



## **An Invitation to Apply: University of New Mexico Dean-College of Nursing**

### **THE SEARCH**

The University of New Mexico invites inquiries, nominations and applications for the position of Dean of the College of Nursing. The Dean of the College of Nursing will serve as the key leader and advocate, in collaboration with the faculty and staff, in all matters concerning education, research, clinical care, and service related to the College. The Dean will also serve as a member of the Executive Vice President's Council, which is the Vice President's principal advisory committee. The Dean is responsible for the development of strategic goals in collaboration with faculty and staff and the Health Sciences Center (HSC), and for obtaining, allocating, and managing the resources necessary to achieve the strategic goals. The Dean oversees the performance evaluations of the faculty and staff and serves as their mentor. In addition to overseeing faculty and staff development, the Dean has a duty to develop the leadership capabilities of the faculty and staff. Excellent leadership skills and an enthusiasm for embracing the emerging directions in higher education are essential.

The University of New Mexico (UNM) is the flagship institution for the State of New Mexico and ranks among the top 50 public universities in annual research expenditures. UNM is designated as a "minority serving" and "Hispanic serving" university by the U.S. Department of Education. It is the only university in New Mexico designated by the Carnegie Foundation as a Very High Research University (VHRU). UNM also takes great pride in being the only VHRU with more than 40 percent underrepresented minorities in the student body, with more than 30 percent Hispanics and 12 percent Native Americans.

The College of Nursing is an integral part of the University's Health Science Center, which was established in 1994 and includes the School of Medicine, College of Nursing, College of Pharmacy and UNM Hospitals. The College of Nursing offers a full range of

programs including a Bachelor of Science in Nursing; RN to BSN completion; Master of Science in Nursing with concentrations in Nursing Education, Nursing Administration, Community Health, and Advanced Practice Nursing (FNP, PNP, CNM, ACNP); and a Doctor of Philosophy (Ph.D.) in Nursing.

The College has approximately 40 full-time and 20 part-time faculty members, with 15 percent from underrepresented groups.

The Dean of the College of Nursing reports directly to and serves at the discretion of the Executive Vice President for the HSC. The Dean also must work collaboratively with the other deans of the HSC, as well as Deans within the main campus of the University of New Mexico.

## **QUALIFICATIONS**

The Dean of the College of Nursing must hold a PhD or equivalent degree and must have demonstrated experience in leadership roles at an operational level within an academic HSC. The Dean must be a person of high integrity with a record of significant achievement in academic nursing. Highly desirable qualifications include:

### Administration:

- Leadership experience in an environment of significant diversity, with a demonstrated commitment to cultural competency.
- A history of successful leadership positions, with evidence of positive institutional and programmatic impacts, particularly in bringing about community partnerships.
- Respect for colleagues and staff, the ability to provide clear expectations of performance associated with excellence from faculty and staff, and the inclusion of faculty and staff in decision making.
- Knowledge of and experience with collaboratively developing, managing, and projecting budgets that are fiscally responsible.
- Excellent communication skills, with the ability to identify and communicate links among the missions of clinical practice, education, and research.
- Assertive, courageous, and passionate leadership associated with the ability to recognize the strengths of others.
- Personal philosophy of balancing vision and ideas with practicality and resources in a shared governance model with faculty and staff.
- Proactive leadership related to interactions with the legislature, the HSC, and community, with demonstrated success in negotiations.
- Experience in public as well as private and foundation fundraising.
- Demonstrated successful faculty mentoring.

### Education:

- There is an imperative in the State of New Mexico that the education of highly qualified nurses will result in an increase in the number of nurses practicing within the state. The Dean is expected to understand these needs and be a leader in meeting them. The candidate should have had prior experience in this area.

- Demonstrated success as an educator and administrator in a comprehensive College of Nursing in an Academic HSC/Carnegie Very High Research University.
- Leadership in nursing education programs with successful outcomes (graduation rates, diversity, faculty retention, funding of education mission, and accreditation).

Research:

- Record of successful individual program in research and scholarly works, including but not limited to journal publications, textbooks, and other scholarly products.
- Record of faculty mentoring in scholarly work/research.
- Demonstrated fiscal management skills for sustaining and enhancing research and scholarship funding.

Clinical:

- System-level experience with nurse-managed centers, including negotiating within an HSC or compatible entity for funding and dealing with contract issues.
- Ability to articulate innovative ideas related to practice and evidence of support and commitment for models of faculty practice.
- Commitment to serving community needs related to nurse-specific care.
- Evidence of ability to recruit advanced practice nurses/DNPs.
- Experience with interdisciplinary projects/practice/processes.
- Knowledge of and support for development of a DNP program.

**CHARACTERISTICS OF THE IDEAL CANDIDATE**

The ideal candidate for the position of Dean of the UNM College of Nursing will personify the mission, vision and values of the College and the University. While it is realized that no candidate will exhibit all desired qualities, the ideal candidate will possess the following in addition to meeting the qualifications and responsibilities stated above:

- Visionary and inclusive style with the ability to stimulate new and creative thinking among the College's constituents.
- Energetic and passionate thinker with evidence-based approach to problem solving and management.
- Accountable and accessible.
- A national reputation in nursing.
- Demonstrated commitment to diversity.
- Ability to attract talented faculty and staff, and to impart a sense of community and shared governance.
- Demonstrated commitment to develop and foster the research environment
- Ability to be a positive public face of the College.
- Balance between external and internal focus.
- Ability to focus on, and build upon, the strengths of the College and its faculty, staff and students.

- Ability to operate in a complex public university environment.
- Ability to establish and enhance ties with alumnae/alumni.
- Ability to respond to the health care needs of a community with a large underserved population.
- Exceptional communication skills.
- Ability and willingness to effectively advocate for the College and its faculty at the University, local, state and national levels.
- Demonstrated ability to forge partnerships with a broad variety of academic units and institutions, as well as local, national, or international organizations.
- Effective at aligning and negotiating College priorities and goals in concert with national trends and issues.

**TO APPLY:**

The Search Committee for the Dean of the College of Nursing will review applications beginning immediately, and will continue to do so until the position is filled. Please send CV with cover letter (including a brief statement of vision for leadership and how it would be applied at the University of New Mexico), **preferably by email**, in strict confidence to:

Sharon M. Flynn Hollander or Dr. Clifford R. Hollander  
*The Hollander Group*  
[Info@thehollandergroup.net](mailto:Info@thehollandergroup.net)  
 202-486-9097

***The University of New Mexico is an Equal Opportunity/Affirmative Action Employer/Educator.***

**ABOUT THE COLLEGE OF NURSING**

The College of Nursing was established in 1955 and is a fully accredited component of the distinguished University of New Mexico Health Sciences Center. With over 50 years of service, the College of Nursing constitutes a vital resource for the State of New Mexico by maintaining a full range of superior programs in traditional areas, while addressing the special needs of a highly diverse population with thoughtfully designed programs to make nursing education available to everyone in the state.

In addition, the College offers a comprehensive, cutting-edge baccalaureate program in three locations: Albuquerque, UNM Branch Taos, and UNM Branch Valencia, plus on-the-ground RN to BSN sites in Gallup, Santa Fe, UNM Hospital, Hobbs, and UNM West-Rio Rancho.

The faculty's achievements include nationally funded research and educational projects, state-funded contracts, organizational leadership in Sigma Theta Tau International, the National Organization of Nurse Practitioner Faculty, American College of Nurse

Practitioners, and National Association of Pediatric Nurse Practitioners, as well as many other professional organizations. The College of Nursing has nationally-ranked Nurse-Midwifery and Family Nurse Practitioner concentrations. Additionally, the College has students in the Acute Care Nurse Practitioner and Pediatric Nurse Practitioner concentrations.

The UNM College of Nursing is prominent in the baccalaureate and graduate education of professional nurses. This is exemplified by the College's ranking in the top 20 percent nationwide for graduate programs and a number-three position for nurse-midwifery programs. As New Mexico's only academic institution offering a doctoral degree in nursing, the College prepares nurses to advance in nursing education and nursing science.

### **Academic Programs**

Some of the specially designed offerings of the College of Nursing are online degrees, family nurse practitioner and nurse-midwifery programs to train practitioners who will work with rural and underserved populations, and dual-degree programs in nursing and Latin American studies to educate nurses for leadership roles in health care systems serving Hispanic populations. Master's concentrations—such as nursing education, nursing administration, and community health nursing—are accessible to local and rural students via the Internet. The PhD program is also fully online and attracts students from throughout the U.S. These and other innovative programs complement the College's traditional programs to form a curriculum that is accessible, responsive, and pertinent to the changing environment in health care and the lives of students.

UNM nursing programs are offered at the Bachelor's, Master's and Ph.D. levels.

The **Bachelor of Science in Nursing** program includes three options: the Basic Entry Option, Second Degree Option, and RN to BSN Degree Completion Option for Associate Degree.

Options in the **Master of Science in Nursing** program include Community Health (Online), Nursing Administration (Online), Nursing Education (Online), Advanced Practice Nursing (Family Nurse Practitioner, Nurse-Midwife, Acute Care Nurse Practitioner, Pediatric Nurse Practitioner), and Post Master's Certification. Interdepartmental dual-degree programs are also available.

The **Doctor of Philosophy in Nursing (Ph.D.)** program prepares individuals for leadership roles in academia, including the scholarship of teaching, research and professional service activities. The program focuses on nursing education and knowledge development in the provision of care for multicultural, rural and underserved populations; and the improvement of nursing care outcomes of individuals, families and systems, with a special emphasis on women of all ages and children. The UNM Ph.D. in Nursing program focuses on the health care needs of vulnerable women, youth, and families. Other priorities include rural health, disease prevention, and health promotion. A new health policy concentration, funded by the Robert Wood Johnson Foundation in 2008,

will increase the number of nurses, particularly Hispanic and Native American nurses, educated to develop and influence health policy at the state and national levels.

The Ph.D. Program is delivered online with a required annual 1-week summer residency and attendance at the annual Western Institute of Nursing Research Conference.

### **Research**

Over the past decade, the College of Nursing faculty have focused on building a strong group of tenure track faculty with very directed programs of research. The majority of these faculty have been successful in obtaining NIH funding and achieving tenure. The faculty's accomplishments have resulted in the College being ranked 38th in the nation in NINR funding in 2005, the last year that NINR compiled rankings. College faculty have a strong commitment to maintaining this momentum into the future. However, given the current NIH funding environment, faculty continue to pursue NIH funding but are looking to diverse funding sources to maintain this momentum. Faculty research emphasis areas are symptom management, and health issues related to rural and vulnerable populations, and women and children. Faculty have expertise in both quantitative and qualitative methods, with particular strengths in instrumentation and mixed methods research. The faculty at the College run and maintain the interdisciplinary Qualitative Café, a special interest think tank of qualitative methods and strategies. The College has been significantly involved in the development of a UNM HSC Clinical and Translational Science Center (CTSC). Currently six faculty hold important roles in the CTSC from director of evaluation to working with the educational arm of the project. In addition, individuals at the College played a central role in the establishment of a UNM Study Center for the National Children's Study and a HSC Signature Program in Child Health Research.

### **Practice**

The College is committed to exemplary nursing practice and the scholarship of practice. In collaboration with the College of Nursing Practice Committee, the College fosters and develops excellence in practice by pursuing faculty practice projects that provide faculty and students with opportunities to practice and develop applied scholarship in clinical and community settings.

### **Faculty Practice Clinic**

The UNM College of Nursing has a Faculty Practice Clinic located in the Los Griegos Community Center in the North Valley of Albuquerque. The clinic, which opened in December 1998, is staffed by faculty Advanced Practice Nurses. On average, the clinic has 2,500 patient encounters a year and provides primary care across the lifespan for an underserved population. The clinic has proven to be a valuable site for undergraduate and graduate nursing students to gain clinical experience while working closely with faculty. All Nurse Practitioner students and some Nurse-Midwifery students rotate through the clinic during the academic year. Both undergraduate and graduate students perform clinical rotations there. The College of Nursing hosts biannual immunization clinics at this site, which this provides additional community health experience for students.

## FACULTY PROFILE

Following are the number of faculty by rank:

Rank	Number Total	Tenured	Tenure-Track	Clinical Educator Track	Visiting Faculty
Full Professor	6	6			
Associate Professor	6	5	1		
Clinical Associate Professor	4			4	
Assistant Professor	7	1	5		1
Clinical Assistant Professor	5			4	1
Instructor	0				
Clinical Instructor	25			14	11
<b>Total</b>	<b>53</b>	<b>12</b>	<b>6</b>	<b>22</b>	<b>13</b>

## STUDENT PROFILE

The College of Nursing is comprised of a vibrant student body. The Fall 2007 student profile information indicates the following:

	Undergraduate	Graduate <sup>1</sup>
<b>Gender</b>		
Female	356 (89%)	206 (94%)
Male	40 (11%)	14 (6%)
<b>Total</b>	<b>401</b>	<b>220</b>
<b>Race/Ethnicity</b>		
American Indian / Alaskan Native	24 (6%)	8 (4%)
Asian	11 (3%)	5 (2%)
Black / African American	6 (1%)	4 (2%)
Hispanic / Latino	128 (32%)	39 (18%)
White	194 (48%)	141 (64%)
Other	38 (10%)	23 (10%)
<b>Total</b>	<b>401</b>	<b>220</b>

## STAFF

The College of Nursing has a total staff of 38, including 6 staff members funded by grants, and additional support from student employees and teaching assistants.

<sup>1</sup> The graduate students comprise 172 master's students and 34 doctoral students.

## **ACCREDITATION**

The undergraduate and graduate programs within the College of Nursing are accredited by the Commission on Collegiate Nursing Education (CCNE) and are currently accredited through 2012.

## **ABOUT THE UNIVERSITY OF NEW MEXICO**

Founded in 1889, The University of New Mexico (UNM) is situated along historic old Route 66 in the heart of Albuquerque. As a Hispanic-Serving Institution, UNM represents a cross-section of cultures and backgrounds. Approximately 25,000 students attend main campus with another 6,000 students at branch campuses and education centers. The University has branch campuses in Gallup, Los Alamos, Taos and Valencia County. Distance education courses are offered in many subject areas and disciplines, including Nursing, Engineering, Education, and Public Administration. There are nine UNM distance education centers throughout the state.

UNM academic programs lead to 94 bachelor's degrees, 74 master's degrees and 40 doctoral programs. Through the Evening and Weekend Degree Program, nearly 40 complete degree programs are available with approximately 1,000 classes offered each semester after 4 p.m. or on weekends. About 12,000 non-traditional, working students attend UNM at night each semester.

The University is the state's flagship research institution. UNM research injects millions of dollars into New Mexico's economy, funds new advancements in healthcare, and augments teaching – giving students valuable hands-on training in state-of-the-art laboratories. Among the University's outstanding research units are the Center for Non-Invasive Diagnosis, High Performance Computing Center, Cancer Center, New Mexico Engineering Research Institute, Center for High Technology Materials, Design Planning Assistance Center, and Environmental Law and Policy.

The Health Sciences Center is New Mexico's largest integrated health care treatment, research and education organization.

*US News and World Report's* 2008 edition of "America's Best Graduate Schools" ranks UNM's nurse-midwifery program #3. UNM's School of Medicine is ranked #41 in primary care, while specific areas also rank among the top 10 – rural medicine #2; and family medicine #10. UNM's College of Pharmacy is ranked #32. UNM was the only university in New Mexico to be ranked among the top 25 colleges and universities for Latinos by Hispanic Magazine.

## **ABOUT ALBUQUERQUE, NEW MEXICO**

Albuquerque, a dynamic, growing city with a current population of approximately 700,000, is the largest city in New Mexico. The city is located in east-central New Mexico, about 50 miles southwest of the historic state capital, Santa Fe. In the past few

years, Albuquerque has gained recognition as one of the top cities in the U.S. in which to live and work, with low housing costs, an educated population, good balance of work and recreational opportunities, overall quality of life, and access to health care. *Kiplinger's* magazine ranked Albuquerque #3 in its list of "50 Smart Places to Live in the U.S." *Newsweek* rated Albuquerque as the best place for young people, and Yahoo! rated the city high for work and life balance. Primacy Relocation, a major provider of relocation services, ranked Albuquerque as a top destination for families relocating.

With its location near mountains, forests, and the desert, Albuquerque offers an outstanding mix of urban and outdoor life. The Sandia Mountains are just outside the city, and several national forests including Santa Fe and Carson, are nearby. The city is bisected by the upper reaches of the Rio Grande River. Albuquerque offers excellent golfing and intramural sports opportunities, as well as spectator sports including baseball (Albuquerque Isotopes), basketball (Albuquerque Thunderbirds), hockey (New Mexico Scorpions), and, of course, the sports teams of the University of New Mexico's Lobos.

Albuquerque enjoys a pleasant southwestern climate, with about 300 days of sunshine per year, and low rainfall. Average daytime highs range from the low 90s in July to the upper 40s in January.

Albuquerque is easily accessible from any part of the country. The city's airport, Albuquerque International Sunport, is served by several major airlines, and the city is at the intersection of interstate highways 25 and 40. Albuquerque is among a handful of western cities to offer regional commuter rail service; the new Rail Runner serves the I-25 corridor between Bernalillo, Albuquerque and Belen.

## Appendix A

### **Future Directions for the College**

The College aspires to be recognized as one of the best academic Colleges of Nursing in the country. We seek a Dean who shares this vision and who will provide the leadership necessary to achieve it. The strategic priorities that will be most important in the near future include the following:

- **Excellence in Education:** Nursing education is the primary mission of the College of Nursing. The complexity of the education provided within the College has dramatically increased over the last few years as the demand for new programs has added to the variety of current programs, leading to the need to evaluate the range and variety of programs offered. Developing collaborations to address interdisciplinary education is the next step in stabilizing and growing the educational mission.
- **Faculty Recruitment and Retention:** Our success in recruitment, mentoring, and retention of faculty will increasingly depend on our ability to foster a thriving work environment, including delineating the extent of education programs offered, support of both tenure track and clinician educator faculty development, and expansion of technological resources to improve faculty satisfaction and productivity.
- **Integration of Missions through Research and Scholarship:** In order to be recognized as one of the best academic colleges of nursing in the country, the College needs to define and develop integrated and interdisciplinary programs that combine patient care, education, and research, especially through translational research.
  - Of particular importance will be the vision and leadership required to integrate nursing research and community efforts into the Clinical and Translational Science Center (CTSC) and the Robert Wood Johnson Foundation Center for Health Policy.
  - Of particular interest is the continued need to identify and support increased funding by the National Institutes of Health and contracts and other grants to allow expansion of space, infrastructure, and faculty resources. In order to be seen as a Nursing Center of Excellence, the College wishes to build on its success in achieving higher NINR funding rankings (from 56<sup>th</sup> in 2003 to 38<sup>th</sup> in 2005), grow its research funding, and fully participate in the upcoming CTSC.
- **Integrated Model of Clinical Practice:** The College has a major responsibility to provide nurses to the health care systems of New Mexico.
  - The development, application, and outcomes of innovative and fiscally sound initiatives in patient care must be widely disseminated through scholarly publications and through other professional venues, and must be part of the career-development plans of the faculty.
  - The establishment of a Doctor of Nursing Practice (DNP) degree program will require development of the clinical practice component of the missions, clarification of the full range of clinical practice within which the faculty will participate, and development of resource models to support

the movement to practice and which integrate student participation within the clinical enterprise.

- Increased scholarship of outcomes to demonstrate success of practice must be emphasized.
- **Fiscally Resourceful Program Development:** It will be critically important to optimize the support systems and infrastructure in order to address the increasing complexity of the learning environment. This will occur through efficient, collaborative, and transparent management matched to negotiations with partners and the legislature. Funding from public and private sources, including foundation fundraising and ongoing improvements in the formula funding, could be addressed through communications concerning the dynamic changes of the programs offered in the College.