ADDRESSING A GLOBAL SHORTAGE:
THE NURSE FACULTY
LEADERSHIP ACADEMY

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Objectives

- Describe the three learning domains of the NFLA leadership development curriculum
- Identify Scholar outcomes and impact of the past two cohorts
NFLA History

Key Drivers:

- Attrition rates of newer nursing faculty members
- Increasing number of retiring faculty members
- Need to improve work satisfaction of nurse faculty
- Dearth of highly prepared leaders in nursing education to be ready for future gaps
- Concern regarding a future of high performing, supportive work environments in academe
NFLA Purpose

To develop the leadership knowledge and skills of nurses early in their faculty careers to:

- Facilitate personal leadership development
- Foster academic career success
- Promote nurse faculty retention and satisfaction
- Cultivate high performing, supportive work environments in academe
Leadership Development Philosophy

- Individual
- Behavioral
- Developmental
- Experiential
Three Academy Domains

- Individual Leadership Development
- Leading a Team Project to Advance Nursing Education
- Expanding your Scope of Influence:
  - Organization
  - Community
  - Profession
Three Academy Domain Tools

- Individual Leadership Development Plan
- Strategic Plan Process for Team Project
- Scope of Influence Portfolio
  - Organization
  - Community
  - Profession
Triad as Foundation for Leadership Development

- Scholar
- Leadership Mentor
- Faculty Advisor
Curriculum and Leadership Development Model
NFLA Teaching-Learning Model

- ✓ Learning in Context
- ✓ Active Experience
- ✓ Triad Relationship
- ✓ Reflective Opportunities
- ✓ Modeling
Five Practices of Exemplary Leadership

Kouzes & Posner (2012)
Model the Way
Inspire a Shared Vision
Challenge the Process
Enable Others to Act
Encourage the Heart
Model the Way

1. Find your voice
   by clarifying your personal values.

2. Set the example
   by aligning actions with shared values.
Inspire a Shared Vision

3. Envision the future by imagining exciting and ennobling possibilities.

4. Enlist others in a common vision by appealing to shared aspirations.
5. Search for opportunities by seeking innovative ways to change, grow, and improve.

6. Experiment and take risks by constantly generating small wins and learning from mistakes.
Enable Others to Act

7. Foster collaboration by promoting cooperative goals and building trust.

8. Strengthen others by sharing power and discretion.
Encourage the Heart

9. Recognize contributions
by showing appreciation for individual excellence

10. Celebrate the values and victories
by creating a spirit of community.
Credibility: Foundational

“If you don’t believe in the messenger, you won’t believe the message.”

K&P 1st Law of leadership
K&P 2nd Law of Leadership

Do what you say you will do
NFLA Structure & Curriculum

- 20 month guided leadership journey
- Two leadership development workshops
- Triad Relationship
- Individual leadership development plan
- Design & lead a team project
NFLA Structure & Curriculum

- Monthly learning activities, conference calls, small group work, and/or discussion groups
- Site Visits I & II
- Journaling
- Evaluation of project & dissemination of results
- Professional presentations of project outcomes and experience
Kouzes & Posner: Application for Nursing Leadership

THINK, PAIR, SHARE

Your VISION for the future of nursing leadership
Vision Considerations

- Keep it simple, realistic, believable
- Paint a picture in words of what you want nursing leadership to look like
- Don’t be afraid to assume a little risk
- Make it easy to understand
- Be honest and speak from your heart, providing a symbol for others to take action.

Kouzes & Posner, 2010
Scholar Experience
Individual Leadership Development

- Leadership Practices Inventory

- Individual Leadership Development Plan

![Bar chart showing Leadership Practices Inventory for Year One and Year Two.]

![Table for Individual Leadership Development Plan (ILDP).]
Top Three Goals and Outcomes

- **Model the Way**
  - Increased self reflection
  - Learning to be in the moment

- **Challenge the Process**
  - Enhanced inner strength
  - Learning to challenge the status quo

- **Enable Others to Act**
  - Developing a transformational leadership style
  - Increased sensitivity to others
  - Enhanced listening skills
Advancing Education Through Leadership of A Team Project

TEAM

- Academic Nursing
- Clinical Nursing
- Education
- Occupational Therapy
- Psychology
- Library Science
- Information Technology
Advancing Education Through Leadership of a Team Project

- Regional and Foreign Accents
- Stakeholder Analysis
- *The Language of Scholarship Accent Modification Program*
- One group pre-post test
- $n=27$
- Speech Pathologist: 1 hour week x 12 week program
Team Project Outcomes

- At post-test, participants had significantly higher scores in:
  - Self-esteem
  - Communication
  - Students understood what others were saying better.

- Sustainability
  - Program
  - Research
Expanding Scope of Influence

- Gap Analysis and Goals
- Processes
- Outcomes
  - Organization
  - Community
  - Profession
NFLA Impact on the Future of Leadership in Nursing Education
NFLA Models the Way for Faculty Recruitment and Retention in Nursing Education
At issue:

- Compensation
  (http://www.aacn.nche.edu/media-relations/fact-sheets/nursing-faculty-shortage)
- Work complexity and stress
  (Clark & Springer, 2010)
- Curricular complexity
  (Keating, 2015)
- Accreditation/Approval standards
- Performance expectations
  (http://nursesource.org/nurse_educator.html)
What 2 program administrators do to attract faculty:

- Packaging offers for excitement
- Targeting incoming undergraduate students to teach

--(Ingeno, 2013)
It is clear INTERNATIONALLY that developmental experiences--NFLA as an example--contribute to mediating person-organization fit for nursing faculty

--Gutierrez, Candela, & Carver, L. (2012)
NFLA offers leadership skills and opportunities that:

- foster academic career success
- Promote faculty retention and satisfaction
- Encourage personal development
- Cultivate high-performing and supportive academic work environments
Outcomes of NFLA Involvement:

- Leadership growth through mentoring
- Development of complex faculty skill sets through a guided project
- Personal leadership development through relevant assessments
Scholars are prepared to:

- Influence nursing’s scholarly development
- Take active leadership in the change characterizing nursing education
- Innovate from an informed perspective as a nursing education leader
“Walking alongside” (Jackson, Peters, Andrew, Daly, Gray, & Halcomb, 2015)

NFLA is *there*, informing strategies to support career development for Scholars and, through dissemination of our research findings, for the discipline as a whole.
COMMENTS OR QUESTIONS?