

Leadership in a New Era of Health Professions Education

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Personal Leadership Journey



Key Lessons Learned

- Excel at what you do with a positive attitude and opportunities will become available to you.
- Acquire conflict resolution and change management skills early
- Recognize the importance of people to success - staff, faculty, students and other stakeholders
- Develop leadership skills in professional organizations



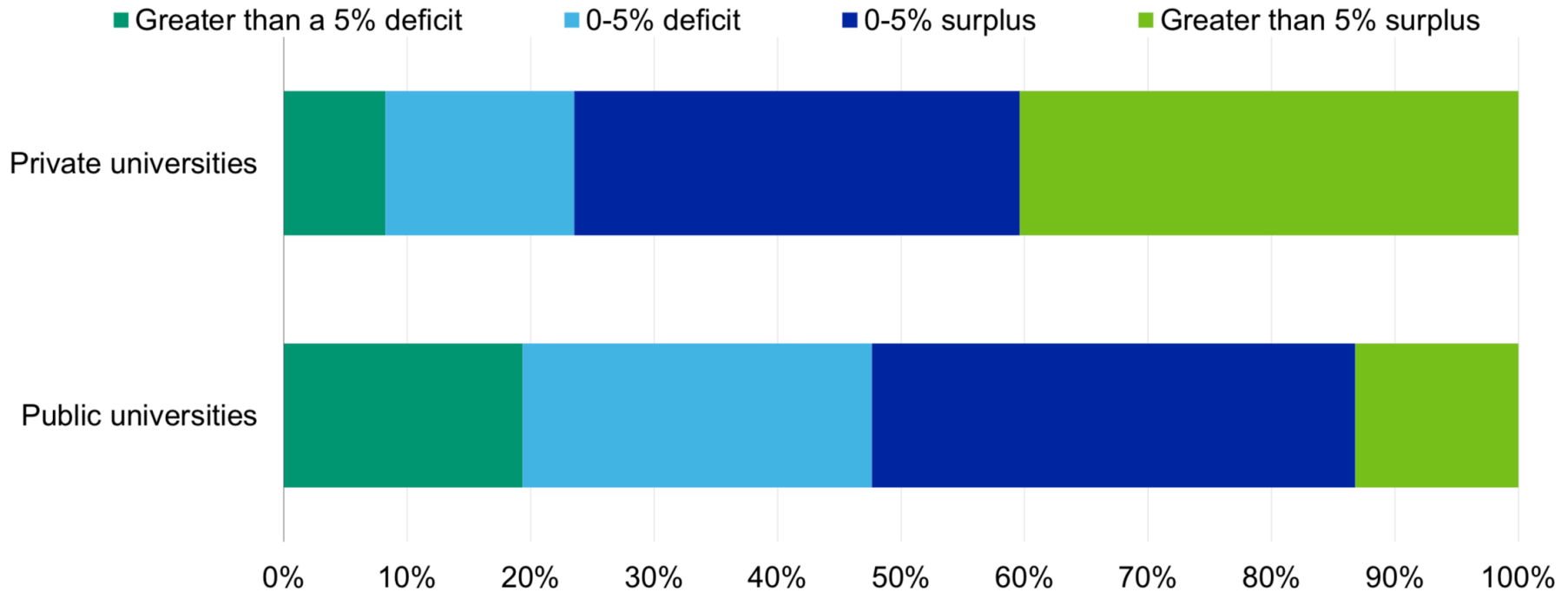
Higher Education Trends-Economic

- Increasing expenses-cyber security, technology, infrastructure, salaries
- Flat or declining revenues-state appropriations, tuition, clinical, research, philanthropy, sports??
- Mergers, re-structuring and inter-institutional collaboration increasing
- Decreasing college enrollment



Declining Financial Outlook

- Moody's Investor Services: Higher education sector outlook remains negative

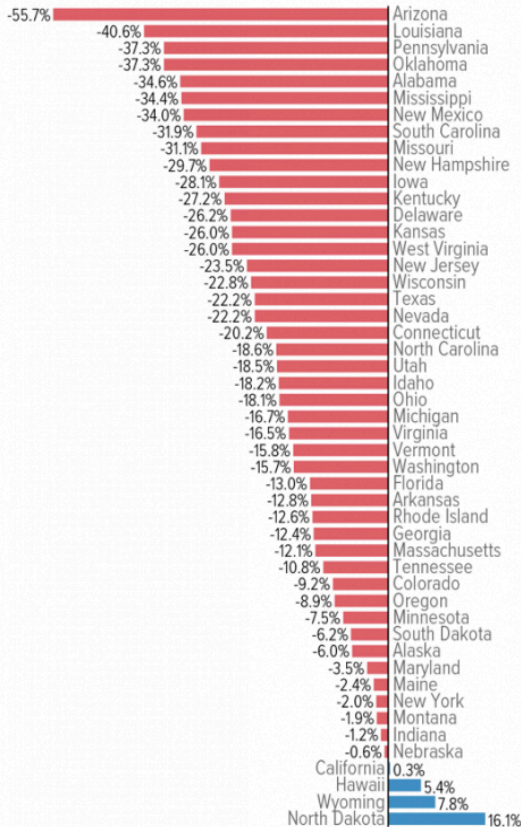


Impact of Declining State Support on Tuition

Adjusted for inflation, State appropriations per student are **\$3,036 LESS** than 10 years ago

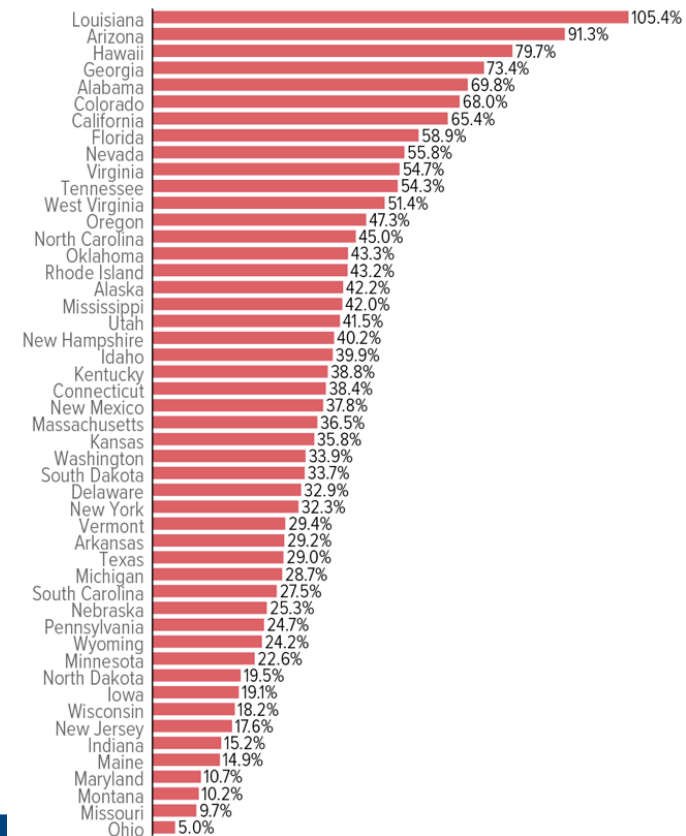
State Funding for Higher Education Remains Far Below Pre-Recession Levels in Most States

Percent change in state spending per student, inflation adjusted, 2008-2018



Tuition Has Increased Sharply at Public Colleges and Universities

Percent change in average tuition at public, four-year colleges, inflation adjusted, 2008-2018



Adjusted Median Household Income Over Time



Note: The data for 2017 and beyond reflect the implementation of an updated CPS ASEC processing system. The data for 2013 and beyond reflect the implementation of the redesigned income questions. The adjusted series accounts for the impact of these recent improvements over the entire data series. This adjustment is not made in our official publications and table packages because it requires the assumption that the impact of the data improvements would have been identical in all years, an assumption that is less likely to be accurate in years further away from these methodology changes.

Source: U.S. Census Bureau, Current Population Survey, 1966 to 2019 Annual Social and Economic Supplements.



National Trends in Health Professions Education



Financial Trends

- Expense controls
 - faculty workload and accountability
 - tenure
 - shared services and increased efficiencies
 - align resources with strategy
 - mergers and collaborations-industry
- Revenue diversification
- Student debt
 - accelerated degree programs
 - scholarships
 - financial counselling
- Increased reliance on declining patient care revenues



Growth in Health Profession Education Programs

- **Increase from 125 to 145 accredited medical schools** in United States from 2002 to 2016
- **Increase from 20 to 241 DNP programs** from 2006 to 2013 (started or planned)
- **Increase from 180 to 250 accredited physician assistant programs** from 2013 – 2018 (ARC-PA projections)
- **Increase from 150 to 250 physical therapy education programs** in United States over last 11 years (CAPTE)
- **Increase from 87 to 143 Pharmacy schools** has increased from 2007 to 2018



Disruptive Technologies in Health Professions Education

- On-line learning-hybrid model
- Mobile applications for learning
- Interactive virtual reality
<https://www.youtube.com/watch?v=eCPKmlAjcfQ>
- Robotics, telehealth, diagnostic ultrasound, wearable/imbedded/digestible sensors
- Artificial Intelligence



Active Learning; Process Adaptation



- Transform education to engage the students as active learners rather than passive recipients of knowledge
- Optimization will requires infrastructure changes to change lecture halls to interactive classrooms.
- Provide resources and training for faculty



Personal Reflections on Critical Leadership Skills

1. Financial acumen
2. Innovative
3. Strategic visionary
4. Demonstrates/creates value
5. Effectively manages change and conflict
6. Courage
7. Collaborator/team builder
8. High emotional intelligence
9. Authentic
10. Accountable



Culture Shift

- Towards a more business based model with metrics and accountability
- Towards innovation and away from tradition
- Towards integration, collaboration, and partnerships



Questions/Discussion

