



# PACIFIC LUTHERAN UNIVERSITY

## **Opportunity and Challenge Profile**

*Search for the Dean of the School of Nursing  
Pacific Lutheran University  
Tacoma, Washington*

*Pacific Lutheran University seeks to educate students  
for lives of thoughtful inquiry, service, leadership and care –  
for other people, for their communities, and for the earth.*

Pacific Lutheran University (PLU) seeks a visionary, compassionate, creative, and collaborative leader to serve as its next Dean of the School of Nursing (SoN). PLU's nursing programs are widely regarded in the Seattle-Tacoma region, throughout the Pacific Northwest, and beyond, as high quality programs that produce leaders in the nursing profession who make a difference in the lives of their patients, the profession, and their communities. The next Dean of the School of Nursing has the opportunity to build upon this excellent reputation and further enhance the impact of the School of Nursing by continuing to foster academic excellence, focusing on holistic nursing and healthcare, expanding programs and partnerships across the University, and strengthening a sense of community and pride within the School and as a part of the University.

Pacific Lutheran University is located six miles south of Tacoma, in suburban Parkland, Washington, on a 156-acre woodland campus. PLU offers approximately 3,100 students a unique blend of academically rigorous liberal arts and professional programs, based in the tradition of Lutheran higher education, which seeks to provide access and education for all students. Students develop skills in critical and creative thinking, decision making, analysis, communication, and reasoning that prepare them for a lifetime of success – both in their careers and in service to others.

The School of Nursing, one of PLU's professional schools, recognizes that the spiritual, physical, mental, and social health of people is of universal concern. The School provides nursing education that relies on a strong underpinning in the liberal arts. The nursing faculty and staff are committed to excellence in academic programs, clinical preparation, and scholarly pursuits. Their broad expertise has resulted in the School of Nursing being held up as a flagship program of the University, maintaining an exemplary reputation internally and across the healthcare community in Washington State. Through its clinical and outreach programs, the School of Nursing is closely connected to the Tacoma area and surrounding community. Graduates of the School are highly sought after professionals in the nursing sciences. According to a 2014 U.S. Health Resources and Services Administration report, Washington is projected to have a shortage of about 7,000 nurses by 2025 and PLU intends to address the impact of this shortage through creative programming and expanded offerings.

This is an exciting time to join Pacific Lutheran University. The University is currently searching for a new President who will join an established leadership team. The selected candidate for the next Dean of the School of Nursing will be a visionary and inspiring educator who is academically accomplished, with a strong background in administration. The candidate will be a person of the highest integrity who exhibits a collaborative leadership style, superior communication skills, and the ability to work with

senior leaders, faculty, staff, alumni and external agencies to achieve the goals that align with PLU's future plans and academic mission.

Reporting to the Provost and building upon the existing strengths of the School of Nursing, the new Dean will:

- Create a shared purpose and vision for the School of Nursing that reflects the mission and strategic direction of the University
- Expand and develop partnerships and innovative pathways for nursing education
- Serve as a visible advocate for nursing within PLU and increase the School's presence and competitiveness in the Pacific Northwest
- Recruit, develop, and retain a collaborative community of faculty and staff
- Ensure the financial health and future of the School of Nursing

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

### **About Pacific Lutheran University**

Pacific Lutheran University purposefully integrates the liberal arts, professional studies and civic engagement in the beautiful Pacific Northwest. With distinctive international programs and close student-faculty research opportunities, PLU helps its 3,100 students from all faiths and backgrounds discern their life's vocation through coursework, mentorship and internships at world-class Puget Sound-area businesses and institutions.

Founded in 1890 by Norwegian pioneers, PLU is a university affiliated with the Evangelical Lutheran Church in America. PLU continues the distinctive tradition of Lutheran higher education through its commitment to the advancement of knowledge, thoughtful inquiry and questioning, the preparation of citizens in service to the world.

PLU offers a full range of liberal arts academic programs anchored by the College of Arts and Sciences, along with the Schools of Arts and Communication, Business, Education and Kinesiology, and Nursing. The University offers 42 majors and 55 minors, as well as graduate and professional programs in business administration, creative writing, education, finance, marketing research, marriage and family therapy, and nursing. Each of these programs maintains a strong liberal arts emphasis at its core. An honoree on President Obama's Higher Education Community Service Honor Roll, PLU hosts an Emmy Award-winning MediaLab; a MacArthur Award-winning detachment of Army ROTC; and more than 100 clubs and activities, including 19 varsity athletic teams in the Northwest Conference of NCAA Division III.

The University consistently ranks among the top 20 in U.S. News & World Report's Best Universities in the West and recently was named fourth in the West for Best Colleges for Veterans. It also ranks in the top 4 percent of Master's universities nationwide by Washington Monthly College Guide. The University has produced 100 Fulbright Scholars since 1975. There are 231 full-time and 137 part-time faculty at PLU, and 410 staff and administrators support the work of the University. Approximately 25% of the 200 tenure-line faculty have been hired in the last five years. The annual budget of the University is \$120 million, \$54 million of which takes the form of PLU grants and scholarships to students. Overall, PLU administers around \$95 million in financial aid from all sources. PLU's endowment stands at \$100 million.

PLU is noted for its commitment to diversity, justice, and sustainability. For its record on sustainability, the University was recognized with a Gold Award from the Association for the Advancement of Sustainability in Higher Education. PLU attracts students from every possible background—all religions, all races, all socioeconomic groups, and all sexual orientations—from all over the world. For the 2018-19 academic year, 41 percent of incoming first-year students are the first generation in their families to attend college; 45 percent self-identify as students of color; and 34 percent are Pell Grant-eligible.

PLU has set out three pathways to academic distinction: global education and service to the world, student-faculty research and creative projects, and helping students discern meaning and purpose in their lives.

- Becoming a globally focused university has become a key characteristic of PLU’s academic program. That distinction was publicly recognized in 2009 when PLU became the first university in Washington state – and the first private university on the West Coast – to receive the prestigious Senator Paul Simon Award for Campus Internationalization. Today, two-thirds of the faculty have international expertise and experience, and nearly 50 percent of all students participate in at least one study-away experience while at PLU.
- Expanded student-faculty research opportunities have enhanced the highly valued educational experience of students and faculty working one-on-one and in small groups to delve deeply into issues critical to disciplines across the curriculum. There are now several endowments for collaborative research: the Kelmer Roe Research Fellowship in the humanities; the Severtson/Forest Foundation Fellowship in the social sciences; as well as Undergraduate Research Funds in the natural sciences, the School of Arts and Communication, the School of Nursing and the Wang Center for Global Education.
- In the language of the Mary Oliver poem from which PLU’s Wild Hope Center for Vocation gets its name, PLU invites students to ponder, “What will you do with your one wild and precious life?” PLU’S commitment to improving the quality of reflection on vocation – meaning and purpose – has contributed to PLU being a more intellectually rigorous, developmentally astute, theologically rich, and world-informed environment for students.

*PLU 2020: Affirming Our Commitments, Shaping Our Future (PLU 2020)* is the third in a series of long-range plans developed over the past 20 years that have served to define the mission, shape the aspirations, and frame the progress of Pacific Lutheran University. During the course of the development of the University’s long-range prospects, four key themes gradually emerged which are now embedded throughout *PLU 2020*. They are the affirmation of mission and identity, confidence that the University is well positioned to meet coming challenges and opportunities, a commitment to remain a community with a shared calling to teaching and learning, and a relentless aspiration to excellence.

To read more about *PLU 2020*, visit <https://www.plu.edu/president/planning/strategic-planning/>.

### **About the School of Nursing at Pacific Lutheran University**

The School of Nursing is a professional school that combines nursing science with a strong foundation in the liberal arts and a focus on the spiritual, physical, mental, and social health of people. Its educational programs employ dynamic learning opportunities in multiple clinical arenas as well as laboratories and classrooms. The program also responds to the educational and technological learning needs of practicing nurses seeking continuing education to remain current, competent practitioners and/or to revise their practice focus.

PLU graduates are widely recognized for their commitment to the care of patients in a holistic manner. Over the years, PLU has developed programs that respond to the changing needs of nurses and the

healthcare community. PLU has offered the bachelor of science in nursing (BSN) degree since 1951 and the master of science in nursing (MSN) degree since 1990. The BSN program prepares students as skilled generalists and provides a foundation for graduate study. The School also has multiple entry and completion level programs: LPN to BSN; RN to MSN; BSN to MSN; the Entry-Level MSN; and two recently established DNP tracks, the Psych-Mental Health (PMHNP) and Family Nurse Practitioner (FNP) programs. The MSN/MBA dual degree (master of science in nursing and master of business administration) is designed to prepare practicing nurses for high-level careers in management and administration. There are 368 highly-engaged students enrolled in the different nursing programs. Nursing is the largest undergraduate major on campus, with 254 enrolled in the BSN, 54 in the Entry Level MSN, and 60 in the DNP program in either the Family Nurse Practitioner or Psychiatric Mental Health track. Nursing is a highly competitive program and in recent years, the number of graduate nursing programs at PLU has grown and the demand for nursing as an undergraduate major has increased. Students in the undergraduate program complete a year of prerequisite courses prior to acceptance into the nursing program; not all students who want to enter the nursing program are admitted. This creates an opportunity for the School of Nursing to consider other programs in related healthcare fields that may provide these students with additional options.

The School of Nursing faculty and staff are committed to teaching excellence, clinical competence, and scholarly inquiry. The approximately 50 faculty hold advanced degrees and many faculty members hold certification for advanced practice, including clinical nurse specialist, nurse practitioner, nurse midwifery, and in specialty areas such as family and community nursing, community health nursing, hospice and palliative care, and gerontology. Of the 9 tenure or tenure track faculty, 10 non-tenure track full-time and about 31 classroom and part-time clinical faculty, the faculty and staff represent over 700 years of successful professional nursing and academic experience. Due to the nature of nursing education and the demands on the faculty, the School of Nursing Dean has the challenging responsibility to ensure that faculty who are on the tenure track are supported in terms of time and expectations as they work to be both successful in the tenure process and remain current in their field. As new faculty are recruited, it will be important that the new Dean identify and support them through the tenure and promotion process.

PLU and the School of Nursing enjoy a vibrant culture of shared governance. The School of Nursing is governed by a set of by-laws that address issues such as faculty development and recruitment, curriculum, and program evaluation. The organizational structure supporting the Dean currently consists of 2 faculty members who serve as directors for undergraduate and graduate programs, as well as a highly dedicated staff that handles administration and finance, continuing education, student recruiting for graduate programs, clinical placements, and other areas.

The School of Nursing is also poised to move into a new building in Fall 2019 that will greatly enhance the ability to provide high quality education to its students. It will double the square footage of the Nursing School, providing a 16 bed skills laboratory, 3 simulation laboratories, a 90 person classroom, and additional faculty spaces. The University is also currently working with potential partnerships with two healthcare systems that may further enhance this space.

The School of Nursing is a member of the American Association of Colleges of Nursing (AACN) and is approved by the Washington State Nursing Care Quality Assurance Commission (WA NCQAC). The baccalaureate degree in nursing and the master's degree in nursing at Pacific Lutheran University are accredited by the Commission on Collegiate Nursing Education (CCNE). The Care and Outcomes Manager curriculum meets the requirements for several national certification examinations, including Clinical Nurse Leader and Nurse Educator. The School hosted their last accreditation visit in 2013 and faculty and staff are actively preparing for their next visit in 2020.

Outstanding, diversified clinical experiences and instruction are provided for all nursing students through over 100 cooperating health care agencies and community-based sites in the Tacoma metropolitan area. These agencies include the Multicare Health Care System with Tacoma General, Mary Bridge Childrens and Allenmore Hospitals; the Franciscan Health Care System with St. Joseph's Hospital; Providence St. Peter's Hospital in Olympia, Madigan Army Medical Center; Western State Mental Health Services; and Veterans Administration Hospital at American Lake.

Students and alumni from the School are exemplary in their fields. Since its inception in 1991, nearly every graduate of the MSN program has passed their certification examination upon first take. Students from both the MSN and DNP programs write and submit manuscripts for publication. There are also many opportunities for faculty research and projects that support the community as well as for student-faculty research that enhances the education of the student.

This strong alumni and community support manifests itself in two highly engaged advisory boards. The School of Nursing Advisory Board includes alumni and external stakeholders and provides advice and counsel as well as philanthropic support. The Alumni Association of Nurses supports the students in career development and other opportunities.

The School is also an integral part of the South Puget Sound region. In 2008, PLU's School of Nursing formed an ongoing partnership with three foundations to address the regional nursing crisis and give nursing students new competencies in geriatric care. PLU's Comprehensive Gerontologic Education Partnership (CGEP) consists of 15 local partners with the goal of admitting a cohort of nursing students with a gerontologic focus each year and recruiting three gerontological nursing faculty members. Delta Iota Chi, the nursing student organization, coordinates two blood and bone marrow donation drives on campus every year, as well as a toy donation program for Pierce County Fire Department.

To learn more about the School of Nursing, visit <https://www.plu.edu/nursing/>.

### **Role of the Dean of the School of Nursing**

The Dean of the School of Nursing has responsibility for all aspects of the School's administration, operations, budget, personnel, and academic programs. Working within a culture of shared governance, the Dean leads the development, evaluation, and administration of the activities of the faculty, staff, and academic programs, including curriculum, instruction, advising, and scholarship. The Dean reports to the Provost and serves on the Academic Deans Council and the Provost's Academic Council. The Dean works with both the School of Nursing Advisory Board and the Alumni Association of Nurses. The Dean also builds external partnerships for clinical placements, enhancements to academic excellence, community support, and fundraising.

### **Key Opportunities and Challenges for the Dean of the School of Nursing**

In order to build upon the existing strengths of the School of Nursing and take the School to the next level of excellence, the new Dean will:

***Create a shared purpose and vision for the School of Nursing that reflects the mission and strategic direction of the University***

The School of Nursing stands as a flagship of the University. In recent years, the demand for and growth in nursing programs and enrollment has benefitted both the University and the School. The University has invested in the School and has celebrated its success. It will be important for the next Dean to involve faculty and staff in decision-making and resource allocation. As such, the next Dean will partner with

faculty, staff, and students of the School of Nursing, university leaders, and external constituencies to develop a shared sense of purpose and vision for the School and a roadmap to achieve the vision. The vision will be firmly rooted in the Strategic Plan for the University and will position the School as an integral part of the future of the University. In developing this shared vision, the Dean will promote a culture of collaboration, communication, and shared decision making between administration and faculty, and build trust and community among all members of the School.

***Expand and develop partnerships and innovative pathways for nursing education***

The Dean will develop strategies and resources to support the continued success of existing academic programs, including curricular revision and implementation. The Dean will also explore opportunities for innovative expansion of programs and pathways to careers in nursing. This will include potential partnerships within the School, across the University, and within the broader health community that may include collaborative teaching, research, service, and practice. The Dean will work with the academic deans of other schools to think creatively about alternative pathways for prospective nursing students, interdisciplinary collaborations, and possible new programs. The Dean will also explore technological solutions to expand the reach of the School that are aligned with the School's shared vision.

***Serve as a visible advocate for Nursing within PLU and increasing the School's presence and competitiveness in the Pacific Northwest***

The School of Nursing has developed a stellar reputation externally with community partners and health settings for clinical placements and for producing excellent nurses at all levels. The Dean will continue to develop this reputation while engaging with new partners, working with state agencies, and monitoring national trends and innovations so the School is always looking forward and prepared for the future. The Dean will also coordinate CCNE and WA NCQAC accreditation activities, shepherd the School through its accreditation, and effectively represent the School to accrediting and regulatory agencies, using these engagements as opportunities to showcase the excellence of the School of Nursing and PLU.

***Recruit, develop, and retain a collaborative community of faculty and staff***

The next Dean of the School of Nursing will support and grow a vibrant and diverse internal community that celebrates successes and works collaboratively towards shared goals and inclusive excellence. This includes creating an organizational leadership structure that is focused on student and faculty success. The Dean will also collaborate with faculty and staff to promote professional development, research, and other scholarly and creative activities, which may include research collaboration between faculty and students. The Dean will guide faculty through promotion and tenure processes while advising the Provost and other members of the leadership team on all personnel matters relating to the appointment, evaluation, promotion, and tenure of Nursing faculty. They will ensure that faculty development is aligned with the mission as a liberal arts university while celebrating the profession of nursing.

The Dean will foster a climate of collaboration, participation, and collegiality within the School and in relation to all areas of the University. The Dean will also promote inclusive practices that support the hiring of underrepresented faculty and staff and the recruitment and support of underserved students. The Dean will provide leadership in meeting the University's initiative to achieve inclusive excellence in all aspects of the School, including teaching practices, curriculum, faculty recruitment and development, student support, and administration.

### ***Ensure the financial health of the School of Nursing***

The Dean will collaborate with School of Nursing faculty and staff to develop and administer the School's budget and collaborate with other deans and the Provost when resources across campus need to be prioritized. This will require an ability to think creatively about resources and partnerships to encourage interdisciplinary and inter-professional research and other shared opportunities. Along with the development of new revenue-generating programs, the Dean should proactively seek funding opportunities from federal funding agencies as well as corporate and foundation entities. The Dean will also work closely with the Office of Advancement to enhance PLU's development and alumni-engagement efforts and secure additional funding for facilities expansion, scholarships, and other priorities.

### **Qualifications and Characteristics**

The Dean of Nursing should be a skilled nurse as well as an academic and administrative leader, capable of inspiring others, with a commitment to excellent teaching, research, scholarship, creative activities, community service, and engagement.

The successful candidate should also meet most, if not all, of the following criteria:

- A registered nurse (RN); eligible for WA state licensure, with at least 5 years of experience as an RN;
- A graduate degree in nursing and an earned doctorate degree (a PhD in nursing preferred);
- Demonstrated strategic leadership and management experience;
- Proven administrative ability, including budget and financial management, strategic planning, policy formation, and personnel management;
- Strong interpersonal skills, effective communicator, and ability to manage conflict;
- Experience working in a higher education setting with a demonstrated commitment to excellence in teaching, scholarship, and clinical operations and the ability to foster a culture of academic excellence and service;
- Experience with accreditation processes for nursing education;
- Experience developing academic programs relevant to the School of Nursing;
- A demonstrated commitment to diversity, inclusion, and equity; an understanding of its importance to the mission and richness of the University and its continued success;
- Deep commitment to shared governance;
- A minimum of two years of teaching experience in nursing education, or equivalent experience with adult learning theory, curriculum evaluations, and related skills;
- Experience building and supporting inter-professional linkages and collaborations;
- Experience working in interdisciplinary settings;
- Commitment to life-long learning for faculty and staff, and the promotion of innovative education;
- Experience in working in integrated healthcare environments;
- A commitment to the mission, vision, guiding principles, and philosophy of the School of Nursing and an understanding of how the traditions of Lutheran education informs the mission of the School;
- The highest degree of personal integrity.

## Location

Tacoma highlights the beauty of the Pacific Northwest while being a creative community of emerging writers, artists, and musicians, including the birthplace of renowned glass artist, Dale Chihuly. It offers charming neighborhoods and big city amenities with competitively priced living, and incredible mountain, city, and water views. Recent investment in Tacoma has led to unprecedented growth in business and innovation. It is also home to a thriving academic landscape with PLU, the University of Washington, Tacoma, the University of Puget Sound, The Evergreen State College Tacoma campus, and local community and technical colleges. Just south of Seattle-Tacoma International Airport and easily accessible from Seattle and other neighboring cities, Tacoma is a city on the rise.

Parkland is a sprawling unincorporated area south of Tacoma that blends urban with rural, home to roughly 36,000 people. A multicultural area, the Franklin Pierce School District is ranked by Niche as the 13th most diverse in Washington State. The University has worked to build strong connections and mutually beneficial partnerships by mobilizing students, staff and faculty volunteers in schools, food banks, community gardens, and Habitat for Humanity, to name a few. The connection between citizen and community has become Parkland's calling card and a bond that PLU students looking to serve have come to respect and emulate.

## Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: [www.imsearch.com/6807](http://www.imsearch.com/6807). Electronic submission of materials is strongly encouraged.



*Recruiting exceptional leaders  
for mission-driven organizations*

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*Pacific Lutheran University is an equal opportunity employer and welcomes applications from members of historically underrepresented and minoritized groups, veterans, persons with disabilities, and others who would bring broadly diverse perspectives, experiences, and backgrounds in educational, research, or other work activities.*