



COLLEGE  
OF NURSING

## Position Specification

University of Arizona

Dean, College of Nursing

October 2018

Private and Confidential

Senior Vice President for Health Sciences, Dr. Michael Dake, with the advice and counsel of a Search Committee, invites applications and nominations for the Dean of the University of Arizona College of Nursing. Reporting directly to Dr. Dake, the Dean, UA College of Nursing, will be a key leader in the University of Arizona Health Sciences (UAHS). The Dean will have primary oversight for the College of Nursing and related activities. The UAHS seeks a leader with a demonstrated commitment to nursing education, research, clinical practice, and community outreach. Strong candidates will have a record of distinguished scholarly achievement and substantial administrative experience in academic nursing leadership, an unwavering commitment to: high quality education, innovative research, outstanding clinical patient care and population health, and fostering strong community partnerships. The next Dean should have a record of demonstrated success in faculty recruitment and external fund development and be an individual with broad understanding of national health policy and its implications in relation to future challenges and opportunities for the College of Nursing.

UAHS seeks an individual who will endeavor to grow the educational portfolio of the College and strive to enhance the competitiveness of the College's six degree programs. Moreover, UAHS seeks an individual who will be creative in leveraging the incredible opportunities at UAHS for inter-professional education, research, training, and patient care excellence, as well as the opportunities provided by the partnership with Banner Health. Finally, UAHS seeks an individual who will raise the level of recognition and rankings for the College of Nursing.

### Dean, UA College of Nursing – The Role

The next Dean of the UA College of Nursing, will provide innovative and visionary academic leadership; exhibit strong financial management; lead the pursuit of excellence in education, research, and practice; champion recruitment and retention of diverse faculty, staff and students; promote interdisciplinary collaborations; cultivate community relations and expand existing global partnerships; invest in resource development fundraising; and enhance the reputation of the College of Nursing.

- **Academic Leadership** – The Dean works with faculty to further enhance and promote innovative educational pedagogy, course delivery, and academic programs. This will include both credit offerings and non-credit offerings expanding the College's role in professional and continuing education.
- **Administrative Leadership** – The Dean provides administrative leadership for the College in all aspects of fiscal and personnel management for both staff and faculty. In addition, the Dean provides leadership for all aspects of faculty recruitment, retention, and promotion and tenure. The Dean is responsible for maintaining a leadership team capable of supporting and implementing the College's vision and strategic initiatives.
- **University Ambassador** - The Dean is the principal ambassador for the College in all its interactions with the community and organizations external to the University.
- **Increase Visibility and Recognition** – The Dean is expected to increase the reputation and recognition of the College, both inside and outside the University.

- **Guide Strategic Vision** – The Dean provides vision for the future direction of the College as an international leader in health care research and education. S/he will facilitate the participation of the College’s faculty, staff and students through engagement in a continuing conversation about progress and new initiatives, and implementation in alignment with the University’s vision and strategic plan.
- **Lead Development** – The Dean leads fundraising and resource development for the College and has the primary responsibility for articulating the development needs of the College in conjunction with the long-range plans of the University and in concert with the VP for Development and Alumni Relations.
- **Enhance the Faculty Profile** – The Dean works with the College faculty and University leadership to develop the College’s recruiting plans with special attention to enhancing the diversity and quality of the faculty, to establish pinnacles of research, scholastic and professional practice excellence reflecting the College, UAHS, and University Strategic Plans.

**Relationships:****Reports To:**

Senior Vice President, Health Sciences

**Direct Reports:**

- Associate Deans
- Assistant Deans
- Division Directors
- Senior Manager of College Operations
- Director, Marketing & Communications

## Dean, UA College of Nursing – Candidate Qualifications

The University of Arizona seeks candidates with a distinguished record in clinical/translational, community-based, or basic research; substantial administrative leadership experience, particularly in an academic medical center and/or a college of nursing; demonstrated achievement in faculty recruitment, external fund development, and community partnerships; and a broad understanding of national health policy, and the future challenges and opportunities for nursing and academic health sciences. It is anticipated that the successful candidate will be a registered nurse, have earned a doctorate in nursing, and have academic credentials sufficient to warrant a tenured appointment as full professor and engender respect within the University of Arizona and the national academic community at large. The successful candidate should have had progressive, broad leadership experience in complex academic environments. He/she should exhibit a substantive understanding of the important issues in nursing and national health care, as well as a deep understanding of academic health centers. And, he/she should be politically astute and understand that a leadership position of this stature calls for an individual with outstanding judgment.

The ideal candidate would have the following professional and personal characteristics:

- Exceptional reputation in his or her field; qualifications consistent with appointment as a full professor with tenure.

- Broad experience in nursing education at all levels, including prelicensure. A seasoned educator who respects, relates well, and values faculty teaching.
- Successful record of accomplishment in developing and managing interdisciplinary teams.
- Demonstrated ability to grow enrollment and increase faculty scholarly output.
- Documented history of strong and consistent fundraising skills.
- Demonstrated experience in advancing a diverse faculty.
- Evidence of employment of innovated approaches to problem solving.
- Broad understanding of educational, professional, governmental, corporate and nonprofit organizations as it pertains to the opportunities within nursing.
- Integrity in all aspects of personal, institutional and community involvement.
- Research experience, knowledge, and understanding of grants management.
- Seasoned administrative skills, including demonstrated experience in fiscal management, stewardship of funds, and the use of data analytics for program assessment.
- Track record that demonstrates a commitment to shared governance and decision-making.
- An ability to work with, and engage, the College of Nursing Advisory Board.
- Strong communications skills, both oral and written, as well as interaction with the media.
- History of progressive enhancement of relationships with local constituents, corporate entities and foundations, local and regional governments and boards, and other external stakeholders, through strong interpersonal skills.
- An earned doctorate and eligibility for licensure by the Arizona Board of Nursing *is required*.

In terms of the performance and personal competencies required for the position, we would highlight the following:

### **Setting Strategy**

- The capacity to understand the complex organizational landscape and the ability to anticipate and articulate the critical issues, opportunities, and threats in the foreseeable future.
- The ability to create and articulate an inspiring vision for UAHS, not only for the areas for which he/she is directly responsible, or from which she/he comes, but for the enterprise as a whole.
- The inclination to seek broad input and to analyze data from a variety of sources to support decisions and to align others with the UAHS overall strategy.
- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organization and push the boundaries of the UAHS enterprise.
- An eagerness to participate in university-wide strategic planning processes and collaborative implementation of strategic goals with other UA units.

### **Executing for Results**

- The ability to set clear and challenging goals while committing the organization to improved performance; tenacious and accountable in driving results.
- Comfort with ambiguity and uncertainty; the ability to adapt nimbly and lead others through complex situations.
- A thoughtful risk-taker who seeks data and input from others to foresee possible threats or unintended circumstances from decisions; someone who takes smart risks.

- A leader who is viewed by others as having an unwavering degree of integrity and forethought in his/her approach to making decisions; the ability to act in a transparent and consistent manner while always taking into account what is best for the organization.
- Understands the broad research mission – basic, translational, community, and clinical – and is committed to its success and sustainability.

### **Leading Teams**

- The ability to attract, recruit and retain top talent, motivate the team, delegate effectively, celebrate diversity within the team, and manage performance; widely viewed as a strong mentor and developer of others. An individual who demonstrates a generosity of spirit will be deemed an ideal candidate.
- The ability to delegate effectively while maintaining focus on strategy and overall goals of the University of Arizona health enterprise.
- The desire to develop strong partnerships with all relevant constituents, including but not limited to: UAHS and UA faculty and staff, community stakeholders, and Banner Health personnel; and contribute to the success of all entities.
- The ability to persevere in the face of challenges, and exhibit a steadfast resolve and relentless commitment to higher standards, which commands respect from and inspires followers.
- A leader who is resilient, self-reflective and aware of her/his own limitations; leads by example and drives the organization's performance with an attitude of continuous improvement by being open to feedback and self-improvement.

### **Relationships and Influence**

- Ability to foster and strengthen the relationship with Banner Health as well as other clinical partners in Phoenix and throughout Arizona.
- Ability to engender collaboration across the Colleges of UAHS.
- Ability to engender community engagement, with emphasis on Tucson and Phoenix.
- Naturally connects and builds strong collaborative relationships with others, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- An appropriate understanding of and enthusiasm for each of the missions of an academic health sciences center.
- An ability to inspire trust and followership in others through compelling influence, powerful charisma, passion in his/her beliefs, and active drive.
- A history of encouraging others to share the spotlight and visibly celebrating and supporting the success of the team.
- An ability to create a sense of purpose/meaning for the team that generates followership beyond his/her own personality and engages others to the greater purpose for the organization as a whole.
- An appreciation of the strengths of others and helping develop those strengths in order to nurture the next generation of leaders in academic nursing

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## The UA College of Nursing – An Overview

The UA College of Nursing was founded as the School of Nursing in the College of Liberal Arts at the University of Arizona in 1957 with an initial class size of 42 students. By 1963, there were 200 students in the program and the School had developed agreements with 10 Tucson health-care facilities, including hospitals, the county health department and the Tucson Visiting Nurses' Association, to form a core of labs for the program's rapidly expanding student population. [For over 60 years](#), the UA College of Nursing has been transforming nursing education, research and practice to help people live their best lives. Today the College of Nursing is home to 210 faculty and staff and enrolls 1245 students in six programs.

Located in Tucson, Arizona, the UA College of Nursing is home to the world's only Integrative Nursing Faculty Fellowship. With key focal strengths in integrative health, cancer prevention and survivorship, informatics, biobehavioral neuroscience, health equity, and population health & wellness, the college has more than 8,000 alumni worldwide promoting health and wellness in their workplaces and communities. As one of 21 colleges at the UA, and one of five colleges comprising the UAHS, the College of Nursing offers a wealth of educational resources. In addition, [Banner – University Medical Center Tucson](#) provides exceptional clinical and research opportunities.

The UA College of Nursing is accredited by the Commission on Collegiate Nursing Education and ranks among the top 15 percent of graduate nursing programs in the United States. The UA College of Nursing's doctorate of nursing practice ranked No. 28 and its master's program tied for No. 39 in the 2019 U.S. News & World Report Best Graduate School rankings. Additionally, the Online Graduate Nursing Program ranked No. 49. In 2015, the UA College of Nursing became the fourth nursing school in the United States and first in Arizona to become a Hispanic Serving Health Professions School. The College is also one of the few to offer a dual PhD/DNP degree program.

The mission of the UA College of Nursing is to envision, engage and innovate nursing and health-care learning, discoveries and clinical practice models. The faculty includes diverse professionals with expertise in clinical practice, research and teaching. Nursing students can choose from a broad array of courses that support and extend their nursing education and training program. Resources available within the College include the [Steele Innovative Learning Center](#), which offers an array of tools allowing students to simulate nursing care ranging from basic skill acquisition to participation in complex, realistic scenarios designed to enhance higher-level clinical thinking and actions; the Instructional Resources Center; the Computer Laboratory; the Behavioral Studies Laboratory; the Biological Studies Laboratory; and the [Office of Nursing Research](#) whose personnel provide comprehensive research facilitation to investigators in the College.

Research within the UA College of Nursing is focused in three Areas of Research Excellence: [Precision Science](#), [Data & Systems Science](#), and [Health Determinants Science](#). [Grant Funding](#) of faculty research within the College, from government agencies and foundations, is at an all-time high, with a 220% increase over the past year. Faculty in the College are leaders in transdisciplinary research at the UA, many engage in research that is collaborative, interdisciplinary, multi-site, national, and international.

The proximity to the Arizona-Mexico border affords unique opportunities for cross-cultural, bi-national research, collaboration, and policy-building.

## **Background Information**

### **The University of Arizona**

Established in 1885, the University of Arizona, the state's land-grant university, is a member of the prestigious Association of American Universities. Recognized as a global leader, and classified as a Carnegie R1, The University of Arizona conducts more than \$600 million in research and development activity each year, and is currently ranked in the top 25 in research funding among all public universities surveyed. The UA is advancing the frontiers of interdisciplinary scholarship and entrepreneurial partnerships, and benefits the state with an estimated economic impact of \$8.3 billion annually. With a total faculty of 3,144, UA currently enrolls 32,987 undergraduate students in more than 300 majors, in addition to 9,249 graduate and professional students.

### **Tucson**

Tucson, located in a valley surrounded by five mountain ranges, is a great place to live and enjoy the influence of multiple cultures, the amenities and atmosphere of a major University, desert and mountain landscapes, and year-round outdoor sports and activities. Tucson has a rich history that is influenced by its proximity to Mexico and the presence of 21 federally recognized Indian Tribes in Arizona.

What is today a bustling urban center of nearly a million residents and one of the fastest-growing urban areas in the United States, Tucson is also the oldest continuously inhabited settlement in North America, with traces of centuries-old Hohokam communities still visible in petroglyphs throughout the region.

Set in the lush Sonoran Desert only 65 miles from Mexico and surrounded by mountains, forests, monuments, and national parks, this unique environment is famous for mild winters, stunning sunsets, outdoor adventures and a multicultural population that reflects the rich diversity of the Southwest.

With 350 days of sunshine annually, Tucson and surrounding Southern Arizona is an ideal place for hikers, bikers, swimmers, triathletes, tennis players and golfers. The city is also a thriving hub of economic and commercial activity in the Greater Southwest, home to numerous medical and research centers and a site for high technology industries, from optics to film.

Beyond technology and the great outdoors, Tucson is well known for its rich cultural offerings, including opera, theater, ballet, mariachi festivals, rodeo, the Kitt Peak National Optical Astronomy Observatory, the historic San Xavier Mission and world-class museums, including the Arizona-Sonora Desert Museum, the Center for Creative Photography, the Pima Air and Space Museum, and the Tucson Museum of Art.

### **The University of Arizona Health Sciences**

The UAHS is the state-wide leader in biomedical research and health professions training. As noted above, the UAHS include the UA Colleges of Nursing, Medicine (Phoenix and Tucson), Pharmacy and Mel and Enid Zuckerman College of Public Health, with main campus locations in Tucson and the growing Phoenix Biomedical Campus in downtown Phoenix.

The UAHS reaches across the state of Arizona and the greater Southwest to provide cutting-edge health education, research, patient care and community outreach services. A major economic engine, the UAHS employs almost 5,000 people, has nearly 1,000 faculty members and garners more than \$126 million in research grants and contracts annually. The colleges comprising UAHS enrolled 6,340 graduate and undergraduate students in fiscal-year 2016.

### **UAHS History**

The UAHS is a network of health-related organizations that had its beginnings on the UA campus in Tucson, more than 40 years ago. UAHS is based on the campus of the University of Arizona in Tucson, while maintaining a growing presence on the Phoenix Biomedical Campus in downtown Phoenix.

- In 2015, the UA and Banner Health finalized the terms of a 30-year academic affiliation agreement that provides significant capital and investment resources for improvements to clinical facilities, equipment and clinical research and education programs. The closure of this agreement launched Banner – University Medicine. It includes three academic medical centers, a physician group serving as faculty in the academic medical centers, and at the UA Colleges of Medicine in Tucson and Phoenix.
- The UA-Banner Health Affiliation, Definition of Terms was signed June 26, 2014.
- In July 2010, the integration of UMC, University Physicians Healthcare (UPH) and their clinical affiliates resulted in the umbrella organization, The University of Arizona Health Network.
- In 2004, University Physicians, Inc., (formerly The University of Arizona Physicians, now Banner University Medical Group) assumed management of Kino Community Hospital in Tucson, which was named University Physicians Hospital (UPH Hospital). Known today as The University of Arizona Medical Center – South Campus, the hospital is a secondary teaching hospital for the UA College of Medicine.
- The UA Mel and Enid Zuckerman College of Public Health, established in 2000, became the fourth of the health-sciences colleges on the UAHS campus in Tucson.
- In 1992, the UAHS Phoenix Campus was established to meet the needs of UA medical students in Maricopa County and to provide education and community outreach to the surrounding region. UA pharmacy and doctoral students in nursing also study in the Phoenix area.
- In 1967, the Basic Sciences Building of the UA College of Medicine opened its doors to the first class of UA medical students. Four years later, University Hospital was completed as the primary teaching hospital for the College. In 1971, these two entities were known as Arizona Medical Center. (University Hospital subsequently became University Medical Center and now is Banner – University Medical Center – Tucson.) Within a few years, the long-established UA Colleges of Nursing and Pharmacy, which opened in the UA College of Liberal Arts, constructed new buildings and joined the hospital and medical college on the budding UAHS campus.

### **The College of Medicine – Tucson**

The College of Medicine-Tucson was founded in 1967 with an initial class of 32 students. It has since grown to enroll 135 students annually and has graduated a total of 3,400 physicians since its inception. For 2017, U.S. News and World Report ranked the University of Arizona College of Medicine #74 for primary care and #63 for research. Its primary affiliated academic medical center, Banner - University Medical Center Tucson, was ranked #39 for Nephrology, #46 for Geriatrics, and high performing in five other specialties. The College of Medicine ranked #7 among the nation's medical schools for Hispanic students, according to Hispanic Business Magazine.

### **The College of Medicine – Phoenix**

Beginning in the early 1990s, a Phoenix program was established to allow the College of Medicine-Tucson 3rd and 4th year medical students to complete clinical rotations at Phoenix-area hospitals. The, now separately accredited, College of Medicine – Phoenix has since grown to 328 students, enrolling 80 medical students each year, and has graduated a total of 354 physicians since its inception a decade ago. The College was awarded full accreditation from the Liaison Committee on Medical Education in June 2017. The College of Medicine – Phoenix has approximately 122 on-campus faculty, and more than 1,600 community faculty. The College currently garners more than \$50 million in research grants and contracts annually.

The College is located on the growing [Phoenix Biomedical Campus](#) in downtown Phoenix. The [Phoenix Biomedical Campus](#) (PBC) is also home to the Phoenix campuses of the UA Colleges of Pharmacy, and Public Health, [Eller College of Management](#), as well as the [University of Arizona Cancer Center at Dignity Health St. Joseph's Hospital and Medical Center](#), the [Arizona Biomedical Collaborative](#), [Translational Genomics Research Institute](#), [Northern Arizona University's College of Health and Human Services](#) and [Arizona State University](#).

The next Dean of the College of Nursing will have the opportunity to further enhance the College's presence on the Phoenix Biomedical Campus, and in Phoenix broadly.

### **The College of Pharmacy**

The UA College of Pharmacy was founded in 1947. Pharmacy was the first health profession to be represented at the University of Arizona in Tucson. The College has nearly 45 full-time faculty members. The total number of employees, including full-time and part-time members, exceeds 300. In addition, approximately 1,000 preceptors provide experiential training to students at nearly 400 clinical sites throughout Arizona, the nation and the world. Currently ranked No. 16 nationally in Best Graduate Schools published by U.S. News and World Report, the college has placed in the 16th slot or above since the publication started ranking colleges of pharmacy. The UA College of Pharmacy educates the pharmacists of the future through a four-year Doctor of Pharmacy (PharmD) program. It trains the pharmaceutical scientists of the future through PhD programs in a variety of research tracks.

### **The Mel and Enid Zuckerman College of Public Health**

Established in January of 2000 by the Arizona Board of Regents, The University of Arizona Mel and Enid Zuckerman College of Public Health is located in Tucson in the Roy P. Drachman Hall facility, which was completed in 2006.

The UA Zuckerman College of Public Health is the only accredited school of public health in the state of Arizona and offers tremendous opportunities to its students for education, research and community involvement thanks to a locale rich in history, research opportunities, and university academic resources. The College consistently ranks among the top five in American Indian and Hispanic graduates, and students enrolled among 58 accredited schools of public health in the United States, according to recent data from the Association of Schools of Public Health. The College ranked tied for No. 25 in the 2018 U.S. News & World Report Best Graduate School rankings of schools of public health.

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## Application/Nomination Procedure

The Search Committee, co-chaired by Jefferey Burgess, Associate Dean for Research in the Mel and Enid Zuckerman College of Public Health and Sally Rider, Associate Dean for Administration at the James E. Rogers College of Law, invites inquiries, nominations, and applications for the position of Dean, College of Nursing at the University of Arizona. Dr. Dake and the Search Advisory Committee are partnering in this search with Russell Reynolds Associates; the Russell Reynolds Associates team is being led by Charlie Falcone, MD.

Prospects nominated and/or those who wish to be considered by the Search Advisory Committee should provide an electronic version of their *curriculum vitae as well as a brief bullet point summary of administrative roles they have held and their accomplishments in each.*

Confidential review of nominations and expressions of interest will begin immediately and will continue until an appointment is made. To be ensured full consideration, email a curriculum vitae and supporting materials to Russell Reynolds Associates at [UA.Nursing@russellreynolds.com](mailto:UA.Nursing@russellreynolds.com).

*The University of Arizona is an equal opportunity, affirmative action institution. The University does not discriminate on the basis of race, color, religion, sex, national origin, age, disability, veteran status, sexual orientation, gender identity, or genetic information in its programs and activities.*

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