



THE UNIVERSITY OF
TOLEDO



Position and Candidate Specification

Dean

College of Nursing

The University of Toledo

December 2023

The Opportunity

The University of Toledo, a student-centered, public metropolitan research university, seeks a distinguished academic and administrative leader as Dean of the College of Nursing (CON). The Dean role offers a unique chance to shape the next generation of nurses and nursing leaders, collaborate with outstanding faculty, and drive impactful research initiatives. With over 50 years of history providing innovative nursing education, the next Dean will join a college that is poised for growth and transformation under the leadership of a new Dean.

The University of Toledo is implementing a new 5-year strategic plan, UToledo Reimagined, that calls for a repositioning of the University for the future with an emphasis on becoming a stronger research institution with a STEM and healthcare focus. This calls for a visionary leader dedicated to the success of students, faculty, and staff and advances the development of strong partnerships with local, regional, state, and national communities that benefit the College and the students.

The Dean, reporting to the Provost and Executive Vice President of Academic Affairs, serves as the chief academic and administrative officer of the College. With counsel from the College and institutional leadership and in consultation with the faculty, the Dean makes fundamental strategic choices about how to deploy the College's resources to best advance its academic mission. The College of Nursing is home to over 30 full-time faculty members who serve a population of over 800 undergraduate students and close to 200 graduate students.

The Dean must be a consensus builder, who values shared governance, teaching, research, creative activities, and service. Along with unquestioned integrity and trustworthiness, the Dean is expected to demonstrate the highest ethical standards and sound judgment with transparency, fairness, and respect.

In addition, the Dean will have comprehensive knowledge of the programs in the College and extensive experience in academic administration, a strong understanding and appreciation of the opportunities and challenges facing universities and healthcare, broad experience with different budgeting models, experience with developing and implementing budgets, and experience requesting, managing, and allocating resources.

Key Responsibilities

As a key member of the University of Toledo senior leadership team, the next Dean must appreciate that they are an integral leader in a greater enterprise and, as such, will be eager to think and participate in a system context. The Dean will exhibit the qualities required to be a successful leader in a complex, matrixed environment, including the ability to promote a strong collaborative culture both within the College and across the UToledo Health Campus.

The Dean will be expected to establish and communicate a compelling vision for the College that incorporates excellence and innovation in the tripartite mission inclusive of education, research, and service at an opportune time in UToledo's history. By further strengthening the academic and operational performance of the College of Nursing, and by helping develop UToledo's strategic partnerships, the Dean will continue to raise the profile of the school to be a national leader in the advancement of nursing science, education, practice, and policy, attracting a top tier of faculty and students.

Another key role will be the partnerships with nursing across the health system in developing new models for education, practice, and research as well as the collaboration with many of UToledo's other partners. The Dean will lead the College of Nursing in promoting a research environment conducive to multidisciplinary endeavors, advancing innovative educational programs and facilitating practice initiatives. In addition, the Dean will effectively define, articulate, and promote the College's contributions in local, regional, and national arenas of nursing, healthcare, and policy.

The ability of the Dean to continue to develop strategic partnerships within and beyond the College is crucial. The Dean must share and demonstrate passion for the institutional commitment to its mission of clinical excellence, education, and research, including inter-professional team building.

Additionally, the Dean will:

- Promote enrollment growth through new program development along with program market needs. Track and analyze student performance, enrollments, and learning outcomes to make informed decisions regarding the status of academic programs and resource management
- Advocate for college/programs, make informed decisions, with particular attention to matters of budgetary significance affecting programmatic offerings
- Ensure fiscal responsibility in the budget development and assigned budgets; monitor spending and approve expenditures according to established policies and procedures
- Work with the University of Toledo foundation, marketing and communications, and other university units to identify and execute strategies for resource development, including philanthropic and foundation support, as well as identifying innovative approaches to revenue generation and fundraising
- Oversee continuous improvement processes for student achievement of learning outcomes and how this process relates to programmatic and institutional accreditation
- Collaborate and plan with university leaders and deans, as well as areas across the College, to support student enrollment and retention. Work collaboratively with faculty to ensure academic quality and student learning outcomes are in place to support student retention and completion
- Utilize critical thinking skills to effectively solve and communicate problems in a fast-paced environment where the demands for work are varied and unpredictable in scope and volume. With an understanding of the opportunities and challenges regional public universities have in an increasingly competitive higher education landscape
- Actively promote both faculty and staff development
- Serve on various university committees and other duties as assigned which align to University and College goals.

Professional Experience and Qualifications

The ideal candidate will have an earned doctorate in nursing or health sciences discipline, or another equivalent terminal doctorate degree, a graduate degree in nursing, and eligibility for licensure to practice as a registered nurse and/or advanced practice registered nurse in the state of Ohio.

The Dean will have a distinguished record of scholarship, research, or professional experience that would support an appointment to the rank of professor in the College of Nursing. They will possess strong leadership and interpersonal skills, demonstrated administrative and fundraising ability, a dynamic management style, the capacity to integrate diverse interests and forge a common vision, and enthusiasm

to match the energy of highly motivated students, faculty members, staff professionals, and accomplished alumni.

The Dean will be accomplished in the field of nursing as evidenced through leadership roles and involvement in societies and associations at a national and/or international level. The Dean will possess a track record of supporting and guiding faculty development.

Additionally, the Dean will possess desired experience and qualifications including:

- Demonstrated ability to support and grow research and scholarship in nursing
- Demonstrated success engaging alumni and healthcare leaders and developing partnerships with industry
- Interest in achieving standards of excellence in undergraduate and graduate education for all departments of the College
- A passion for attracting, supporting, and retaining leading scholars, and for supporting staff and students at all levels
- Demonstrated ability in management, including strategic planning, budgetary (preferably in an RCM environment) and operational management
- Experience working with faculty and staff in a collective bargaining environment
- Capacity to serve as the external face of CON, committed to the engagement of all stakeholders – students, staff, faculty, alumni, the university, employers and industry partners
- Demonstrated commitment to diversity in all forms – ethnic, gender, disability, intellectual, and disciplinary
- An interdisciplinary outlook; ability to envision, articulate, mobilize, and realize a compelling vision that cuts across silos and translates to diverse stakeholders
- An understanding of the CCNE accreditation process

The College of Nursing

Founded in 1970, The University of Toledo College of Nursing (CON) has as its mission the provision of theory-based undergraduate and graduate professional education programs responsive to the changing needs of students and the health care environment. To accomplish this, the college lists its educational foci as: The DNP program, MSN program, Graduate-Entry MSN program, BSN program, including a 100% online RN-BSN program, Post-Graduate Certificates and a comprehensive program of continuing education for registered nurses. In addition to its education programs, the College, through its faculty, is involved in a variety of activities, including clinical practice, consultation, service and research consistent with its nursing leadership role in the Northwest Ohio region, the State of Ohio and nationally and internationally.

There are three distinguishing characteristics of the College of Nursing: the philosophy that is based on a person-centered, self-care and holistic orientation to nursing; the commitment of the faculty to the clinical competence of its graduates; and the consortium model of inter-institutional cooperation upon which the College was developed. In each of its programs and activities, the College of Nursing is involved with a variety of educational and clinical institutions that collaborate in accomplishing its mission. These relationships reflect the community base on which the College of Nursing was founded.

Mission Statement: The mission of the University of Toledo College of Nursing is to improve the human condition, to educate professional nurses in a manner that engages and serves a diverse learner population as part of a larger metropolitan university, to discover and disseminate nursing knowledge that informs

evidence-based practice for quality patient outcomes, and to address the service needs of our stakeholders through innovative programs and entrepreneurial initiatives.

Vision: The College of Nursing will be the college of choice across the span of nursing education that embodies excellence in the application of the art and science of nursing within an interprofessional context and is distinguished by scholarly inquiry that emphasizes clinical outcomes and translational research.

Purpose: The College of Nursing purpose is to provide educational programs of excellence in professional nursing at the undergraduate and graduate levels.

- Foster high standards of nursing practice, education, and administration through continuing nursing education,
- Contribute to the health of the citizens of the region served by The University of Toledo through interdisciplinary endeavors; and
- Advance nursing as a discipline through scholarship, research, and practice.

Philosophy: As a community of scholars, we are committed to the study and advancement of the art and science of nursing. The philosophy of The University of Toledo College of Nursing expresses our beliefs about the essence of nursing and the education of professional nurses. The foundations of nursing science center on the concepts of the nursing metaparadigm: Person, Environment, Health, and Nursing.

- Person: Persons are unique human beings of unconditional worth, deserving of respect, who are in continuous interaction with the environment and develop throughout the lifespan.
- Environment: Environment is the milieu in which the person exists.
- Health: Health is a dynamic state reflecting the integration of body, mind, and spirit.
- Nursing: Nursing promotes health and well-being and provides support during illness or impairment by assessing, diagnosing, and treating human responses to actual and potential health problems.

Education: The education of professional nurses is a professional responsibility encompassing the scholarly integration of Education, Research, and Practice. Education is a dynamic interaction between the processes of teaching and learning.

Research: Research is an ongoing commitment to systematic inquiry and discovery.

Practice: Practice is the application of knowledge related to the health of individuals, groups, and communities.

Organizing Framework: The organizing framework is a unifying statement that emerges from the mission and the philosophy of the College of Nursing and guides the development of the curricula. The organizing framework outlines the structure for the content, processes, and outcomes of the undergraduate and graduate programs. Graduate nursing education is based on foundational knowledge from the natural and social sciences and the humanities. Nursing concepts and theories provide the basis for professional practice. Professional practice encompasses care of individuals, families, groups, and communities in a variety of settings across the lifespan.

The nursing curricula encompass the concepts of caring, communication, cost effective care, critical thinking, cultural diversity, empowerment, ethical decision-making, healthcare policy, inquiry, leadership,

and safety. The curricula incorporate psychomotor and interpersonal skills, processes of inquiry and scholarship, and principles of teaching and learning. Faculty and students assume personal accountability and self-direction and comply with legal and ethical professional standards. Baccalaureate and MSN Graduate Entry graduates are generalists and Masters and Doctoral nursing graduates are specialists. All are prepared as professionals for practice, education, research, and leadership. The University of Toledo education will provide the foundation for their quest for lifelong learning.

Facts and Figures

- 827 Undergraduates ; 198 Graduate students
- 32 Full time faculty; 6 Clinical lab associates

- Undergraduate programs
 - Pre Licensure BSN track
 - RN-BSN track

- Graduate programs
 - Masters in Nursing APRN & Certificates (6 tracks)
 - Adult Gerontology Acute Care NP
 - Adult Gerontology Primary Care NP
 - Family Nurse Practitioner
 - Pediatric Primary Care NP
 - Psychiatric Mental Health NP
 - Graduate Entry Masters (GEM)
 - Graduate Certificates
 - Doctor of Nursing Practice (DNP) (2 programs)
 - Online Post-Baccalaureate to DNP (6 tracks)
 - Adult Gerontology Acute Care NP
 - Adult Gerontology Primary Care NP
 - Family Nurse Practitioner
 - Pediatric Primary Care NP
 - Psychiatric Mental Health NP
 - Nurse Executive
 - Online Post-Master's to DNP (7 tracks)
 - Adult Gerontology Acute Care NP
 - Adult Gerontology Primary Care NP
 - Family Nurse Practitioner
 - Pediatric Primary Care NP
 - Psychiatric Mental Health NP
 - Nurse Executive
 - Clinical Practice Leadership

- Research Initiatives
 - \$ 126,300 in overall funding in FY23
 - 7 awards funded
 - 6 peer-reviewed journal publications published or accepted
 - 4 book chapters
 - 1 journal co-editor
 - 5 journal reviewers

The baccalaureate degree program in nursing, master's degree program in nursing, Doctor of Nursing Practice program and post-graduate APRN certificate program at the University of Toledo are accredited by the Commission on Collegiate Nursing Education. In addition, the CON is in the top 30% of nursing schools in the nation (U.S. News & World Report, 2022). The College was also the first public institution in Ohio to offer 100% online BSN–DNP & MSN-DNP Programs and a competency-based Quality Matters © Certified 100% online RN-BSN Program..

The Learning Resource Center (LRC)

The LRC is located in the lower level of the Howard L. Collier Building on the Health Science Campus. It includes multifunctional teaching and learning laboratories that provide nursing students with opportunities for self-directed and facilitated hands-on skills learning utilizing the latest in educational technology. This is where students learn many of their skills for the nursing profession.

Interprofessional Immersive Simulation Center (IISC)

The IISC offers many ways for healthcare students to collaborate and work together. The Advanced Clinical Simulation Center, located on the second floor of IISC is where the nursing students spend a lot of time. It is a virtual hospital with an ICU, Trauma Suite, OB & Delivery Suite, Operating Room, Ambulatory Care Room, and Pediatrics Room equipped with high-fidelity human patient simulators, clinical equipment, and debriefing and control rooms. There is also an ultrasound lab and clinical skills area.

The "Tri-Center Concept" at the IISC allows for a self-sufficient co-existence between the three centers that provides unprecedented experiential and experimental opportunities for interprofessional and interdisciplinary collaboration with healthcare and technology. The synergy between the three centers (the Virtual Immersive Reality Center, the Advanced Clinical Simulation Center, and the Progressive Anatomy and Surgical Skills Center offers a unique collaborative environment for innovation focused on improving the human condition through greatly enhancing healthcare education, patient care and innovates technology opportunities across UToledo and Northwest Ohio.

UToledo Health Science Campus

From the founding of the Medical College of Ohio in 1964, to the merger with the University of Toledo in 2006, to the Academic Affiliation Agreement between the College of Medicine and Life Sciences and ProMedica, the health science campus on Arlington Avenue has continuously evolved. The Health Science Campus is the core of UToledo's academic medical operations. The University's four health-related colleges (The College of Nursing, College of Medicine and Life Sciences, College of Pharmacy and Pharmaceutical Sciences and College of Health and Human Services) are represented on the campus and participate in interprofessional health education curriculum.

The University of Toledo Medical Center

The University of Toledo Medical Center (UTMC) is home to a 319 bed, level 2 trauma center and provides high levels of expertise, the resources to handle the most complex cases, and access to the latest and safest medical advances. Since 1964, UTMC has been serving the health needs of the Toledo community through the hospital and 30 clinical sites. Established as a teaching hospital to train the greater Toledo region's future physicians and medical professionals, UTMC remains dedicated to providing advanced care and healing in a patient-centered environment. With access to the latest clinical trials and medical research they are committed to teaching the next generation of health-care professionals.

Each year, more than 300,000 people rely on The University of Toledo Medical Center to care for their health needs. By offering expert physicians, nurses and medical technicians in a superior continuum of care, UTMC has played a vital role in the health and healing of the Toledo region for decades and will continue to play this role in the future.

The University

[The University of Toledo](#) (UToledo) is a student-centered, public metropolitan research university serving more than 15,000 students located in Toledo, Ohio. UToledo draws students from across the U.S. and nearly 80 countries. The University was established in 1872 and celebrated its sesquicentennial during the 2022-23 academic year. UToledo became a member of the state university system in 1967 and merged in July 2006 with the Medical University of Ohio (formerly Medical College of Ohio).

UToledo is one of 14 state universities in Ohio, offering full and part-time courses of studies as well as day, evening and online programs at the associate, bachelor, graduate and doctoral levels. The University is accredited by The Higher Learning Commission and is composed of the University Libraries and 11 academic colleges: Arts and Letters, John B. and Lillian E. Neff College Business and Innovation, Judith Herb College of Education, Engineering, Health and Human Services, Law, Medicine and Life Sciences, Natural Sciences and Mathematics, Nursing, Pharmacy and Pharmaceutical Sciences and University College. The University of Toledo employs more than 5,000 individuals and has seven collective bargaining agreements.

UToledo is ranked by U.S. News and World Report in the 2022-23 Best Colleges and 2022-23 Best Global Universities lists. A comprehensive research university, UToledo is known for its curriculum and research in the science, engineering and medical fields. Campus life is fueled by the NCAA Division I Rocket Athletics that earned six Mid-American Conference championships in 2022-23 in football, men's basketball, women's basketball, men's tennis, women's tennis and women's cross country. Our student-athletes had the best academic year in school history in 2022-23 earning a 3.472 GPA in spring 2023 and 3.401 GPA in fall 2022.

The University includes multiple campuses and more than 100 major buildings and a combined area of more 1,400 acres. The Main Campus, known for its Gothic architecture, is in the Ottawa Hills and Old Orchard neighborhoods of Toledo. The 450-acre Health Science Campus includes the University of Toledo Medical Center, which is a Level 2 trauma center, an orthopedics center, and cancer center. The Health Science Campus also houses the Lloyd A. Jacobs Interprofessional Immersive Simulation Center, a state-of-the-art learning facility featuring virtual and interactive learning labs. The University's facilities also include the Center for Visual Arts (located at the Toledo Museum of Art) and the Lake Erie Center, a research and education facility located at Maumee Bay.

The University of Toledo is ideally located within driving distance of several large universities, including University of Michigan, the Ohio State University and University of Chicago. This convenient location allows faculty and researchers to develop productive intraprofessional collaborations and partnerships with colleagues at other institutions.

Mission

The University of Toledo improves the human condition as a public research university and academic medical center whose mission is to educate students to become future-ready graduates, cultivate leaders, create and advance knowledge, care for patients and engage our local, national and global communities.

Vision

The University of Toledo will impact the present and shape the future through our actions and discoveries. To achieve this vision, we will:

- Prioritize student success, health and well-being
- Create a diverse community built on foundations of respect, inclusion and belonging
- Embrace a people-first culture where we are known for outstanding student experiences, alumni and donor engagement, patient satisfaction and as an employer of choice
- Launch graduates equipped to think critically, act ethically, collaborate and communicate effectively in diverse environments, and apply their knowledge and skills to analyze and solve real-world problems
- Build on our distinct strengths and invest in areas that increase the University's impact
- Foster research, innovation, discovery and creative work that transform our world
- Partner with our communities to advance our mutual success and create opportunity for all
- Inspire a love of life-long learning and commitment to serving others
- Develop and strengthen relationships that invest in our mission to improve the human condition

Values

- Academic Excellence – We embrace the highest standards of achievement, challenging our students, faculty and staff to reach their greatest potential.
- People-Centered – We prioritize our relationships with our students, faculty, staff, patients, alumni and donors, creating a culture where everyone feels valued, supported and part of the Rocket family.
- Inclusion – We foster belonging, equity and respect for all as part of our commitment to valuing diversity of people and ideas.
- Community – We advance the public good in our regional, state, national and global communities through service and collaboration.
- Research and Innovation – We impact the world around us through innovation in discovery, integration, application, teaching and creative works.
- Integrity – We are trustworthy, acting with honesty, transparency, accountability, and authenticity in all we do.
- Efficiency and Effectiveness – We ensure long-term success through fiscal stability, sustainability, alignment, efficiency and operational excellence.

Points of Pride

Thanks to the ongoing commitment of exceptional faculty, physicians, researchers, staff and students, The University of Toledo is proud to continually raise our national status among America's best universities.

The following rankings and recognitions are just a few of the accolades UToledo Colleges and their esteemed programs have earned recently.

- UToledo contributes \$2.8 billion to the region’s economy each year. One-third of our graduates stay in the area, fueling the growth of both Toledo and northwest Ohio.
- UToledo is ranked by U.S. News and World Report in the 2022-23 Best Colleges and 2022-23 Best Global Universities lists. UToledo has numerous academic programs — including undergraduate, graduate, online and professional programs — that are nationally ranked by U.S. News & World Report.
- UToledo has identified areas of research excellence in which highly accomplished faculty members are recognized nationally for their contributions to the fields of: Astronomy and Astrophysics; Solar Energy, Water Quality and Sustainable Technologies; and Cell Architecture and Dynamics.
- The Association of Public and Land-grant Universities (APLU) selected UToledo out of its 250 member universities for its 2022 Public Impact Research Award in recognition of our Water Task Force for the work our researchers do keep public drinking water safe.
- UToledo has four astronomers leading some of the very first projects on NASA’s new James Webb Space Telescope, ranked #6 among all institutions in the world for successful proposals in this first cycle of observing time.
- Toledo became the second school ever to win back-to-back Cartwright Awards honoring the top school in the Mid-American Conference for excellence in academic, athletics and citizenship for both the 2022-23 and 2021-22 academic years.
- The state of Ohio recognized UToledo with the Collegiate Purple Star award in its inaugural class for support of military and veteran students and their families. UToledo also is consistently ranked by the Military Times as a Best for Vets school.

[Explore our Campus!](#)

The City of Toledo

Toledo is located in northwest Ohio at the western end of Lake Erie, bordering Michigan. Nicknamed “The Glass City,” Toledo is home to the glass industry and an automotive industry that includes the Jeep headquarters and numerous businesses that focus on vehicle assembly and parts production. The city also boasts a vibrant arts community, including the world-renowned Toledo Museum of Art and the Toledo Alliance for the Performing Arts. Toledo is home to the Mud Hens minor league baseball team and the Walleye ice hockey team. There are three large theaters and an 8,000-seat arena in Toledo, and the city’s proximity to Lake Erie provides abundant opportunity for water sports and a world-class Toledo Metroparks and recreation system. Toledo also offers easy access to Detroit and Ann Arbor for additional amenities in cultural and sports entertainment.

The city was founded in 1833 and was originally incorporated as part of Monroe County, Michigan. Toledo was re-founded in 1837 after the conclusion of the Toledo War, when it was incorporated into Ohio. The city grew quickly after the construction of the Miami and Erie Canals and benefited from its position on the railway line between New York City and Chicago. As of the 2020 census, Toledo’s population was 266,301, ranking among the top 100 largest cities in the United States

Application and Nomination Process

Confidential inquiries and nominations are welcomed.

Applications

Application packet must include:

- a) A letter of interest articulating the candidate's relevant experience and interest in the position
- b) A current curriculum vitae
- c) Names and e-mail addresses for five professional references (*References will not be contacted without consent from the applicant*)

Interested candidates must send application packet materials to Melissa Hurst, Special Assistant to the President for Strategic Talent Development at melissa.hurst@utoledo.edu.

For full consideration, submit applications by February 9, 2024.

Nominations

Submit nominations to the melissa.hurst@utoledo.edu with complete contact and e-mail information for the individual being nominated.

EEOO Statement

The University of Toledo is an equal opportunity, affirmative action employer. The University of Toledo does not discriminate in employment, educational programs, or activities on the basis of race, color, religion, sex, age, ancestry, national origin, sexual orientation, gender identity and expression, military or veteran status, disability, familial status, or political affiliation.

The University of Toledo provides reasonable accommodation to individuals with disabilities. If you require accommodation to complete an application or for testing or interviewing, please apply online for an [accommodation request](#).