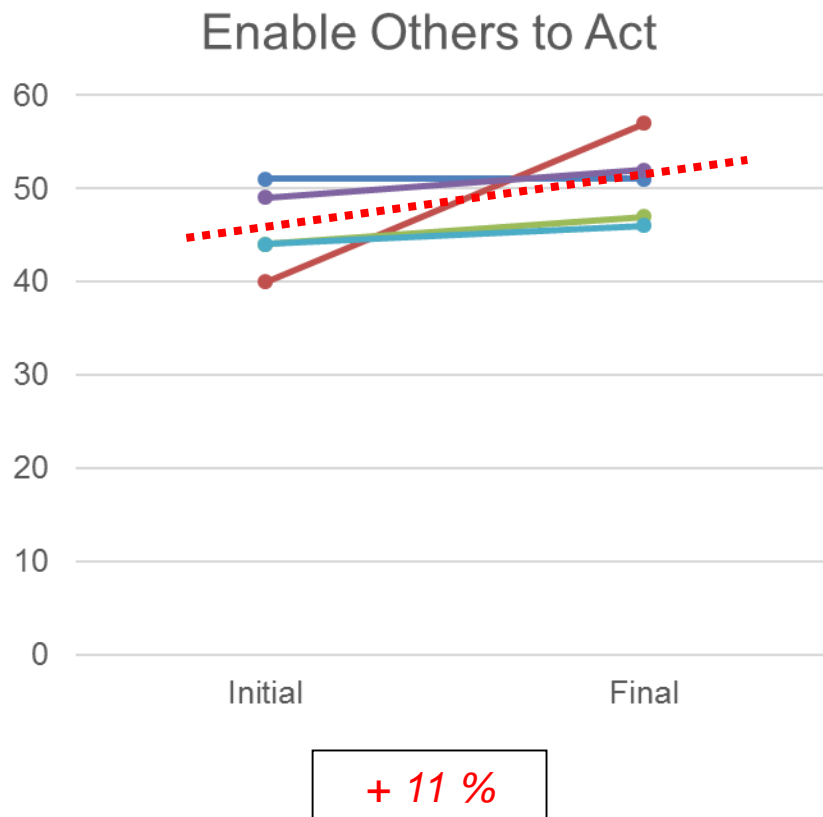
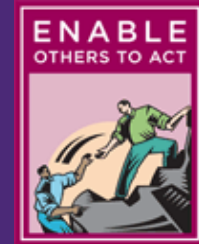
- Discuss future trends
- Describe a compelling image of the future
- Appeal to others to share a dream of the future
- Show others how interests align with a long-term vision
- Paint the “big picture”
- Speak with conviction about higher meaning of work

# PROGRESS: Individual Leadership Development



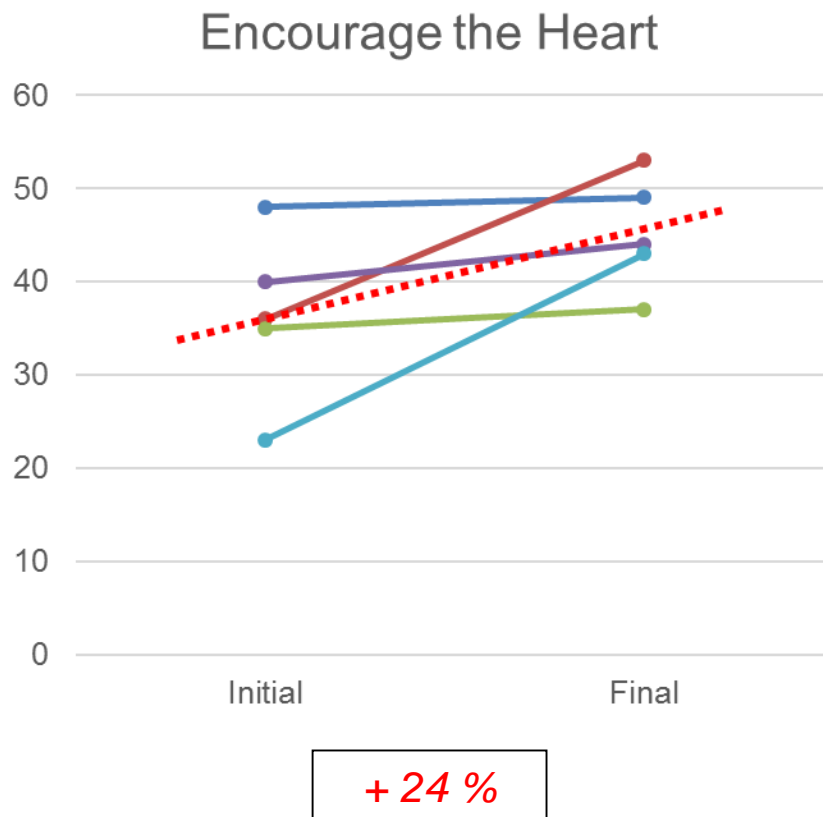
- Seek out challenging opportunities
- Challenge others to try new, innovative ways
- Search outside of organization for ideas
- Ask what can be learned when things don't go as planned
- Make concrete plans and set achievable goals
- Experiment and take risks

# PROGRESS: Individual Leadership Development



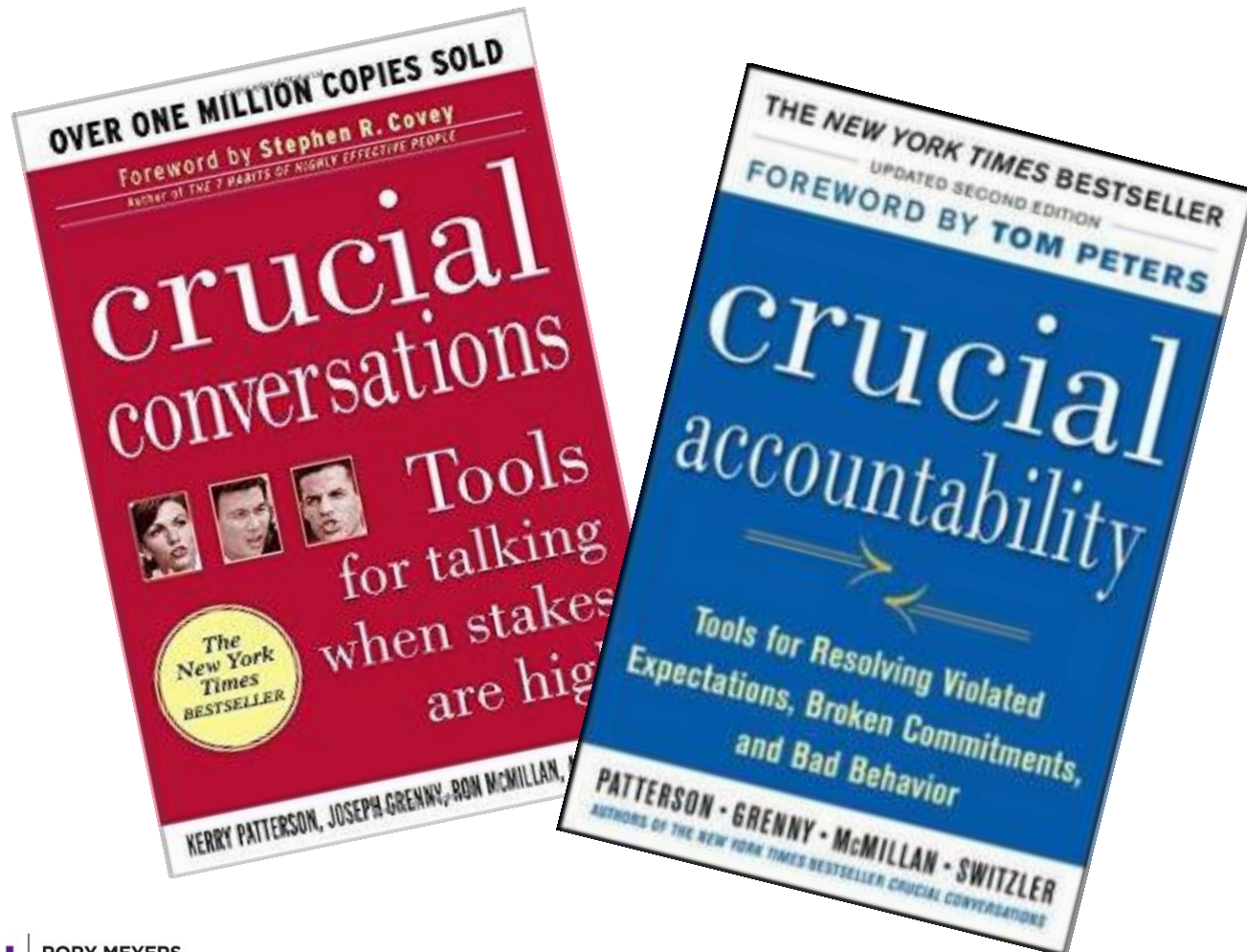
- Develop cooperative relationships
- Actively listen to diverse viewpoints
- Treat others with dignity and respect
- Support others' own decisions
- Give others freedom of choice in doing own work
- Ensure others grow in their jobs

# PROGRESS: Individual Leadership Development



- Praise others for a job well done
- Let others know of my confidence in their abilities
- Creatively reward others for their work
- Publicly recognize others for commitment to shared values
- Celebrate accomplishments
- Give others appreciation

# PROGRESS: Individual Leadership Development



# PROGRESS:

## Individual Leadership Development

- Did not initially think of self as leader
  - More conscious and aware in supervisory roles
  - More prepared and confident
  - Better understanding of leadership styles and tendencies
- Accountability Interactions
  - Listening more
  - Gathering information before sharing
  - Learning to say “no”
- Taking on higher levels of responsibility

# PROGRESS: Expanding Scope of Influence



- Course Coordinators
- Chairs, Vice-Chairs of College-Wide Committees
- Extensive Faculty and Student Mentoring
- Increased Published Writing and Presentations
- Reviewers for 11 Nursing and Medical Journals
- New Leadership Roles in Professional Organizations



# PROGRESS:

## Application of Leadership through Team Project

- Integrative Literature Review
- Comprehensive Stakeholder Analysis
- Student/Faculty Survey:
  - Honors education
  - Mentoring
  - Interprofessional Education

# PROGRESS:

## Application of Leadership through Team Project

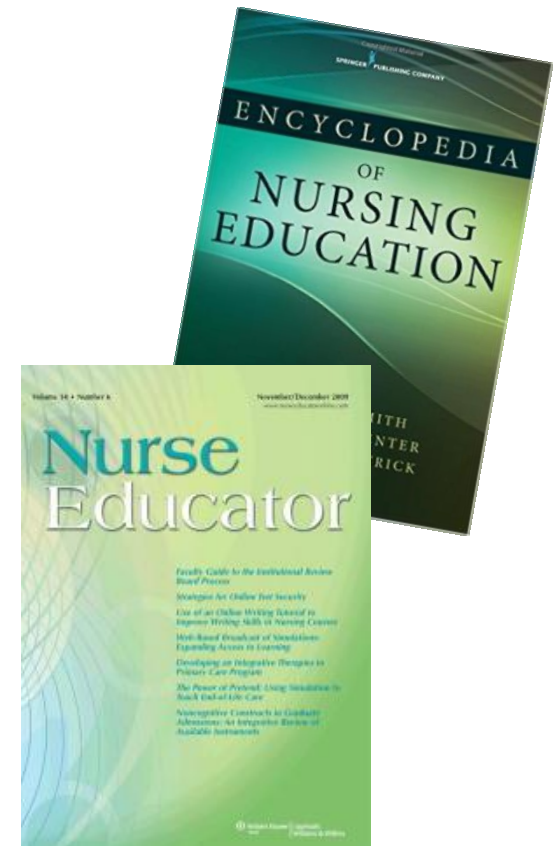
- Name, Logo
- Mission, Vision
- Program Model, Outcomes
- Curriculum, Capstone Development
- Application, Admission, Progression, Completion Criteria
- Mentoring and Student Leadership Development
- Comprehensive Evaluation Plan



# PROGRESS:

## Application of Leadership through Team Project

- Dissemination
  - Professional Publications
    - *Encyclopedia of Nursing Education*
    - *Nurse Educator*
  - Faculty Development Sessions
  - Professional Presentations
    - AACN
    - ENRS
    - STTI



# PROSPECTS: Preferred Future

- Continued mentoring for early career nurses for interpersonal development
- Leadership versus Management skills
- Transparency in organizations of nurse leaders – role models
- Further explore organizational practices and their use of leadership, e.g., workshops, seminars
- Utilize the 360 degree feedback for leadership development
- Succession planning

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