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Brokers of Change: Outcomes of a Shared Governance Model of Leadership in Academia

***JoAnn Long, Cindy Ford, LaNell Harrison, Beverly Byers,
Steve German, Rod Blackwood***

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Objectives

- 1. Discuss the measurable outcomes associated with the implementation of a shared governance model of leadership in an academic department of nursing.***
- 2. Discuss the application of elements of the science of collaborative teams, healthy work environments, and authentic leadership to a shared governance model for faculty.***

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Purpose

- The purpose of this project is to discuss the measurable outcomes associated with the implementation of a SG model of leadership.
- Also, to discuss the application of elements of collaborative teams, healthy work environments, and authentic leadership to a SG model for nursing faculty.

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Introduction

- There is an international shortage of nurses while lack of faculty is cited as the reason for inability to expand capacity in 32.2% undergraduate and 48% of post licensure programs. (NLN, 2012)
- Data support faculty nearing retirement age will affect the supply of educators needed to teach the next generation.
- The percentage of MSN programs turning away qualified applicants jumped by 15% over the last two years. (NLN, 2012)

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Introduction

- Evidence from academia suggests program leaders experience disproportionate workloads related to program demands and excessive job-related stressors compounding the problem.
- Workplace structures which address root-cause and retain, support, and grow academic leaders at all levels are needed.
- Shared governance (SG) models have not been widely applied in traditional academic setting.

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Collaborative Teams

- Tuckman (1965) describes three stages of team development, *forming*, *storming* and *norming*.
- Overtime, team members become more comfortable and relaxed with each other and the atmosphere at the meetings develop to allow fair discussion.
- Our understanding of the science of collaborative teams is growing. (<https://ccrod.cancer.gov/confluence/display/NIHOMBUD/Home>)

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Collaborative Teams: Lessons Learned

- Team members must be open in their thoughts and , when appropriate, critical during the change process.
- Teams must not ignore but address problems and issues that members find challenging.
- Positive feedback during change processes is essential if the motivation of team members is to be maintained. (Chapman, 2008)

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Healthy Work Environments

- By definition, a healthy work environment is a work setting in which policies, procedures, and systems are designed so that *employees are able to meet organizational objectives and achieve personal satisfaction in their work.* (Disch, 2002 & 2001; Pearson, et al. 2006)

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Healthy Work Environments Common Characteristics

- #1- Employees are treated in a respectful and fair manner.***
- #2- A strong sense of trust exists between management and employees.***
- #3 -There is a culture that supports communication and collaboration.***
- #4 -There is a “feeling tone” where individuals feel physically and emotionally safe. (Shirey, 2006)***

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Authentic Leadership

- The authentic leader brings people together around a shared purpose and empowers them to step up and lead *authentically* in order to create value for all stakeholders.
- Authentic leaders are genuine people who are true to themselves and to what they believe in. (George, 2007)

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Shared Governance in the Department of Nursing

The faculty of the department of nursing came together to hold the principles of collaborative teams, healthy work environments and authentic leadership up as core principles and change from a traditional hierarchical model to establish a shared governance model.

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Methods

This investigative project used a non-experimental, descriptive, mixed-method design.

The research questions were:

- 1. What are the structural, financial and human (Faculty, student, and alumni) outcomes associated with implementing a SG model of leadership during the 2009-2011 time frame?*

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Methods

And....

2. What elements of collaborative teams, healthy work environments, and authentic leadership are applicable to a SG model?

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Findings

- The department of nursing restructured from a traditional, vertical-hierarchical model to a horizontal-flat SG model consisting of a collaborative team of directors.
- The outcomes thus far have been encouraging.

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Findings

After our move to SG support:

- The outcome metrics reveal a 54% increase in student enrollment.
- Grant funding acquisition increased overall.
- Project an additional increase in 2012 from new partnership students (summer 2012 saw an increase from 6 students in 2011 to 71 students).

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Findings

- MSN alumni donations from 0.07% to 36%.
- MSN student/alumni abstract acceptance increased by 13%.
- MSN alumni led poster competition creation.

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Observations

- The phenomenon of *synergy* seems to be occurring...*synergy*, meaning the total effect is greater than the sum of the individual effects.
- Within each area of the four directors' areas, there is a phenomenal increase in effectiveness and with measurable outcomes.
- There is tremendous support and trust among the faculty.
- Communication continues to be a challenge.

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Conclusions

A SG leadership model improved program outcome metrics and may contribute to healthy work environments meriting further study.

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- **A manuscript which will report the study in full is in progress.**

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