

Allocation of Faculty Among Nursing Programs at a Community College

JESSICA IVEY

GARDNER-WEBB UNIVERSITY

DOCTOR OF EDUCATION IN ORGANIZATIONAL LEADERSHIP

JUNE 30, 2020



Background

- Gaston College was founded in 1963 and has grown into one of the largest community colleges in North Carolina.
- The college promotes high-quality, comprehensive educational programs (Gaston College, 2020).
- Nursing programs at Gaston College:
 - Practical Nurse (PN) program
 - Associate Degree Nurse (ADN)
 - LPN-RN option

Purpose

The goal is to combine these programs under one umbrella and have a “School of Nursing” so that the college can achieve performance outcomes for all programs.

The project included redesigning the organizational chart, updating job descriptions, and allocating staff to the different programs and facilities.



Literature Review

- Organizational Structure
- Culture Change
- Vision
- Leadership



Literature Review

Scope

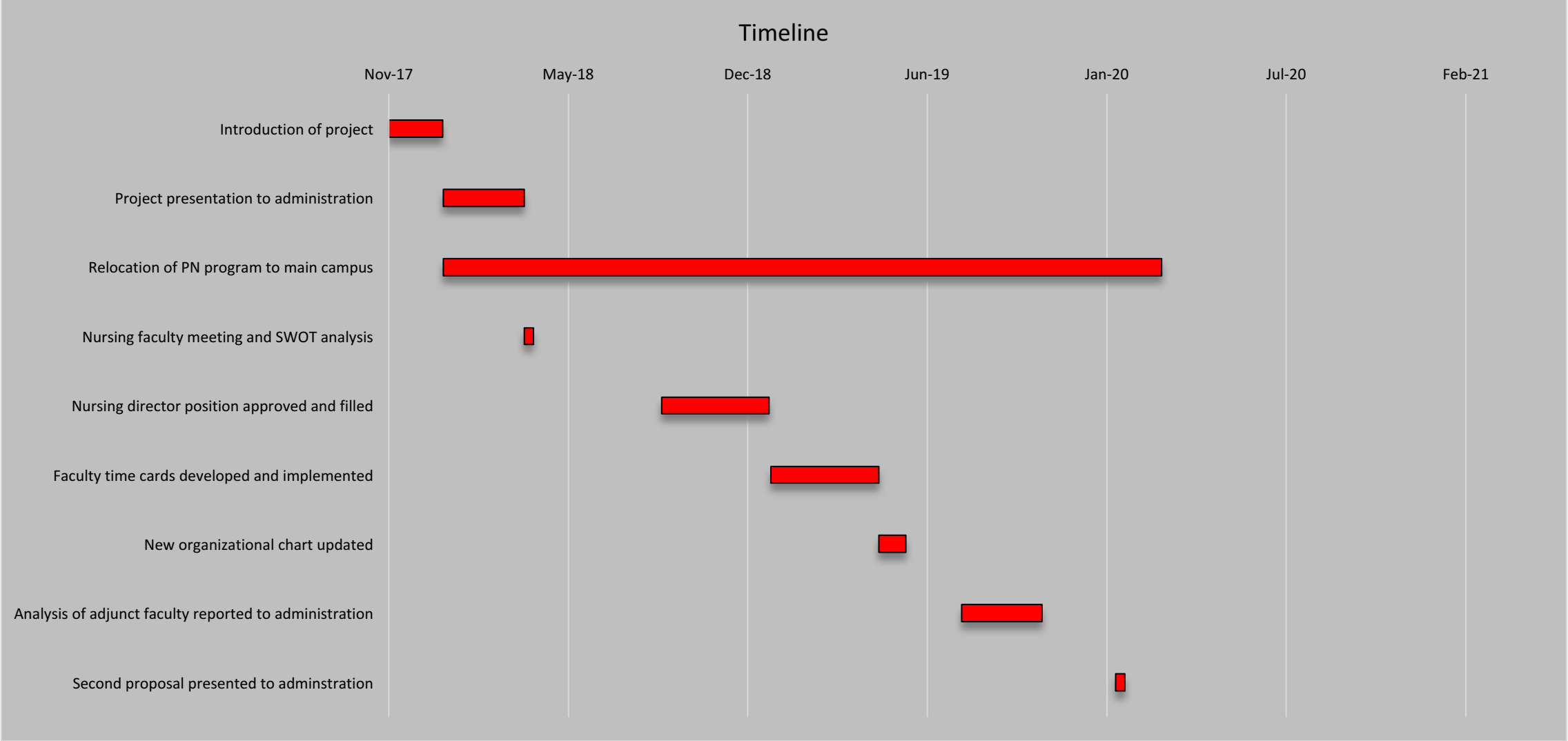
Assist in the evaluation and restructuring of the nursing programs at Gaston College.

- Determine responsibilities for new leadership role.
- Evaluate how teaching time vs lab/clinical time is reported.
- Discuss ways to allocate staff across programs and curriculum.
- Suggest ways to divide teaching, lab and clinical hours consistently.

Approach

- Partnering with faculty
- Job Description
- Meetings and site visits
- Research
- Reporting

Timeline



Risks

Faculty Resignations

Vacant Positions

Decrease in NCLEX pass rates

Decrease in student performance

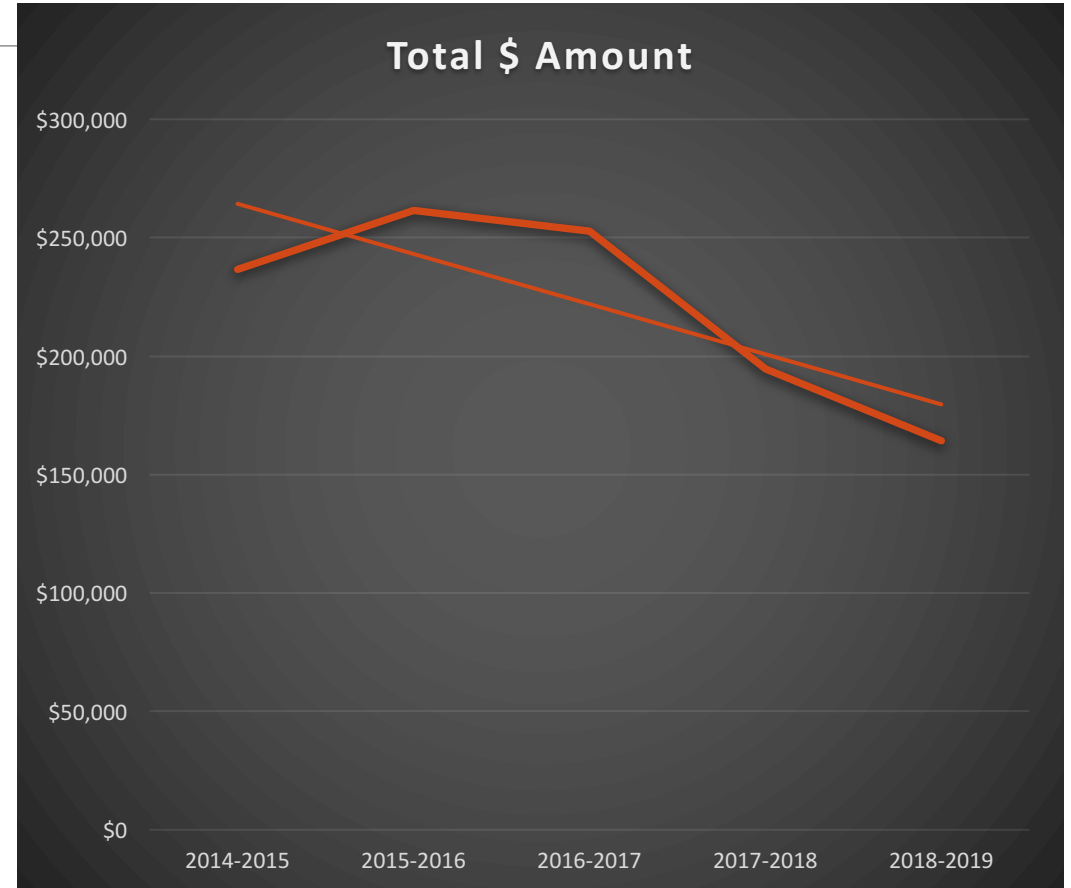
Outcomes/Results

- Created a job description for nursing director position
- Created a new way to account for faculty time spent in the classroom, lab, directly with students, and office time.
- Evaluated budget related to adjunct faculty.



Outcome Data

Year	PN	ADN	Total \$ Amount
2014-2015	\$57,000	\$179,726	\$236,726
2015-2016	\$76,760	\$184,772	\$261,532
2016-2017	\$69,150	\$183,472	\$252,622
2017-2018	\$69,823	\$124,925	\$194,748
2018-2019	\$66,636	\$97,631	\$164,267



Quality Assurance Plan



- Faculty Load/Time Cards
- Clinical job duties
- The Director of Nursing
- Relocation of PN Program

Reflection

- Leadership- “mobilizing people to tackle tough problems” (Heifetz, 2003).
- “Getting the right people on the bus and in the right seat” (Collins, 2001).
- Sharing knowledge
- Health Sciences Learning Center
- Advisory Board

Future Study

- Organizational Structure
- Culture
- Change

References

- Ahmed, A., Singh, S. K., & Al-Nahyan, M. (2017). Change management through leadership: The mediating role of organizational culture. *International Journal of Organizational Analysis*, 25(4). <https://doi.org/10.1108/IJOA-01-2017-1117>
- Haque, M. D., TitiAmayah, A., & Liu, L. (2015). The role of vision in organizational readiness for change and growth. *Leadership & Organization Development Journal*, 37(7). <https://doi.org/10.1108/LODJ-01-2015-0003>
- Hao, M. J. & Yazdanifard, D. (2015). How effective leadership can facilitate change in organizations through improvement and innovation. *Global Journal of Management and Business Research*, 15(9). <https://journalofbusiness.org/index.php/GJM BR/article/view/1737>
- Heckelman, W. (2017). Five critical principles to guide organizational change. *OD Practitioner*, 49(4).
- Hussian, S. T., Lei, S., Akram, R., Haider, M.J., & Hussain, S. H. (2016). Kurt Lewin's change model: A critical review of the role of leadership and employee involvement in organizational change. *Journal of Innovation & Knowledge*, 3, 123-127. <https://doi.org/10.1016/j.jik.2016.07.002>
- Kargas, A. D. & Varoutas, D. (2015). On the relation between organizational culture and leadership: An empirical analysis. *Cogent Business and Management*, 2(1). <https://doi.org/10.1080/23311975.2015.1055953>
- Magrum, B. A. & Weber, R. J. (2018). Restructuring a pharmacy department: Leadership strategies for managing organizational change. *Hospital Pharmacy*, 53(4). <https://doi.org/10.1177/0018578718761021>
- Springer, P. J., Clark, C.M., Strohfus, P., & Belcheir, M. (2012). Using transformational change to improve organizational culture and climate in a school of nursing. *Journal of Nursing Education*, 51(2). <https://doi.org/10.3928/01484834-20111230-02>

QUESTIONS
