Confidential Position Specification

University of Connecticut

Dean
School of Nursing

April 2017
CONFIDENTIAL POSITION SPECIFICATION

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<th>Position</th>
<th>Dean, School of Nursing</th>
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<tr>
<td>Company</td>
<td>University of Connecticut (UConn)</td>
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<tr>
<td>Location</td>
<td>Storrs, Connecticut</td>
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<tr>
<td>Reporting</td>
<td>The Dean of the School of Nursing will report to the Provost, University of Connecticut</td>
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<td>Relationship</td>
<td><a href="http://www.uconn.edu/">http://www.uconn.edu/</a></td>
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THE SEARCH

The University of Connecticut (UConn), one of the nation’s leading public research universities, seeks a visionary and dynamic leader to serve as Dean of its School of Nursing. UConn invites candidates who have a comprehensive resume of success in academic leadership roles, and who demonstrate exceptional skills and experience that will enable them to provide strong leadership to a research and educational enterprise across multiple campuses to consider this exciting and challenging opportunity. For the past decade, the University has been on a remarkable journey of expansion and growth as a public research university. By every measure from student diversity to research grants, UConn has enhanced its standing. Today, UConn is a top university, ranked among the top 20 public research universities nationwide. As the chief executive officer for the School of Nursing, the Dean will set the standard of intellectual engagement and accomplishment for the School.

The Dean will provide strategic vision and operational leadership to all aspects of the academic, research, and scholarly programs, creating an environment and community that supports expert practice and research, focusing on contemporary nursing needs, among the School’s faculty and its students. The Dean will provide the leadership to assure that the School continues to serve its students with academic programs of the highest quality and effectiveness to assure their success. Supporting the University’s research mission, the Dean will advance the scholarly activities of the faculty, including interdisciplinary opportunities. The Dean will also assure that the School plays a strong role in the development of community outreach, especially to meet healthcare needs in underserved communities. The Dean will also be the School’s public voice, promoting collegiate initiatives within UConn and across the state, articulating the School’s contributions in local, state, regional, national, and international arenas of nursing, health care, and health policy. In pursuing these responsibilities, the Dean, who reports to the provost, will work collaboratively with the president and provost and with vice presidents, other Deans and department chairs at UConn.

The successful candidate will be a nationally recognized, strong, self-assured, entrepreneurial leader able to infuse the UConn School of Nursing with a sense of pride, of purpose and of excellence. With experience in a research university, the ideal candidate will have demonstrated success as an educator, a researcher committed to the search for new knowledge, an experienced clinician understanding health care delivery and one able to imagine new possibilities for the School.
The University of Connecticut has retained the services of the executive search firm Korn Ferry, to conduct this important search. Confidential inquiries, nominations and applications may be directed to the search firm as indicated at the end of this document.

THE UNIVERSITY

The University of Connecticut is one of the nation’s leading public research universities. Founded in 1881, UConn is a Land Grant and Sea Grant college and member of the Space Grant Consortium. It is the state’s flagship institution of higher education and includes a main campus in Storrs, CT, where this School and position are located, four regional campuses throughout the state, a Law School, and Medical and Dental Schools at its Health Center. The University has approximately 10,000 faculty and staff and 32,000 students, including more than 23,000 undergraduates and over 8,000 graduate/professional students. UConn is a Carnegie Foundation R1 (highest research activity) institution, among the top 20 public universities in the nation.

In 2011, the state of Connecticut signed into law Bioscience Connecticut, which provides funding to UConn to enhance its Health Center facilities, support greater research innovation, and grow the number of scientists and students in UConn’s medical and dental Schools. In 2013, the state legislature passed the Governor’s proposal called Next Generation Connecticut, a ten-year capital investment that will increase the size of UConn’s student body, dramatically enhance physical infrastructure for Science, Technology, Engineering, and Math (STEM) programs, and create premiere STEM programs. In addition, the University is implementing one of the most ambitious faculty-hiring plans in U.S. higher education to strategically expand its faculty in key research and teaching areas and to increase the number of classes offered.

UConn’s total budget for 2017 is $2.3 billion, and the current value of its endowment is approximately $378 million. The University receives over $216 million in research awards and is accredited by the New England Association of Schools and Colleges. The University has approximately 242,000 alumni worldwide, 132,000 of whom live in Connecticut. Student diversity continues to increase, as does the number of honor students, valedictorians, and salutatorians who consistently make UConn their top choice. UConn’s retention rate is among the best for public universities in the nation, with 92 percent of students returning for their sophomore year.

The University of Connecticut is dedicated to excellence demonstrated through national and international recognition. Through freedom of academic inquiry and expression, UConn creates and disseminates knowledge by means of scholarly and creative achievements, graduate, and professional education, and outreach. With a focus on teaching and learning, the University helps every student grow intellectually and become a contributing member of the state, national, and world communities.

Through research, teaching, service, and outreach, UConn embraces diversity and cultivates leadership, integrity, and engaged citizenship in its students, faculty, staff, and alumni. As the state’s flagship public University, and as a land and sea grant institution, UConn promotes the health and well-being of citizens by enhancing the social, economic, cultural, and natural environments of the state and beyond.
The University serves as a beacon of academic and research excellence as well as a center for innovation and social service to communities. UConn is a leader in many scholarly, research, and innovation areas. Today, the path forward includes exciting opportunities and notable challenges. Record numbers of undergraduate applications and support for student success have enabled the University to become extraordinarily selective.

In just 15 years, the University’s ranking by U.S. News & World Report among public universities has risen from 38 in 1998 to 19 today. Many initiatives, including the plan to hire many new faculty over the next few years, emerging programs in partnership with The Jackson Laboratory, as well as the nearly $1.7 billion investment in Next Generation Connecticut and the $900 million investment in Bioscience Connecticut present exciting opportunities and unique challenges for the University’s research endeavors. UConn’s partnerships with United Technologies, General Electric, Northeast Utilities, and other industries through UConn’s Technology Park also will help to secure its place as an institution of the highest rank among public research universities.

THE UCONN SCHOOL OF NURSING

Founded 75 years ago, the UConn School of Nursing competes with the nation’s strongest programs. The School of Nursing was the first public institution in Connecticut to offer a program leading to a bachelor’s degree in nursing; in the fall of 1942, thirteen students were the first to be enrolled into the newly established UConn School of Nursing. The School is fully approved, accredited and committed to quality research and public service. Its faculty members advance knowledge through excellence in scholarship and research as they work to remain abreast of the healthcare needs of the world’s diverse population. Grounded in the arts, sciences, and humanities, the School of Nursing, as an integral part of the University, is committed to provide nursing education at the undergraduate, master’s, doctoral, certificate and continuing education levels. The programs are dynamic and respond to changing health care needs.

Hallmarks of the School’s educational program development include the establishment of the master’s degree program in 1971, the Ph.D. in 1994, an accelerated baccalaureate program in 2003, and the DNP in 2009. The School of Nursing has been chosen to be a National Hartford Center of Gerontological Nursing Excellence.

The mission of the School of Nursing is to disseminate knowledge developed through innovative research, to engage in expert practice, and to educate nursing scholars, clinicians, and leaders, with the goal of advancing the health of individuals and communities both locally and globally. The promotion of expert clinical practice is inherent within the mission and encompasses contributions of clinical expertise and knowledge to the community. This is accomplished by sharing innovations in nursing care and health promotion and by the participation of the faculty in the delivery of expert nursing care to specialized populations, including the underserved and vulnerable populations.

The School has particular strengths in pain management, policy, and women’s health and neonatal care. The umbrella Center for Advancement in Managing Pain (CAMP) works with a core group of multi-disciplinary pain researchers to seek federal funding and engage collaborative teams to advance the science of pain management. In 2016, the School was awarded a P20 Center for Excellence in Self-Management: Center for Accelerating Precision Pain Self-Management by the National Institute of Nursing Research. The Center provides an
infrastructure for pilot projects utilizing the biobehavioral laboratories in the School and pain laboratory at UConn Health. In addition, the School’s Healthcare Innovation Program, which teaches nursing students the skills to lead innovation concepts to actual prototype or service reality, advances education and global healthcare.

The School realizes its mission through a series of programs, ranging from the pre-licensure programs to those focused on the needs of licensed nurse professionals who seek advanced training. These include two pre-licensure programs, the BS (with 474 students) and the Certificate Entry Into Nursing/BS, an accelerated pre-licensure program with 127 students. The School also offers, post-licensure, an MS with 137 students enrolled in five specialty tracks (primary and acute adult-gero care, clinical nurse leader, family nurse practitioner, and an online neonatal acute care), a hybrid DNP program with 57 students a Ph.D. program with 32 students. The baccalaureate and master’s programs were recently awarded re-accreditation by the Commission on Collegiate Nursing Education for the full ten-year term. The School of Nursing is unique nationally in offering undergraduate nursing students a full semester education abroad opportunity that includes both theory and clinical course placements at its Cape Town, South Africa, and San Juan, Puerto Rico sites. The School also offers short-term education abroad experiences in Belgium, Hong Kong, Beijing, and Ireland.

The faculty are focused in their commitment to the advancement of nursing education, policy, practice, and research. All full-time tenure track faculty members are prepared at the doctoral level. Six faculty members are fellows of the American Academy of Nursing and one is an Academy of Nurse Education Fellow. The School has access to adjunct faculty members from a wide variety of agencies in the state to serve as clinical experts and is affiliated with health care agencies within Connecticut as well as many others nationally.

Five years ago, the School of Nursing dedicated the 15,800 square-foot Carolyn Ladd Widmer Wing which includes state-of-the-art simulation facilities, an auditorium/classroom, a museum of nursing history and other laboratories and teaching areas. The learning resources of the School are strengthened by the overall resources of the University. The University’s Homer Babbidge Library, ranked among the country’s best for research resources, has a strong book collection in nursing and also holds the archives and book collection of Virginia Henderson, internationally renowned Nurse Scholar, in its Thomas Dodd Research Center.

THE LEADERSHIP OPPORTUNITY

The UConn School of Nursing is at a point of remarkable opportunity. In recent years, it has affirmed its focus on research and scholarship, initiated and matured new programs that promise to expand enrollment and further expand the faculty, and raised its profile in the University community and the profession. The Dean can and will make critical contributions to the continued development of the School. This is a remarkable opportunity for an individual with the drive, skill, and experience to bring creative leadership to the organization and to play a meaningful role in shaping its future. The new Dean will embrace these opportunities, helping to realize the potential of the UConn School of Nursing. The successful candidate, whose leadership is eagerly sought, can make a personal difference to the institution. The new Dean will build on a solid foundation to contribute to the School and its diverse constituents to address some key challenges and pursue important opportunities:
Create a vision for the future and engage the School community in its support

As a thought leader about the future of the nursing profession, the new Dean will articulate a vision for the School, defining its role in research and the healthcare continuum, within the University community, the state, and the nation. From that vision, the Dean will shape the faculty and, with the faculty, create and grow programs and attract a student body to realize their success.

Build a faculty of distinction

The faculty at the UConn School of Nursing are deeply committed to research, their students, and the advancement of nursing practice. The combination of the growth of programs and retiring faculty mean that building the faculty will be a key focus for the new Dean. At present, most are Caucasian; increasing the diversity of the faculty is a priority. The University’s focus on further building expertise in pain management makes that an area of particular emphasis.

Building the School’s research expertise among the relatively small proportion of tenure track faculty is central to the School’s mission as well as its resources. At the same time, the School is fortunate to have an especially large contingent of clinical faculty, whose expertise is critical to the delivery of the academic program. The Dean will review pathways and expectations for promotion for the clinical faculty consistent with contemporary nursing education while continuing to raise expectations for their engagement in the School and the profession. The Dean will need to build and support both clinical and research faculty, with awareness of the needs of both. The Dean, with the faculty, will need to commit extraordinary efforts to build a faculty of sustained distinction.

Adjunct faculty play a large role in realizing the curriculum. At present, most of the clinical placements are taught by faculty who are adjuncts. There is a continuing need to recruit adjuncts, with competitive compensation. The dependence on adjunct faculty, many of whom are highly skilled and make strong contributions to programs at the School, creates an extraordinary challenge for maintaining a standard of excellence and common purpose.

Build and support the student body

Students come to the School with commitment and high personal goals for achievement. Three-quarters of the students in the School are enrolled in pre-licensure programs. The necessary clinical placements in many of the School’s programs require both expansion and review for their alignment with curricular goals. Management of these placements remains a high priority and a substantial administrative commitment. Students continue to be drawn to online educational options; balancing these offerings with others at the School is an evolving challenge.

Create a culture of collaboration

The programs at the School have grown in the last decade and are both exciting and a challenge for all of the School’s resources – its faculty, its students, its staff, its financial resources, and its space. The Dean will make a priority the definition, contribution to, and realization of a culture of collaboration. All of the members of the School community will need to continue to contribute in multiple ways to achieve the goals and a new level of stability. To do so
will require a leader who can bring the School community together, united in the vision and committed to students’ success and scholarly accomplishment.

**Align resources with programmatic needs and manage them effectively**

The School has a budget of approximately $14.0 million, a combination of University support and revenue from fee-based programs. In total, the faculty attract about $1.4 million in external funding annually. In addition, the School has an endowment with a market value of approximately $3.1 million that predominantly supports scholarships. As the enrollment at the School grows and solidifies its financial plan, it will be important to continue to realign resources to match programmatic needs and aspirations. In addition, the School will need to identify new ways to enhance resources through program initiatives and external funding, including entrepreneurial programs, research and training support, and philanthropy. The Dean will play a key role in attracting external financial support. Finally, the Dean will define and determine how to pursue priorities for new initiatives. The Dean will have an opportunity to redefine roles and expectations among those in leadership roles, and the Dean’s Leadership Council will welcome the opportunity for broader engagement in the evolution of the School.

**Lead the School to address underserved areas of the state**

Connecticut has a large number of communities without access to adequate health care. As a consequence, and as a part of a new University initiative to enhance community relations, the School can increase its efforts to identify needs, align its scholarship with those needs, and develop programs by which faculty and students work with those who deliver healthcare to these communities. The School can play a still stronger role in community outreach, building on the models already established, encouraging practitioners to contribute to solving this public health problem.

**Serve as a public voice for healthcare**

Because the Dean can serve as the leader promoting healthcare in the state and nationally, the Dean will establish close connections with the Connecticut and national institutions that establish healthcare policy. The Dean will establish connections with the media to provide a voice to promote healthcare and provide education to the public.

**THE POSITION**

Reporting to the Provost and Executive Vice President for Academic Affairs, the Dean is the chief academic and administrative officer of the School of Nursing, responsible for providing strategic vision and operational leadership to all aspects of the academic and scholarly program. The Dean will lead the School in promoting a research environment conducive to interprofessional endeavors, advancing innovative educational programs, and facilitating practice initiatives. The Dean will effectively define, articulate, and promote the School’s contributions in local, regional, and national arenas of nursing, healthcare, and policy. The successful candidate will be a nationally recognized, strong, self-assured, entrepreneurial leader able to infuse the UConn School of Nursing with a sense of pride, of purpose and of excellence.
Qualifications

The University of Connecticut seeks a dynamic leader that must have at least the following minimum knowledge and skills:

- A Ph.D. in nursing or an equivalent degree.
- Credentials that merit appointment at the rank of full professor in nursing.
- Eligibility for licensure in Connecticut as a Registered Nurse.
- A proven leader and talented administrator.

The successful candidate must have the following traits:

- A profound sense of integrity and professionalism.
- A deep commitment to excellence.
- A clear ability to use good judgment and make sound decisions.
- An energetic leadership style that invites collaboration, encourages teamwork, welcomes diverse perspectives, and values transparency.
- Distinctive ability in managing change, resolving conflict, and building consensus.
- Superior interpersonal and communication skills, including tactfulness, a high level of emotional intelligence and concern for others, and the ability to navigate controversy gracefully and treat all people with civility and respect.

The ideal candidate will also have the following preferred characteristics:

- Nationally recognized leader in nursing research and interdisciplinary team science.
- A sophisticated understanding of current healthcare issues and trends nationally and in higher education research and teaching.
- The ability to develop and articulate a vision for the School and to develop and implement effective strategic plans, including the ability to translate institutional strategy into operational goals, and to specify and prioritize short and long-range objectives.
- Experience as an agent of innovation and change achieving excellence across a complex organization.
- A demonstrable track-record of administrative achievement that gives strong evidence of his or her capacity to manage a complex School, including its budget, workforce, and programs.
• The skills to navigate the organizational, political, and fiscal realities unique to a major public research university, and to make changes to improve current practice, including effective advocacy for the resources required to uphold mandates and achieve aspirations.

• Demonstrated success as an educator.

• Demonstrated experience at a research university and success as a researcher committed to the search for new knowledge.

• Demonstrated experience as a clinician who understands health care delivery and is able to imagine new possibilities for the School.

• Demonstrated capability to effectively manage professional and support staff, including hiring, motivating, training, developing, and evaluating the job performance of employees.

• A record of accomplishment with respect to promoting diversity, including assessing needs, developing initiatives, and applying best practices.

• Significant experience with outreach and cross-organizational cooperation.

• The ability to work productively and cooperatively with administrators, faculty, students, staff, educators, and community leaders as partners to advance the University’s research, teaching, engagement, outreach, and service missions.

• Experience and/or the clear potential to represent the School articulately and compellingly to external constituencies, enhancing the visibility and impact of its work while increasing gifts, funded research, and other mission-aligned revenue.

• Strong written, oral, and interpersonal skills; the ability to communicate the School’s needs, plans, and programs effectively.

• A genuine appreciation of and good rapport with students.

**TO APPLY**

The University of Connecticut is committed to building and supporting a multicultural and diverse community of students, faculty, and staff. UConn’s faculty and staff are the critical link to fostering and expanding our vibrant, multicultural and diverse University community. As an Affirmative Action/Equal Employment Opportunity employer, UConn encourages applications from women, veterans, people with disabilities and members of traditionally underrepresented populations.

Employment of the successful candidate is contingent upon the successful completion of a pre-employment criminal background check. All employees are subject to adherence to the State Code of Ethics which may be found at http://www.ct.gov/ethics/site/default.asp.
Review of applications, nominations, and expressions of interest will begin immediately and continue on a confidential basis until an appointment is made. All inquiries, nominations/referrals, and applications (including curriculum vitae and letters of interest responding to the position challenges and objectives outlined above) will be held in the strictest confidence and should be submitted to Korn Ferry at uconn-nursing@kornferry.com.

KORN FERRY CONTACTS

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