



Case Western Reserve University
Search for the Dean, Frances Payne Bolton School of Nursing
Cleveland, Ohio

THE SEARCH

Case Western Reserve University (CWRU or University) invites nominations and applications for the position of Dean of the Frances Payne Bolton School of Nursing (School of Nursing or School). Established in 1826, CWRU is an independent research university and member of the prestigious Association of American Universities (AAU). The University's 3,600 faculty and 3,100 staff are dedicated to CWRU's mission of improving and enriching people's lives through research that capitalizes on the power of collaboration and education that dramatically engages students. With more than 100 interdisciplinary academic and research centers and institutes, CWRU is an institution focused on solving the biggest issues of today and tomorrow.

As the School of Nursing approaches its 100th anniversary, it is at an exciting point in its history. It is a globally recognized leader in innovative nursing education, research, and practice. Ranked 5th for DNP and 6th for MSN programs by the 2019 *US News and World Report*, the School also has a record high of nearly \$5.6 million in NIH funding last year, ranking 7th among schools of nursing. In Summer 2019, the School will be relocating to a new \$515 million Health Education Campus that will bring together the Schools of Nursing, Medicine, and Dental Medicine into a combined space.

The School of Nursing seeks in its next Dean a nursing leader of national stature with exceptional communication, interpersonal, and negotiation skills. The Dean will advance the School's excellence in research and scholarship along with its outstanding education and clinical programs, clinical practice, and community service. The Dean will expand and diversify revenue sources. S/he will play a lead role in recruiting diverse and talented faculty, oversee the development and mentoring of faculty, and work well with the School's faculty governance structure. S/he will understand changes in healthcare and higher education and how to prepare the next generation of nurse leaders, clinicians, educators, and researchers. The Dean will also demonstrate a commitment to diversity and to collaborative interprofessional healthcare education, practice, and research.

Nominees and applicants must be a registered nurse (RN) with a graduate degree in nursing, and hold a doctoral degree. S/he must demonstrate scholarly distinction appropriate for a tenured appointment as a full professor at CWRU. Significant experience in nursing leadership, education, practice, and research and scholarship is expected.

The search committee will review candidates until a new appointment is made. Diversity is highly valued, and members of groups underrepresented in nursing are strongly encouraged to apply.

THE ROLE

Reporting to the Provost, the Dean serves as the chief academic and administrative officer and is responsible for providing energetic, forward-thinking, and effective leadership for the School. The Dean will work with faculty, staff, and students to deliver innovative educational programs that continue to attract top students; ensure an excellent student experience; promote high research productivity and funding; provide opportunities and support for clinical training and practice; and nurture vital relationships with alumni, colleagues, and other community members.

KEY OPPORTUNITIES AND CHALLENGES

There are substantial opportunities awaiting the new Dean of the School of Nursing. Specific opportunities and challenges include the following:

Support recent and upcoming changes to spur new opportunities and further innovation

The School is in the midst of planning for its upcoming move to the Health Education Campus. This move brings exciting opportunities for the School of Nursing to operate in an interprofessional space with cutting-edge technology that has the potential to revolutionize its education and scholarship programs. The School of Nursing continues to move forward and has recently developed a new strategic plan and is engaging now with the development of a new University strategic plan.

Support and grow a vibrant and diverse internal community

The School is approaching a critical juncture. The Health Education Campus is primarily an education-focused space. Research projects and teams will not be in this facility, thus it is critical for the Dean to actively and creatively seek ways to bring together all members of the School of Nursing community.

Broadly, the Dean will be looked to as a leader who fosters and continually reinforces a climate of acceptance and inclusion in which all members of the School and CWRU community have the ability to reach their individual and collective potential. The Dean will support the recruitment, mentorship, and retention of faculty and staff from diverse backgrounds as they develop as outstanding educators, researchers, and clinicians. S/he will work to integrate faculty and staff at all levels. S/he will ensure that faculty and staff have the resources, training, and support they need to be successful. The Dean will also be actively engaged with students, seeking ways to attract strong students and ensure a positive student experience.

Advance programs of research and scholarship that influence clinical practice and education

The School of Nursing has enjoyed substantial growth in research funding and productivity. The next Dean will continue efforts to foster a strong research profile, sustaining an academic environment in which research and scholarship productivity are critical priorities. The School has been successful in integrating more basic research into its strong behavioral research, and staying ahead of the changes in federal funding and seeking private funding sources. It has also made investments in the research infrastructure, and in faculty recruitment, mentoring, and development.

With this leadership transition, it is an ideal moment to consider how the School will continue its successful programs of research and scholarship. The School is interested in: continuing to build foundation and industry research; involving more BSN students in research; increasing research with clinical and campus partners; developing a school-wide research data management system; and aggressively seeking funds to sustain its research centers of excellence. Another area of interest is to increase the School's scholarship based on its interprofessional activities. The Dean will carry out this work in a way that conveys equal support for the various missions of the School, and for both the research-focused faculty and the clinical faculty who carry out these missions.

Develop and maintain critical relationships inside and outside the University

The Dean will be a committed, visible member of CWRU and the surrounding community. S/he will be expected to build strong relationships with faculty, staff, students, and alumni; University leaders; state nursing organizations and boards; clinical, education, and research partners; current and potential donors; and key professional, academic, and community/clinical organizations. The Dean will thoughtfully maintain the School's strong position on campus, building strategic partnerships, and advocating for the School. S/he will be a leader in CWRU's interprofessional initiatives, working closely with other deans and University leaders to develop, promote, and sustain interprofessional activities.

The Dean must also look beyond campus. The School is surrounded by premier healthcare institutions; positive and productive relationships with these institutions undergird the School's success. It has long been a global leader, and there is significant interest in extending the School's global reach and impact.

Attract diverse financial resources to the School

It is expected that the next Dean will continue the School's efforts to energetically seek funds from a wide range of sources, including private philanthropy and foundations. The Dean will work in conjunction with the development team to increase the amount of private funding and foundation support the School receives. There are significant resources that can be accessed by the Dean, including incredibly supportive and engaged alumni who have a strong history of donating to the compelling visions for the mission of the School. The School has just completed its highest fundraising year ever, raising nearly \$9 million dollars. CWRU is in the midst of a major campaign, The University's Forward Thinking Campaign, which will conclude December 31, 2018. This campaign had an original goal of raising \$1 billion; however, the goal was raised to \$1.5 billion when the initial goal was met two-and-a-half years before the campaign's scheduled end date. As of September 30, 2018, the University has raised \$1.7 billion.

QUALIFICATIONS AND CHARACTERISTICS

The Frances Payne Bolton School of Nursing seeks a Dean with broad intellectual capacity, scholarly credentials, and proven leadership and managerial abilities. While no one person will possess them all, the successful candidate will embody many of the following qualifications and attributes:

- Distinguished record of academic achievement, research, and scholarship
- Qualification for appointment as a tenured full professor in the School of Nursing
- Commitment to excellence in research and scholarship, teaching, clinical practice, and service
- Outstanding oral and written communication skills
- Exceptional interpersonal skills, including collegiality and collaboration
- Broad vision of nursing and the healthcare system
- Significant administrative and leadership experience, including evidence of highly effective strategic and financial management, planning, decision making, change management, and implementation
- Interest in and capacity to achieve success in fundraising and philanthropy
- Proven ability to build effective partnerships within a school, university, and broader community
- Demonstrated commitment to diversity and fostering an inclusive environment
- High standard of professional integrity and strong sense of professional ethics
- Proven ability to engage students, faculty, staff, alumni, university administration, external funding agencies, accrediting bodies, clinical and community partners, and other stakeholders
- A record of excellence in academic nursing practice and service

Case Western Reserve University has engaged Isaacson, Miller, a national executive search firm, to assist in the search. Nominations, inquiries, and applications (including a CV and cover letter) should be sent in confidence to:

Randi Alberry (ralberry@imsearch.com), Amy Segal (asegal@imsearch.com),
or Stephanie Fidel (sfidel@imsearch.com).

Electronic submission strongly recommended at www.imsearch.com/6841.

In employment, as in education, Case Western Reserve University is committed to Equal Opportunity and Diversity. Women, veterans, members of underrepresented minority groups, and individuals with disabilities are encouraged to apply.

Case Western Reserve University provides reasonable accommodations to applicants with disabilities. Applicants requiring a reasonable accommodation for any part of the application and hiring process should contact the Office of Inclusion, Diversity and Equal Opportunity at 216-368-8877 to request a reasonable accommodation. Determinations as to granting reasonable accommodations for any applicant will be made on a case-by-case basis.

ABOUT CASE WESTERN RESERVE UNIVERSITY

Western Reserve College was founded in 1826 in Hudson, Ohio, about 30 miles southeast of Cleveland. The College moved in 1882 to "uptown" Cleveland, where it lives today, and assumed the name Western Reserve University. In 1967, Western Reserve University and Case Institute of Technology, an adjoining institution the University had long collaborated with, formally federated and became Case Western Reserve University.

Today, CWRU is home to over 11,891 students, 3615 full-time faculty, and 3173 staff, with more than 110,000 alumni around the world. The University is comprised of seven schools and a college, including: Case School of Engineering, College of Arts and Science, Frances Payne Bolton School of Nursing, Jack Joseph and Morton Mandel School of Applied Social Sciences, School of Dental Medicine, School of Law, School of Medicine, and Weatherhead School of Management. The University also includes the School of Graduate Studies, the unit through which CWRU offers graduate programs in the humanities and social sciences, biomedical and natural sciences, engineering, and selected disciplines related to professional fields. CWRU has a number of programs that are taught in conjunction with other University Circle institutions, including the Cleveland Clinic, the University Hospitals of Cleveland, the Louis Stokes Cleveland Department of Veteran's Affairs Medical Center, MetroHealth Medical Center, Cleveland Institute of Music, the Cleveland Hearing & Speech Center, the Cleveland Museum of Art, the Cleveland Institute of Art, the Cleveland Museum of Natural History, and the Cleveland Play House.

The 2019 U.S. News & World Report rankings placed CWRU as 42nd among national universities and 1st in the state of Ohio. The University also ranked 13th for commercialization of research in the 2017 Brookings Institution report.

The University's operating budget for FY2019 is \$1.155 billion, and research revenue totaled close to \$408.5 million in 2017-18.

ABOUT THE FRANCES PAYNE BOLTON SCHOOL OF NURSING

Mission

The Frances Payne Bolton School of Nursing at Case Western Reserve University provides leadership in innovative research, education, and practice to promote health and reduce the burden of disease. Dedicated to interdisciplinary scholarship, we are committed to the pursuit of excellence in service to local and global communities.

History

The School has roots that date back to 1898 with the founding of the Lakeside Hospital Training School for Nurses. In 1921, Western Reserve University set up the Department of Nursing Education. The School was formally established in 1923, as one of the first two colleges of nursing within a university, through a generous gift from its namesake, Frances Payne Bolton, the first congresswoman from Ohio. Bolton's gift of \$500,000 to endow the School was the largest ever, at the time, for a university-based school of nursing. In 1935, the School was renamed the Frances Payne Bolton School of Nursing.

Academic Programs

Today, the School of Nursing offers curricula for students at all levels of study, from undergraduate and graduate entry nursing, to advanced preparation in nursing. Of the nation's top nursing schools, ranked by U.S. News & World Report, CWRU is one of the few private research universities with BSN students. Master's level learning is available in nurse anesthesia, nurse midwifery, nurse practitioner (acute and primary care, pediatric and adult-gerontology, family, neonatal, and women's health), family systems psychiatric mental health, and education with population focus. The School also offers a graduate entry program in which students can pursue a master's in nursing degree. The School offers two doctoral level degrees—the Doctor of Nursing Practice (DNP) and the PhD in Nursing—as well as a dual doctorate program.

Information regarding accreditation for the School's academic programs can be found here: <https://nursing.case.edu/about/accreditation/>.

Clinical Education and Patient Care

The rich healthcare landscape around the School of Nursing provides exceptional clinical opportunities for its students and faculty. The School's location in University Circle places it within a short distance of some of the world's best and largest healthcare institutions, including the University Hospitals Cleveland Medical Center, University Hospitals Rainbow Babies & Children's Hospital, the Cleveland Clinic, Louis Stokes Cleveland VA Medical Center, and MetroHealth Medical Center. Its students and faculty also provide care for patients at the Hospice of Western Reserve and Circle Health Services. In addition, the School partners with the Cleveland Metropolitan School District (CMSD); undergraduate students provide 20,000 service hours at CMSD schools each year.

The clinical education that the School of Nursing students receive is distinctive. Clinical learning takes place at more than 200 Cleveland community agencies and organizations. BSN students begin their clinical experiences during their third week on campus and clock nearly double the national average of clinical hours during their time at the School. Students also operate the Student-Run Free Clinic at Circle Health Services, an interprofessional student organization started and run by students from the CWRU schools of nursing and medicine.

Research

The School's federal funding this year is a record high of nearly \$5.6 million, ranking the School 7th in the nation for NIH support to schools of nursing. For the 2017-2018 academic year, among tenured and tenure-track faculty, 50% were principal investigators on externally-funded research. In the past year, research funding included 22 federal and 24 non-federal research and training grants totaling over \$32.3 million in award dollars. Areas of research focus include symptom science, family and community care, aging across the lifespan, self-management of health and illness, and neuroscience.

Global Programs

The School has built an extensive network of global partnerships. Each year, the School hosts visiting scholars of all educational backgrounds for intensive study programs. Its faculty advise pre- and post-doctoral students from across the globe, as well as serve as guest speakers, lecturers, and reviewers on international editorial boards. The School of Nursing students and faculty travel internationally for research and service projects. In the past few years, students have studied abroad in Thailand, Chile, St. Lucia, Scotland, Denmark, and Uganda, among others. Master's students can travel to Guatemala with Refuge International to help in a remote area where there is no access to healthcare; students are accompanied by a preceptor and see between 900 and 1200 patients during the week in Guatemala. In addition, the School recently established its first DNP cohort in Abu Dhabi.

Faculty, Staff, and Students

As of the Fall 2017 semester, the School of Nursing enrolled a total of 787 students, including 299 BSN, 64 MN, 231 MSN, 135 DNP, and 58 PhD students. Approximately 27% of the student body self-reports as a minority (above the national average) and 15% of students identify as male. The School currently has 48 international students from 15 countries.

There are 96 full-time faculty (instructor to professor), 49 part-time faculty (teaching assistants and lecturers), and 70 adjunct faculty. Approximately 28% of full-time faculty are tenured or in the tenure track, and 47% of those at the level of Assistant Professor and above are tenured or in the tenure track. Many of its faculty members are fellows of the American Academy of Nursing, as well as Sigma Theta Tau International Honor Society of Nursing. The School is proud to have 15 endowed professorships—more than any other nursing school in the country.

Honors and Awards

In calendar year 2017, faculty, instructors, postdoctoral fellows, and students from the School of Nursing received 43 honors and awards from regional, national, and community organizations, and the University. The School was exceptionally represented in the receipt of 15 research awards at the 2017 Midwest Nursing Research Society Meeting, with five awards going to its graduate students and postdoctoral fellows. Faculty members won prestigious, society-wide awards from the Nightingale Initiative for Global Health, American Nurses Association, American College of Nurse-Midwives, American Heart Association, American Psychiatric Nurses Association, and Sigma Theta Tau, International.

Centers of Excellence

The School is home to the following centers and institutes:

- **Sarah Cole Hirsh Institute for Best Nursing Practices Based on Evidence:** Established in 1998, the Sarah Cole Hirsh Institute for Evidence Based Practice is an endowed research and training institute to promote implementation of evidence into clinical practice.

- **The University Center on Aging and Health (UCAH):** UCAH's interdisciplinary mission is to foster collaboration among its community of scholars, learners, and practitioners in order to encourage and coordinate innovative interdisciplinary research, education, and service programs relevant to the health and well-being of older adults.
- **Center of Excellence for Self-Management Advancement through Research and Translation (SMART):** The SMART Center is a National Institute of Nursing Research/National Institutes of Health-funded Center of Excellence to build the Science of Self-Management.
- **Full Inclusion of Persons with Disabilities in Self-Management Research (FIND) Lab:** The FIND Lab's mission is to promote the full inclusion of persons with disabilities in mainstream healthcare research through use of Universal Design of Research, and to encourage research on the general healthcare needs of persons with disabilities. It is funded by the National Institute of Nursing Research and the National Institutes of Health.
- **The Dorothy Ebersbach Academic Center for Flight Nursing:** The Center serves as part of the MSN program's Adult-Gerontology Acute Care Nurse Practitioner Flight Nursing specialty. It is the first formal training program of its kind to prepare nurses at the advanced practice level to provide care to individuals outside of hospitals, but at a hospital level of care.
- **Quality and Safety Education for Nurses (QSEN) Institute:** Initially funded by the Robert Wood Johnson Foundation, the QSEN Institute's goal is to address the challenge of preparing future nurses with the knowledge, skills, and attitudes (KSA) necessary to continuously improve the quality and safety of the healthcare systems in which they work.

Facilities

Nursing students and non-research faculty will be moving to the new Health Education Campus in Summer 2019. The 485,000-square-foot campus is designed to promote collaborative learning. Students from the School of Nursing will learn alongside students from the School of Medicine, School of Dental Medicine, and the Jack, Joseph and Morton Mandel School of Applied Social Sciences, as well as with students from the Cleveland Clinic Learner College of Medicine. The new building is approximately a half of a mile away from the building that the School currently occupies.

Finances

CWRU operates under a decentralized Responsibility Center Management (RCM) structure, with the philosophy that each management center is responsible for the planning and implementation of academic programs, revenue development, and expense management. This concept is implemented with all revenue, except undergraduate tuition revenue, and direct expense flowing to their respective management centers. Because not all revenue or expense is directly developed by a school, allocation rules assign certain revenue and indirect expense for support services. The operating principle guiding these rules is that it fairly assigns revenue or expense as a proxy for actual, direct generation of revenue or occurrence of expense.

The School of Nursing derives revenues from these principal sources: student tuition and fees (70%), research and training grants (13%), endowments (10%), overhead recovery (4%), and gifts and grants (3%). In 2019, the School has budgeted \$33.9 million in total revenue and \$34.4 million in total expenses. The School added \$596,000 to its reserves in 2018. The School has 172 restricted endowments, including 15 professorships and 11 unrestricted endowments totaling \$84 million. Annual endowment earnings total approximately \$3.6 million.

Leadership

Carol Musil, PhD, RN, FAAN, FGSA is the interim dean of the Frances Payne Bolton School of Nursing at Case Western Reserve and the holder of the Marvin E. and Ruth Durr Denekas Professor in Nursing. She succeeded Dr. Mary Kerr, who came to the School in 2011 after serving as the deputy director of the National Institute of Nursing Research at the National Institutes of Health (NIH).

This past July, Dr. Ben Vinson III, formerly the dean of the Columbian College of Arts and Sciences at George Washington University, became the CWRU Provost and Executive Vice President. Prior to his arrival at GW in 2013, Dean Vinson was the vice dean for centers, interdepartmental programs, and graduate programs at the Johns Hopkins University's Zanvyl Krieger School of Arts and Sciences. Before his tenure at Johns Hopkins, Provost Vinson held faculty positions at Penn State University and Barnard College. Vinson earned a bachelor's degree from Dartmouth College and a doctorate from Columbia University.

Barbara R. Snyder became President of Case Western Reserve University in 2007. Dr. Snyder began her academic career as an assistant professor at Case Western Reserve's School of Law, then joined the faculty of Moritz College of Law at The Ohio State University. After serving in several leadership positions at Moritz and within the central University, Snyder became OSU's Interim Executive Vice President and Provost in 2003 before securing the permanent position the following year. She graduated from the University of Chicago School of Law, where she served as executive editor of its law review, and earned her bachelor's degree from Ohio State.

Case Western Reserve University's Frances Payne Bolton School of Nursing is revered around the globe as an incubator for nurse leadership. With a transformational commitment from Marian K. and Michael Shaughnessy, the school has established the Marian K. Shaughnessy Nurse Leadership Academy that provides nurses with greater opportunities to learn about leadership across the spectrum of healthcare, from direct care settings like hospitals to places where policies and regulations are created. In an era when healthcare is changing dramatically, nurses should be front and center in conversations about what comes next. This ground-breaking initiative will influence nursing education practices nationwide, conduct research on nurse leadership, and bring its best lessons to other cities through concentrated executive development programs. The goal is to increase quality of care; promote wellness; improve safety, efficiency, and effectiveness; and reduce healthcare costs.

