Opportunity and Challenge Profile

Washington State University
Search for the Dean of the College of Nursing
Spokane, WA

Washington State University Health Sciences Spokane, one of six campuses of the distinguished Washington State University (WSU) system, seeks a dynamic and innovative leader to serve as the Dean of the College of Nursing. The Dean will be a key partner in WSU’s ambitious plans to increase the size and impact of WSU Health on the people of Washington and beyond. The successful Dean will strategically manage and grow the teaching, research, and service portfolios of the College, consistent with its core values of integrity, caring, altruism, social justice, and maximizing health potential. The Dean will accomplish this while also helping WSU Health become a true hub of healthcare innovation with cutting edge research, highly engaging inter-professional education, and partnerships that will transform the future of healthcare. This is an exceptional opportunity for a person who wants to make a significant difference working collaboratively with students, faculty, and staff within the College of Nursing, with the leadership of WSU Health, and across Washington State University as it continues to create both knowledge and community impact across the state of Washington and beyond.

As the College of Nursing celebrates its 50th anniversary, the Dean will have the opportunity to rally the community around the development and implementation of a shared strategic plan and vision for the College that celebrates its role as the largest producer of nurses in the Pacific Northwest, embraces advances in healthcare education and delivery, advances WSU’s “Drive to 25” initiative to become one of the top 25 public universities in the U.S., and renews WSU’s commitment to its land-grant mission. WSU is currently redefining what it means to be a 21st century land-grant institution, committing to increasing research productivity while serving the citizens of the State of Washington in new and expanded ways. The College of Nursing, with its myriad community and clinical partners across WSU’s campuses and in counties across the state, is distinctly well-positioned to be a leader in both advancing research and increasing community impact.

In order to lead WSU College of Nursing to new levels of success, the Dean will need to address the following:

- Develop a shared vision for how the College of Nursing can fulfill its mission as part of a 21st Century land-grant university
- Advance innovative nursing and inter-professional education and delivery to ensure community needs are met
- Serve as a visible and vocal advocate, champion, and fundraiser for the College
- Nurture an environment of trust, respect, and inclusion within the College of Nursing community
- Further develop and strengthen an efficient and comprehensive infrastructure to fully achieve the academic, research and service missions

A list of the desired qualifications and characteristics of the Dean of the College of Nursing can be found at the conclusion of this document, which was prepared by the search committee with the assistance of Isaacson, Miller, a national executive search firm, to provide background information and detail the key opportunities and challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.
About Washington State University

Founded as the people’s university, WSU embraces its land-grant heritage, seeking to transform lives through education, research, and community outreach and service and has been doing so for nearly 130 years. WSU is truly a statewide institution, with a presence in every county in the state. System-wide, the university enrolls nearly 31,500 students, employs more than 7,000 full- and part-time faculty and staff statewide, and offers several highly ranked academic programs on its five physical campuses (Pullman, Spokane, Tri-Cities, Vancouver, and Everett) and online through the Global Campus. WSU Extension has offices located in each of the state’s 39 counties, and the university operates Research and Extension Centers in key agricultural areas. The university operates as an integrated university system, with all campuses adhering to the same set of goals, practices, and policies – known as One WSU. For example, degree requirements are similar across campuses; all instructors and researchers, regardless of their location, are considered part of one faculty; and the offices of student affairs and finance and administration are regarded as distinct but highly integrated components of the same divisions. WSU has been redefining its administrative and operational structures to ensure delivery of an integrated set of services while allowing each campus autonomy via the leadership of the chancellor and a clearly defined identity.

The university places a high value on diversity, equity, and inclusion in all facets of the institution. Some 30 percent of the student body statewide is racially diverse, and first-generation students represent nearly 35 percent of the total enrollment. Approximately 15 percent of WSU students hail from outside the state of Washington and about 7 percent are international students. Enrollment reached an all-time high in fall 2018, with 31,478 students enrolled system-wide. The WSU community is deeply committed to providing the resources and support students need to become global citizens and informed leaders who thrive in their professional and personal lives. The university annually awards more than $390 million in scholarships and other financial aid to about 17,000 undergraduate students. The WSU Foundation consistently raises in excess of $100 million annually from private donors—funds used to support student scholarships and academic, research, and service initiatives.

A nationally respected leader in higher education, President Kirk Schulz became the 11th president of WSU and a tenured professor in the Gene and Linda Voiland School of Chemical Engineering and Bioengineering on June 13, 2016. He previously served seven years as president of Kansas State University, where he guided KSU to significant achievements in research, enrollment, and fundraising.

In 2017, President Schulz launched the “Drive to 25” initiative (https://wsu.edu/drive-to-25), which calls for WSU to become one of the nation’s top 25 public research universities, preeminent in research and discovery, teaching, and engagement by 2030. The “Drive to 25” builds on the cornerstones of WSU’s ambitious strategic plan and its two pivotal goals of offering a transformative educational experience to undergraduate and graduate students and accelerating the development of a preeminent research portfolio. WSU also established a set of research grand challenges that help focus the institution. President Schulz is relying on a strong team of leaders, including Chancellor DeWald, to strengthen the individual stature of each campus, while ensuring policies and plans reflect the “one university” concept.

In 2018, the Northwest Commission on Colleges and Universities (NWCCU) reaffirmed the regional accreditation of WSU through 2025. U.S. News & World Report’s 2018 “America’s Best Colleges” rankings place WSU 68th on the list of public national universities. WSU is ranked as a “Highest Research Activity” institution by the Carnegie Foundation and in 2015 was ranked 44th among public research universities in the U.S. by the National Science Foundation. Also, the Carnegie Foundation for the Advancement of Teaching recognized WSU for its engagement activities with its Community
Engagement Classification. Campus Pride Index recently recognized WSU as one of the top 25 universities nationally with respect to LGBTQ-friendly policies, programs, and practices.

About WSU Health Sciences Spokane

While Spokane is home to the health sciences campus, health education, research, and delivery occur across many WSU campuses and in the communities they serve. WSU prepares the state’s future physicians, nurses, pharmacists, and other health professionals and provides system-wide access to life-changing education and research in world-class facilities. Washington State University Spokane was established as one of three regional campuses for Washington State University in 1989. In 1968, a cooperative venture brought WSU, Eastern Washington University, Whitworth University, local hospitals, and Fort George Wright College together to form the Intercollegiate Center for Nursing Education, which aimed to serve local residents seeking graduate education opportunities in the nursing field. Because Spokane was an important regional medical market, it especially offered advantages for health sciences disciplines and programs continued to expand. By 1991, WSU Spokane was accepting graduate students in criminal justice, education, engineering, nutrition and speech pathology. The campus continued to grow its physical, academic, and scholarly footprint, in 2009, the College of Nursing relocated to Spokane, and in 2010, the WSU Board of Regents officially designated WSU Spokane as the university’s health sciences campus. In 2013, the College of Pharmacy completed the move from the Pullman campus into the state-of-the-art Pharmaceutical and Biomedical Science Building, and in 2014, the WSU College of Medical Science opened. In 2015, in response to the state’s crisis around access to healthcare, the Washington State Legislature and Governor Inslee authorized the establishment of WSU’s Elson S Floyd College of Medicine. The College’s mission is to respond to the state’s overwhelming need to educate more doctors who will practice in Washington as well as begin to address huge disparities and equity issues associated with access to healthcare providers for many communities. The college’s co-location on the WSU Health Sciences Spokane campus with the colleges of Nursing and Pharmacy and Pharmaceutical Sciences creates synergies and training opportunities in a team-based environment. The college welcomed the first-ever cohort of WSU medical students in 2017.

The Current Context

Dr. Daryll B. DeWald became the fourth chancellor of WSU Spokane in September 2017 and on July 1, 2019, he took on the additional title of Vice President of Health Sciences. He is charged with further elevating the campus to be a true hub of healthcare innovation with cutting edge research, highly engaging interprofessional education, and partnerships that will transform the future of healthcare for the state of Washington. The new vice president title reflects DeWald’s additional responsibilities overseeing WSU’s Elson S. Floyd College of Medicine, College of Nursing, and College of Pharmacy and Pharmaceutical Sciences, all of which are based in Spokane, but have statewide presence. WSU Spokane works collaboratively with its surrounding communities to enhance quality of life through an intentional and sustained effort to create, interpret, apply and disseminate knowledge, thereby serving as a model for a world-class campus in a regional city. The colleges at WSU Health Sciences Spokane have formed robust partnerships across the state of Washington with large medical centers and hospitals as well as a variety of rural and community hospitals and clinics. In addition, the colleges have established partnerships with local community colleges and universities across Washington and key regional healthcare systems.

Today, WSU Health Sciences Spokane educates more than 1,600 students, 75 percent of whom are Washington residents. There are 559 undergraduate and 310 graduate students, 775 professional students. WSU Health Sciences Spokane boasts over 300 exceptional faculty in the fields of nursing, medicine, pharmacy, speech and hearing, health policy and administration, nutrition/exercise, criminal justice, and education. In addition to teaching, faculty partake in team-based, interdisciplinary research to inform the
scientific knowledge base, influence health outcomes, and ultimately improve the quality of care, education, and management in the healthcare spaces. Research continues to grow at an impressive rate, as grant and contract funding reached $32.5 million in FY2018, up significantly over previous years. WSU Spokane researchers are also heavily involved in the university’s research initiative on “Sustaining Health: The uncompromising pursuit of healthier people and communities.” To learn more about WSU Spokane research, visit https://spokane.wsu.edu/research/.

The 48-acre campus, which also houses programs offered by Eastern Washington University, is located just across the Spokane River from Gonzaga University. It is home to several new facilities, such as the recently constructed Pharmaceutical and Biomedical Sciences building, which houses the latest in health science laboratories and classroom technology. Recently, an iconic U-District Bridge was completed as a result of a partnership with the City of Spokane and businesses, colleges and universities in the University District to better connect the city and enable collaboration and partnerships.

About the College of Nursing

The College of Nursing at WSU educates more nurses than any other university in the state, with more than 950 students working towards their bachelor’s, master’s, and doctoral degrees in nursing. The College employs 170 faculty, instructors, and staff and offers degree and certificate programs in Spokane, Tri-Cities, Yakima, Vancouver, and Walla Walla. The headquarters for the College of Nursing are in a state-of-the-art facility located on the WSU Health Sciences Spokane campus at a convenient location within walking distance of Spokane’s health sciences district. The 88,000 square foot facility was completed in 2009 and includes classrooms, teaching and research laboratories, and faculty and administrative offices. Special features of the building are distance learning classrooms, a nursing practice laboratory, and technology for patient simulation.

The College of Nursing demonstrates national leadership in nursing education, science, and service. As an early adopter of distance education, it continues to provide Washington State students with a transformational education experience. The College has demonstrated a high level of commitment to educating college students who reside in rural and underserved areas. Faculty and staff have embraced opportunities for innovation and scholarship and have advanced novel partnerships addressing salient public health issues. The College also is a national leader in providing interdisciplinary learning opportunities using a hybrid of lecture, simulation, clinical, and online experiences to prepare future nurses. The College received full accreditation from CCNE in 2014 as well as recognition by the National League for Nursing as a Center of Excellence in Nursing Education in 2017.

The College of Nursing excels in nursing education, graduating competent, culturally-aware, and clinically prepared nurses. Degree offerings have shifted over time to reflect the health care delivery needs of the region, and current degree programs include BSN, RN-BSN, MN, two doctorate degrees (PhD and DNP), and post-master’s certificates. To help address the need for highly-competent BSN and doctorally-prepared nurses throughout the state, the College of Nursing offers degree programs at WSU campus locations in Spokane, Tri-Cities, and Vancouver, with satellite locations in Walla Walla and Yakima. The College is recognized as an NLN Center of Excellence for student learning, as demonstrated through the use of video technology, students can attend most classes from any of these locations, though degrees vary by site.

Graduates of the WSU College of Nursing are a valued asset in the health care workforce. WSU alumni are considered to be “competent and common sense” graduates by hospital systems in the Inland Northwest and throughout the Pacific Northwest. NCLEX-RN and certification test results have been very favorable and continue to improve.
Faculty and students at the WSU College of Nursing are committed to innovative, relevant research that contributes to the university’s Drive to 25. The College of Nursing Research office has been successful in steadily growing the College’s research portfolio and making strategic faculty hires. Four core areas of distinction – behavioral health, community and public health, educational innovations and outcomes, and patient care quality and safety – help attract and retain nurse scholars, advanced practice nurses, and students with similar passions and interests. For more information on College of Nursing research, visit https://nursing.wsu.edu/research/.

**Role of the Dean of the College of Nursing**

The Dean will oversee all functions and serve as the chief executive officer of the College of Nursing, representing its system-wide presence. Reporting to the Vice President of Health Sciences who is also the Chancellor of WSU Health Sciences Spokane, the Dean will productively engage with the Provost on academic programming and work within the College and WSU to provide academic vision and functional leadership to fulfill the goals of the College and contribute to the mission of the university. The Dean’s leadership cabinet currently consists of 11 direct reports that include: Vice Dean of Innovation, Executive Associate Dean & Associate Dean - Research, Executive Associate Dean Faculty Affairs, Associate Dean, - Academic Affairs, Associate Dean – Vancouver, Academic Director – Tri Cities, Co-Director – Yakima, Director of Development, Director of Communication, Director of Finance Administration and Assistant to Dean. The Dean will be responsible for Nursing throughout the system, but will be based in Spokane and will oversee an annual budget of approximately $9.5 million in state funds.

The Dean will serve as a key member of the WSU Health Sciences Spokane leadership team and will oversee day-to-day management of critical processes and functions pertaining to College’s faculty affairs and academic matters. The Dean will provide guidance and strategy around the creation, implementation, and evaluation of academic programs; faculty evaluation and assessment; and the further development of infrastructure to support the growth of quality of educational activities in College of Nursing.

**Key Opportunities and Challenges for the Dean of the College of Nursing**

In order to ensure the continued success and forward momentum of the College of Nursing, the Dean will be expected to address the following key opportunities and challenges:

*Develop a shared vision for how the College of Nursing can fulfill its mission as part of a 21st Century land-grant university*

The incoming Dean must engage the College of Nursing’s many stakeholders, listening to and learning from them, and engaging them in a process to develop, articulate, and implement a clear and compelling strategic plan and vision for the College’s future that supports the future of WSU Health Sciences. The Dean will work to further grow the College’s research enterprise, update and solidify core curricula and program offerings, ensure these programs continue to produce nurse leaders who are ready to meet market demands, and make a renewed commitment to the College’s land-grant mission as well as its partnerships across the campus, across the State of Washington, and beyond. The Dean will be responsible for supporting this vision with clear, incremental steps to reach these and other determined goals, as well as with setting benchmarks and developing evaluation tools to determine progress toward and success in reaching these goals. The Dean will articulate this vision and promote the strategy clearly within the College of Nursing and across the university, uniting faculty, staff, students, and community members around common goals. By providing this clarity of mission and purpose, the Dean will help the College accrue opportunities to improve students’ experiences, pursue more innovative research, expand community-based programs that enhance the lives of Washington’s citizens, and attract new resources.
Advance innovative nursing and inter-professional education and delivery to ensure community needs are met

Given the fact that WSU is the largest producer of nursing graduates in the state of Washington, the Dean of the College will collaborate with community members to ensure the College embraces a progressive, innovative curriculum which includes advances in technology, new teaching methods, and hands-on experiences to ensure graduates receive the best education to address rapid changes in patient care, and community needs and better position WSU graduates to meet market demands. The Dean will play an active role in growing interprofessional education opportunities for training, clinical experience, and research. The Dean will strengthen the culture of community-based academic networks forging and strengthening deep connections with the Elson S. Floyd College of Medicine, the College of Pharmacy and Pharmaceutical Sciences, other schools and colleges at across all campuses of WSU, and externally to ensure the College of Nursing is a key player in WSU’s Health Sciences initiatives.

Serve as a visible and vocal advocate, champion, and fundraiser for the College

The Dean will have the interpersonal expertise to represent the College effectively at the highest levels and will be a visible presence, providing leadership to the College, administration of health sciences and across the university community. They will provide leadership in external relations efforts to grow the financial resources for the College. The Dean will build strong relationships with a diverse group of stakeholders and will foster connections with donors, community leaders, and state legislators to successfully fundraise and advance the profile of the school. The Dean will need to create a comprehensive engagement plan to provide meaningful opportunities for a diverse network of alumni who are loyal, dedicated and well positioned to support the College.

Nurture an environment of trust, respect, and inclusion within the College of Nursing community

The Dean will foster an organizational culture that supports the values of shared leadership, embracing the voices of dedicated faculty, staff, and students. The Dean will need to clearly communicate, act with integrity and transparency, and provide support, resources and a roadmap for the College’s future success. This responsibility will require particular care across multiple geographic locations of the College, ensuring all faculty, staff, and students feel valued as members of the College of Nursing and WSU communities.

Further develop and strengthen an efficient and comprehensive infrastructure to fully achieve the academic, research and service missions

The Dean will be an experienced financial administrator, demonstrating the skills and acumen to adeptly deal with complex budgets, multi-campus funding needs, and a variety of funding sources and budget models. The Dean will need to be entrepreneurial and possess the ability to expertly maneuver and develop budget structures to maximize resources and plan for long-term priorities. The Dean will oversee the College’s human capital element and must foster an organizational structure to attract and retain talent, create a diverse and inclusive community that reflects the cultural diversity of the region, and provide professional development priorities for faculty, instructors, and staff. The Dean will develop a strategy to capture information and data to assist with research funding opportunities, partnerships, and provide support for accreditation needs.

Qualifications and Characteristics
The successful candidate must be able to inspire the leadership team, students, faculty, staff, alumni, and external partners; embrace the challenges and opportunities listed above; and possess all or most of the following qualifications, leadership style and experience:

- Hold an earned doctorate in nursing, and a strong record of academic accomplishment commensurate with appointment as a tenured full professor at Washington State University.
- Strong presence and initiative, interpersonal skills, politically savvy, and collaborative within the University setting with demonstrated experience in developing strong industry partnerships.
- Proven record of building strong alliances and partnerships, internal and external to the College and University.
- A strong record of academic knowledge and accomplishment that demonstrates the current higher education landscape, and national trends in nursing.
- Ability to lead and expand the College’s research and other educational program activities with distinction.
- An appreciation of the mission and milieu of Washington State University and a willingness to immerse oneself into the fabric of the entire University.
- Able to cultivate, solicit, and steward significant contributions from individuals, alumni, corporations and foundations.
- Able to lead a complex organization while articulating the vision and goals for the future, and deploying resources organized to achieve strategic ends.
- Able to envision and execute agreed upon strategies, including the use of measurable goals and outcomes.
- Experience in advancing all of the primary activities of the College – undergraduate education, graduate education, research, and engagement.
- Ability to provide energetic and visionary leadership to a complex, multi-campus academic entity with a proven record of resourcefulness in the management of personnel and budgets.
- A demonstrated commitment to the value of diversity in students, faculty, and staff; cultural awareness and an aptitude for navigating cultural differences.
- Proven success in leadership in the context of shared governance models, and a genuine appreciation of and commitment to collaborative decision-making.
- The ability to energize and inspire faculty to pursue innovative avenues of research; and understanding of and appreciation for the value of fundamental and applied research.
- Demonstrated capacity for leadership in a distinguished academic or comparable setting, and the ability to persuade and engage others in the mission.
- An appreciation for and support of creativity across the instructional curriculum, including effective teaching, innovative methods of curricular delivery, and faculty engagement with undergraduate and graduate students.
- Strong and persuasive communication skills and the understanding of how to interact in writing or orally to varied audiences.
- Proven experience in developing and executing a strategy that defines a distinctive college or program identity and articulating what differentiates that entity from its peers.
- The ability to recruit, motivate, inspire, and retain talented and diverse faculty; and to provide strong support for their progress through promotion and tenure with processes that ensure clarity and integrity and demonstrated a commitment to supporting an inclusive community as a personal and professional value.
Location

The metropolitan Spokane area is a vibrant community of approximately 545,000 people. Located about 75 miles from Pullman, 18 miles from the Idaho border, 280 miles from Seattle, and 110 miles south of Canada, the Spokane region features the second largest population base in the state of Washington and is the largest city between Minneapolis and Seattle. Spokane serves as the perfect jumping-off point for four-season recreation among the region’s many clear lakes and rivers, national forests, trails, and ski resorts.

The WSU Health Sciences Spokane campus is located in the University district of downtown Spokane, on the Spokane River. Bordering the river and campus is the Centennial Trail, which supplies miles of trail with spectacular falls on the western end of Riverfront Park. Downtown Spokane features an eclectic array of buildings—including historic gems such as the luxurious Davenport Hotel and the art deco Fox Theater—that serve as the hub of a thriving arts district.

The city of Spokane ranks highly on all key metropolitan livability measures, including housing costs, public school quality, commute times, air quality, and access to excellent medical care. It is one of the largest health services markets in the region, with 13 hospitals and medical centers in Spokane County, nine with over 300 FTE. Health care comprises 11% of the Spokane County employment base (10% of the state’s five northeast counties’ employment base) and 40% of the service job sector.

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: www.imsearch.com/7098. Electronic submission of materials is strongly encouraged.

Julie Filizetti, Brett Barbour, and Kim Newin
Isaacson, Miller
1000 Sansome Street, Suite 300
San Francisco, CA 94111
Phone: 415.655.4900

Washington State University is an Equal Opportunity/Affirmative Action educator and employer. Members of ethnic minorities, women, disabled veterans, veterans of the Vietnam-era, recently-separated veterans, and other protected veterans, persons of disability, and/or persons age 40 and over are encouraged to apply. WSU employs only U.S. citizens and lawfully authorized non-U.S. citizens. All new employees must show employment eligibility as required by the U.S. Citizenship and Immigration Services.