

Position and Candidate Specification



University of Kentucky College of Nursing

Dean

PREPARED BY:

Mark I. Furman, MD

Kathryn S. Sugerman, RN, MSN

Shannon L. Yeatman

April 2022

Assignment: 53177-001

University of Kentucky

The University of Kentucky (UK) plays a critical leadership role in promoting health, diversity, inclusion, economic development, and human wellbeing. Located in the vibrant city of Lexington, UK is a public, land-grant, Carnegie Foundation Community Engaged, flagship institution. The campus is home to more than 31,000 students, 2,600 full-time faculty, and nearly 17,000 full-time staff. The University reached historical rates for enrollment and graduation in 2021. The University is one of just eight institutions in the country with a major academic medical center and a full spectrum of academic colleges and professional schools on one contiguous campus. As such, UK is an incubator for transdisciplinary research. These collaborations allow researchers to address the rapidly changing needs of Lexington, the Commonwealth, and an ever-expanding global society.

UK is more diverse now than at any other time in its more than 155-year history. Its student body represents more than 100 countries, every state in the nation, and all 120 Kentucky counties. The University of Kentucky consists of 19 academic and professional colleges where students can choose from more than 200 majors and degree programs at the undergraduate and graduate levels. UK undergraduate students compete successfully for prestigious scholarships and awards, such as the Rhodes, Fulbright, Astronaut, Truman, Goldwater, Marshall, Udall, and Gates programs. Graduate students earn various very competitive grants and awards to support their research, including NIH National Research Service Predoctoral awards, NSF Doctoral Dissertation Research Improvement Awards, and grants and fellowships from foundations and professional disciplinary societies.

The University recently engaged in a campus transformation effort, revitalizing its teaching, research, residential, and community spaces. UK's public-private partnership with the Education Realty Trust (EdR) has yielded 202 active learning spaces and more than 6,500 beds in modern dormitories in 13 buildings. Over the last five years, UK has approved more than \$2.8 billion in infrastructure and construction to bolster the institution's long-term health and success.

An R1 institution, UK received \$468 million in external research grants and contracts in 2021, a \$38.8 million increase from the fiscal year 2020, and a two-year increase of \$50.9 million from 2019. The University's dynamic research enterprise encompasses traditional scholarship, the humanities, emerging fields in technology, and a robust healthcare enterprise with the #1 ranked hospital in Kentucky by US News & World Report. UK is one of 22 US universities with the trifecta of research excellence designations in cancer, aging, and translational science: a National Cancer Institute-designated Cancer Center, an Alzheimer's Disease Research Center from the National Institute on Aging, and a Clinical and Translational Science Award from the National Institutes of Health. The UK Research Priorities Initiative, created in 2018 and funded by the Office of the Vice President for Research, encompasses seven research priority areas: cancer, cardiovascular diseases, diabetes & obesity, diversity & inclusion, energy, neuroscience, and substance use disorder. Transdisciplinary teams of scientists and clinicians have formed in these areas to tackle the most complex challenges facing Kentuckians. In 2019, UK received the most significant grant award in the institution's history, \$87 million, for the HEALing (Helping to End Addiction Long-term) Communities Study, funded by the National Institutes of Health. This study aims to reduce opioid overdose deaths by 40 percent in 16 Kentucky counties.

Transdisciplinary research and collaboration across colleges is embedded in the identity of the University of Kentucky. The Markey Cancer Center, Kentucky's only National Cancer Institute-designated center has maintained a Top 50 ranking for the past five years. According to US News & World Report, the College of Pharmacy ranks 6th in the nation. The James B. Beam Institute for Kentucky Spirits at UK fosters multidisciplinary collaboration dedicated to addressing the spirits industry's challenges.

UK HealthCare

UK HealthCare is comprised of all UK hospitals, over 80 specialized clinics, 140+ outreach programs and a team of more than 11,000 people – physicians, nurses, pharmacists, and other healthcare professionals – all dedicated to providing the most advanced, effective care available in Kentucky and beyond.

UK Healthcare includes a Level 1 trauma center on site; a Level IV Neonatal Intensive Care Unit; the NCI designated UK Markey Cancer Center; Magnet designated nursing professionals; and a network of partnerships and outreach locations throughout the state, so that world-class care is always close to home.

As an academic research institution, our physicians as well as pharmacists, nurses and other healthcare professionals are continuously pursuing the next generation of cures, treatments, protocols and policies. Their discoveries have the potential to change what's medically possible within our lifetimes. At the same time, our educators and thought leaders in health policy and delivery are transforming the healthcare landscape in Kentucky to provide the right care in the right place for everyone in the state.

Health science colleges include:

- College of Dentistry
- College of Health Sciences
- College of Medicine
- College of Nursing
- College of Pharmacy
- College of Public Health
- College of Social Work

The Center for Interprofessional Health Education, which partners with the health science colleges, is devoted to facilitating the design, implementation and evaluation of interprofessional education experiences for students and providing professional development in the arena of interprofessional education for faculty.

Growing dramatically in recent years, UK Healthcare saw hospital discharges between 2004 and 2015 increase 88 percent while the complexity of the cases treated moved from the 25th percentile of academic medical centers, to the 75th.

At the same time, overall improvements in the quality of care and patient safety led to UK HealthCare receiving the UHC Rising Star Award in 2013 and becoming a national leader in patient safety in 2015.

UK HealthCare's University of Kentucky Albert B. Chandler Hospital remains the No. 1 hospital in Kentucky and the Bluegrass Region, according to U.S. News & World Report's Best Hospitals Rankings.

Diversity and Inclusion

Diversity, equity, and inclusion are core values of UK. As the institution's current strategic plan states, "UK has embraced its calling as Kentucky's university by strengthening its commitment, not only to diversity but to sustaining communities that care deeply about equity and a sense of belonging for everyone."

For the fourth consecutive year, the University of Kentucky was one of fifteen universities to receive the "Higher Education Excellence in Diversity" and "Diversity Champion" awards by INSIGHT Into Diversity Magazine. UK is named one of the "Best of the Best" Top 30 LGBTQ-friendly universities for numerous years. UK's campus has never been more diverse, and students of color and underrepresented populations have continued to grow and thrive. In April 2021, Forbes named the University of Kentucky to its Best Employers for Diversity List.

UK recently announced a comprehensive, enterprise-wide Diversity, Equity, and Inclusion Implementation Plan. UK identified six broad workstreams that oversee the work of 17 project teams, each collaborating to bring this plan to fruition. These distinct efforts include expanding professional development opportunities, creating a diversity and inclusively master plan, breaking down long-standing and institutionalized barriers, and more.

In 2020, the University announced the sponsorship of a five-year, \$10 million research initiative focused on racial disparities and inequities across broad areas, ranging from health to the historical foundations of systemic racism. The United In True Racial Equity (UNITE) Research Initiative was designated as one of seven research priority areas at UK. This program brings together the University's brightest scholars and scientists and provides investments to support collaborative research that enables change.

University of Kentucky College of Nursing

Since its first graduating class in 1964, the University of Kentucky College of Nursing has modeled innovation and excellence in nursing education. As Kentucky's flagship institution, the College of Nursing has prepared thousands of nurses, men and women, who have helped lead our county's health care system as caregivers, executive leaders, effective teachers, trail-blazing researchers, and policymakers.

The mission of the University of Kentucky College of Nursing is to foster health and well-being among the people of Kentucky, the region, and the world through collaborative relationships that support excellence in nursing education, research, practice, and service in an ever-changing health care environment. The University of Kentucky College of Nursing endeavors to be one of the nation's top nursing programs among public research universities.

Values

- U** Unique and innovative contributions to healthcare
- K** Knowledge and evidence-based practice
- C** Collaborative and diverse learning environments
- O** Open and respectful relationships
- N** Nursing leadership and recognition

Respect and Appreciation

The College of Nursing welcomes and embraces differences in ethnicity, race, culture, age, gender, sexual orientation, religion, role, socioeconomic status, and perspective. In a culture of civility, mutual respect and appreciation characterize all relationships within its community. Students, staff, and faculty alike:

- Demonstrate appreciation and respect for all individuals.
- Recognize and acknowledge excellent efforts and accomplishments in academic, clinical, and community settings.
- Exhibit consideration and understanding of each other's backgrounds.
- Maintain trust and the right to privacy by keeping confidences and not passing along gossip.
- Give full attention to others (i.e. during classes, meetings, clinicals, and labs) by not multi-tasking with unrelated activities.

Integrity

The College of Nursing values actions and words that demonstrate authenticity and veracity. Students, staff, and faculty alike:

- Exhibit tolerance for others.
- Demonstrate utmost integrity through words and actions that reflect honesty, empathy, compassion, and beneficence.
- Exhibit accountability by doing what we say we will do.
- Conduct ourselves professionally with an attitude of receptivity and trustworthiness

Academics

Undergraduate Program Tracks

- Traditional BSN
- Accelerated BSN
- RN-BSN

Graduate Programs

- PhD in Nursing
- Doctor of Nursing Practice (DNP)
- Master of Science in Nursing (MSN)
- Postgraduate Certificate

College Points of Pride

- First Doctor of Nursing Practice program in the country
- First PhD in Nursing program in Kentucky
- First nurse researcher to be awarded Patient-Centered Outcomes Research Institute (PCORI) grant in the country
- NCLEX first-time pass rate is 97% over the past ten years, 100% NCLEX first-time pass rate for the class of May 2020
- More than 3/4 of graduating BSN classes have job offers prior to graduation
- Ranked 4th: DNP program among public universities; ranked 9th among all universities by US News and World Report

- Ranked 16th: Nursing research by the National Institutes of Health (NIH) funding among all public nursing schools
- BSN program is ranked 20th among public programs
- NLN Center of Excellence

KEY UNIVERSITY OF KENTUCKY COLLEGE OF NURSING FACTS

Total

- 1,589 students

Undergraduate

- 84 Accelerated BSN
- 528 Pre-Nursing
- 173 RN-to-BSN
- 588 Traditional BSN
- Representing 25 states
- 94 students of American Indian/Alaskan Native, Asian, African American, Hispanic or Latino and/or Native Hawaiian/Pacific Islander descent

Graduate

- 21 MSN
- 154 DNP
- 26 PhD
- 11 Graduate Certificate
- 4 Post-Doctoral Fellows
- Representing six states and three countries including Jordan, Nigeria, and Saudi Arabia.
- 25 students of American Indian/Alaskan Native, Asian, African American and/or Hispanic or Latino descent

Research

- \$36.2 million in active research and training awards
- Ranked 14th for National Institutes of Health (NIH) funding among all public and private nursing schools
- Research faculty members submit an average of 2.5 grants and seven data-based publications and presentations each year
- Over the past two years, faculty have published 263 data-based manuscripts in refereed journals and conducted 307 research-focused presentations at professional conferences
- Through supportive funding efforts from the University of Kentucky Graduate School and Office of the Vice President for Research, the College of Nursing averages 20 research assistant slots and six fellowship slots per year.

Practice and Service

- First nurse practitioner-led faculty practice clinic in Wilmore, Ky. -- the Phyllis D. Corbitt Community Health Center offers complete primary care and psych mental health services to all ages
- First nurse practitioner faculty & College of Dentistry collaborative practice clinic at UK
- 30 faculty members who are practicing in a clinical setting

- 10,574 UK HealthCare patients received care from UK College of Nursing providers over the last academic year
- 17 faculty members who are Fellows of the American Academy of Nursing (FAAN)
- 10 faculty members who are Fellows of the American Association of Nurse Practitioners (FAANP)
- 5 faculty members who are Fellows of the National Academies of Practice (FNAP)
- 2 faculty members who are Fellows in Critical Care Medicine (FCCM)
- 3 faculty members who are Fellows in the American College of Health Executives - (FACHE)
- 5 faculty members who are Fellows in the American Heart Association (FAHA)
- 4 faculty members who are members of the Sigma Theta Tau International Researcher Hall of Fame

About Lexington

The City of Lexington is a great place to live, work, and study. Lexington recently appeared on USA Today's list of the top cities in which to live, Vogue's list of destinations to visit, and Forbes' Top 20 Cleanest Cities. In 2019, Lexington was ranked in the top 30 by US News & World Report on its "Best Places to Live" list. With a population of roughly 323,000, anchoring a metropolitan area of 517,056 people, Lexington offers both the warmth and hospitality of a small city, alongside the amenities typically found in a large city. Lexington describes itself as having "a fortified economy, strong in manufacturing, technology, and entrepreneurial support, benefiting from a diverse, balanced business base." Leading employers in the metro region include Xerox, Lexmark, Lockheed Martin, IBM, UPS, Amazon, and Toyota.

Lexington is also home to great sporting traditions, including horse racing and Kentucky Wildcat basketball and football. One can spend a beautiful afternoon watching thoroughbred racing at Keeneland Race Course, which will host the 2022 Breeders' Cup, in the spring and fall. The Kentucky Derby, run in nearby Louisville, is known as one of the premier racing events in the world. The region also boasts excellent parks and natural wonders, including Red River Gorge and Mammoth Cave, the longest underground cave system in the world.

Lexington's food scene is filled with Kentucky originals, southern classics, and creative fusion. City residents benefit from a tremendous local farm-to-table food environment with re-imagined southern staples and inventive bourbon-infused creations. In the heart of Bourbon Country, one of Lexington's most exciting hotspots, the Distillery District, offers creative cuisine, craft beers, local bourbons, and premium ice cream on a revitalized 25-acre historic property.

Lexington has a vibrant arts scene with music, dance, theater, visual arts, and literary arts offerings. The Lexington Philharmonic Orchestra provides over 100 concerts, educational events, and community programs every year. The Lexington Opera House is a premier cultural destination in downtown Lexington that serves an average of 85,000 patrons every year, offering ballet, opera, children's productions, family shows, comedy, music, and professional national Broadway tours.

For additional information, please visit: <https://www.uky.edu/nursing/> and <https://www.visitlex.com/>

Working with faculty, staff, students, donors, alumni, and college leaders, the Dean of the University of Kentucky College of Nursing will actively oversee and lead the College of Nursing's academic, research, human resources, and clinical activities. The Dean will work to advance clinical, research, and educational programs of the College while promoting initiatives and activities with internal and external constituencies and serving as a senior leader within the University of Kentucky.

KEY RELATIONSHIPS

Reports to Provost

Direct reports Senior Associate Dean
Executive Associate Dean, UK HealthCare Academic-Practice Partnership (dual report to UK HealthCare)
Associate Dean of Undergraduate Faculty & Interprofessional Education Affairs
Associate Dean of MSN & DNP Faculty & Practice Affairs
Associate Dean of Research and PhD Faculty Affairs
Associate Dean of Executive Administrative Operations and Finance
Alumni and Philanthropy Director (dual report to Office of Philanthropy)
Administrative Assistant

Other key relationships Faculty, staff, students
Alumni and College of Nursing Alumni Association
Deans of other health sciences colleges
Associate Provosts
President's Cabinet members (e.g., Vice President for Student Success)
UK HealthCare leadership and other health care constituents
UK Office of Philanthropy
Kentucky Board of Nursing, Kentucky Nurses Association, Kentucky Nurses Action Coalition
National and state nursing leaders
Donors, prospective donors, corporations, and foundations

KEY RESPONSIBILITIES

- Lead the implementation of a strategic plan for the College consistent with University of Kentucky goals and guiding principles embedded in the institution's recently adopted strategic plan – UK PURPOSE.
- Provide leadership to enhance the College's national reputation as a premier provider of professional and graduate nursing programs. Ensure that appropriate accreditations are maintained while encouraging innovative approaches to strengthening the training and development of nurses.
- Assess the emerging trends in healthcare and healthcare delivery to ensure that the College of Nursing is positioned to meet those needs and lead those efforts, including contributing to the state's goal of addressing the statewide nursing shortage.

- Collaborate with university leadership, including deans and President's Cabinet members, to meet institutional objectives, including increased enrollment.
- With fiduciary responsibility, develop and implement the College's annual budget and manage within available budgeted and discretionary resources.
- Provide leadership in enhancing diversity, equity, and inclusion, and promoting cultural humility within all aspects of the University of Kentucky and the College of Nursing.
- With input from the College of Nursing faculty and staff, recruit, retain and develop an exceptionally well-qualified faculty.
- Advance the scholarly activities of the faculty, including promoting collaborative research and teaching opportunities with faculty across University of Kentucky.
- Appoint members of all administrative committees of the College.
- Articulate, model, and support a positive work culture that embraces the values and principles consistent with the University of Kentucky and the College of Nursing.
- Serve as the principal voice for the College of Nursing for broadening support at the local, state, national and international levels.
- Play a central role in engaging and cultivating industry and private donors.
- Promote and support student success and student engagement in all College of Nursing initiatives.
- In collaboration with other University of Kentucky entities, work to create and implement exceptional and innovative education programs, research, clinical practice, and service.

DESIRED OUTCOMES

- Accelerate academic program growth and collaborations
- Catalyze research program growth and collaborations
- Create a development and enrollment plan to address nursing workforce needs across the state, region, and nationally
- Further enhance and continue to build-upon the partnership with UK HealthCare
- Further strengthen partnerships with the other University of Kentucky health professional colleges and other Kentucky schools and colleges of nursing
- Create a statewide vision for clinical and community services
- Contribute to the institutional strategic plan and Quality Enhancement Plan

The new Dean must come to the role ready to lead and inspire the University of Kentucky's College of Nursing's exceptional community of scholars and learners. The successful candidate will bring outstanding qualifications of scholarly contributions, success in foundational administrative roles, a visionary approach, and enthusiasm for broad collaboration to develop and deliver educational, research, and clinical programs and initiatives of the highest quality congruent with the College of Nursing goals.

IDEAL EXPERIENCE

A record of outstanding personal scholarship and achievement

Consistent with the rank of tenured full professor.

Ten years of progressive academic leadership experience, preferably in a large, complex, and high-performing academic health care and research environment

Ideally, in the role of dean, associate or vice-dean, department chair, or equivalent leadership position.

Evidence of implementing and achieving growth

Experience in modeling, forecasting, and implementing growth plans for new students, faculty, and staff positions, and increasing program size.

Clear evidence of creating academic practice partnerships

Able to build an academic portfolio through exceptional interprofessional collaborations.

Strong negotiation skills

Experience with capital projects and space allocation viewed favorably.

Commitment to diversity, equity, inclusion, and health equity

A record of accomplishment in recruiting, developing, and retaining outstanding faculty, staff and students, including those traditionally underrepresented. A change agent in advancing diversity, equity, and inclusion.

Demonstrated experience and success in developing external sources of support

A record of community engagement, philanthropy, and donor relations. A history of developing inter-institutional and national partnerships.

An earned doctorate in nursing or a related field

CRITICAL LEADERSHIP CAPABILITIES

Visionary Leadership

The Dean, in collaboration with others, will further advance the College of Nursing's vision, visibility, and reputation, by building upon existing successes while identifying new opportunities for accomplishment. Therefore, the Dean:

- Identifies and enlists key influencers to act as change agents, involving them in designing and delivering change;

- Communicates and creates action around new norms as they evolve within the College; and
- Adapts change plans/influence strategies to the organization's political realities and constraints

Leading People

The Dean will create, inspire, and sustain a cohesive and high-performance team culture, demonstrating an open, accessible, and transparent leadership and communication style, building upon previous successes, and positioning the College for continued achievement. Therefore, the Dean:

- Delegates authority and accountability to the team to deliver on a strategic objective; holds faculty, staff, and students with equal accountability to College standards;
- Passes leadership responsibilities down through the organization, ensuring alignment with the overall strategy and direction;
- Sets up forums or practices to reinforce independent and open communication among faculty, staff, and students; actively seeks and accepts feedback, both positive and negative, and seeks to understand its basis;
- Gives the team broader visibility inside the organization, including publicly recognizing its accomplishments; and
- Offers team members to other parts of the organization (e.g. UK HealthCare) where they can be most useful

Collaborating and Influencing

The Dean will establish credibility as a well-respected, high-impact leader able to break down barriers and build relationships across programs, centers, and constituencies within a complex environment of higher education, research, and service. Therefore, the Dean:

- Builds partnerships across the University of Kentucky to address organization-wide challenges or opportunities;
- Creates an environment of shared values where collaboration is expected at all levels; and
- Systematically builds support at multiple levels and across groups to achieve alignment, acknowledging differences in interests

OTHER PERSONAL CHARACTERISTICS

- A high degree of personal and professional integrity and credibility.
- A consummate leader with drive, vision, and personal touch.
- A consensus builder who can resolve conflict while advancing institutional strategies.
- Flexible and creative yet results-oriented; able to prioritize and willing to hold others and self- accountable regarding commitments and goals.
- A believer in transparency and the importance of the individual voice to help form collective decisions.
- An articulate, engaging, and personable interaction style, with the social, communication and cultural skills to function effectively with diverse audiences.
- A leader with an appreciation for the unique health care challenges in Kentucky.
- Highly energetic and able to thrive in a fast-paced and highly engaged environment.
- Passionate about the mission and service ethic, with a desire to treat others with respect and decency informed by the mission of the University of Kentucky, nursing in Kentucky, and beyond, and a commitment to inclusion and racial equity.
- Sound judgment in assessing people and opportunities.

FOR YOUR CONVENIENCE: CONTACT INFORMATION “TEAR OFF” SHEET

Kathryn S. Sugerman Office telephone: 310.443.3525
E-mail address: ksugerman@spencerstuart.com
Cell: 202.258.2822

Assisted by: Jeffrey Richards
jrichards@spencerstuart.com
212.336.0245

Mark I. Furman Office telephone: 617.531.5701
E-mail address: mfurman@spencerstuart.com
Cell: 508.361.3629

Assisted by: Angie Browne
abrowne@spencerstuart.com
617.531.5707

Shannon Yeatman Office telephone: 215.814.1634
E-mail address: syeatman@spencerstuart.com
Cell: 202.251.3222