Texas A&M University (Texas A&M or TAMU) invites nominations and applications for the position of Dean of the College of Nursing (College or CON). Part of Texas A&M University System (TAMUS), Texas A&M is the oldest and largest public university in Texas with three campuses, over 3,700 faculty, and an enrollment of 66,425 students. The University is a member of the Association of American Universities and a Tier 1 research university, ranking in the nation's top 20 for total research expenditures with $892 million in FY2016. The College of Nursing, one of nineteen colleges and schools at TAMU, became a part of TAMU in July 2013 when the CON’s former home, Texas A&M Health Science Center (TAMHSC), merged with TAMU.

Since its founding in 2008, the College of Nursing has developed rapidly into an outstanding college of nursing. Enrollment has grown from an initial cohort of 40 undergraduates to 437 undergraduate and graduate students. In addition to offering traditional and second-degree BSN programs, the CON launched the online RN-to-BSN program in 2010, the MSN in Nursing Education program in 2014, the MSN Family Nurse Practitioner program in 2015, and plans to add new doctoral and master’s degree programs. The College was named a Center of Educational Excellence by the National League of Nursing in 2016—a designation of education excellence. Its graduates are among the best prepared baccalaureate and master’s level nurses, with 97 to 100 percent pass rates on the National Council Licensure Exam (NCLEX-RN) and nursing practitioner boards in most years. CON graduates seeking employment have a 95 percent job placement rate within three months of graduation.

As only the second leader in the CON’s eight-year history, the new Dean will have the opportunity to shape the next period of growth at the College and define the future of nursing at TAMU. Nursing faculty, staff, and students are incredibly proud of their college. The CON aspires to continue its growth while maintaining an unwavering dedication to educating exceptional nurses, providing an outstanding student experience, building its research profile, and addressing health disparities and outcomes. This is an opportunity for a proven nurse leader to build upon the CON’s solid foundation, propel the College forward, and make a dramatic impact on health care in the state of Texas and beyond. S/he will be well supported in these efforts by a community that embraces bold ideas.

The CON seeks in its next Dean an experienced nursing leader with excellent communication and interpersonal skills who is excited to work in an entrepreneurial, mission-focused environment. S/he will be diplomatic, persuasive, and comfortable engaging with a variety of constituencies. The Dean will expand and diversify revenue sources, including cultivating private donors and launching new initiatives. S/he will play a leading role in recruiting diverse and talented faculty, and oversee the development and mentoring of faculty at all levels. S/he should demonstrate a keen understanding of the changing health care
environment and how to prepare the next generation of nurse leaders, including a proven commitment to diversity, and interprofessional health care education and delivery.

In order to fulfill accreditation requirements, nominees and applicants must be a registered nurse (RN) with a graduate degree in nursing and hold a doctoral degree. Significant experience in nursing leadership, education, scholarship and research appropriate for a Professor at TAMU is expected.

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

THE ROLE

Reporting to the Executive Vice President and Provost, the Dean serves as the chief academic and administrative officer of the CON and is responsible for providing energetic, forward-thinking, and effective leadership for the College. The Dean will oversee the academic and financial administration of the CON to ensure its continued development towards national prominence as a college of nursing, and will enhance the College’s research activity. The Dean will work with other deans to ensure innovative and effective interprofessional education programs are offered to all students. Additionally, the Dean will work closely with the Vice Chancellor of Health Affairs on the development of visionary practice plans that include outreach and service to many communities.

KEY OPPORTUNITIES AND CHALLENGES

There are substantial opportunities awaiting the new Dean of the CON in the future. Specific opportunities and challenges include the following:

Articulate a strategic vision for the College’s continued growth

The CON’s rapid growth has happened organically and it is now considering numerous pathways for future development. Important decisions need to be made about how the CON deploys its resources, including its involvement in south and east Texas, adding new degree programs, building its research profile, incorporating distance education delivery, and increasing enrollment. This transition in leadership is the ideal moment to consider these choices, define key priority areas, and form a new strategic plan for the CON. The next Dean should think boldly about what the College can achieve in order to have the impact it desires. The plan should capitalize on the College’s strengths and assets, promote interprofessional activities, and reflect TAMU’s land grant mission of service to the state. The Dean, along with faculty, will then need to organize the resources and support necessary to achieve the CON’s goals.

Strategically grow research and scholarship that influences clinical practice and education

The CON was originally established with a primary goal of training excellent clinicians. The merger of the health science campus with TAMU, a research intensive university, brought a cultural shift and increased expectations for research productivity at the CON. Nursing faculty have responded with enthusiasm and are very interested in developing their programs of research and scholarship. The next Dean will continue efforts to develop a stronger research profile, promoting an academic environment where research and scholarship productivity are critical priorities. The next Dean will need to organize the faculty around research foci (themes could include forensic science, health disparities, rural health care, gerontology, vulnerable populations, and others). S/he will support the development of research teams, promote faculty involvement in interprofessional and translational research collaborations, build faculty recruitment, development, and mentoring programs, and ensure there is an appropriate level of research infrastructure in place. TAMU is a highly collaborative environment and the College has access to vast resources for
research through the University and system wide. The Dean will carry out this work in a way that conveys equal support for the four missions of the College, and for both the research-focused faculty and the clinical faculty who carry out these missions.

**Steady rapid growth with appropriate infrastructure and resources to sustain excellence**

The College, in less than ten years, has grown from 40 undergraduate students and 7 faculty to 437 undergraduate and graduate students and 60 faculty. The College now also includes two campuses and sites in south and east Texas. The policies, procedures, and staffing necessary to run the CON are being developed and refined as the College grows. The Dean must evaluate the CON’s needs and then consider if, how, and when to expand the administration, functions, systems, and expectations that undergird a successful student body, faculty, and staff.

**Develop and maintain critical relationships inside and outside the University**

The Dean will be a committed, visible member of TAMU and surrounding community. S/he will be expected to build strong relationships with faculty, staff, students, and alumni; University and System leaders; state nursing organizations and boards; clinical, education, and research partners; current and potential donors; and key professional, academic, and community/clinical organizations. The Dean will need to be thoughtful about strengthening the CON’s position on campus, building strategic partnerships, and advocating for the CON. The Dean will work closely with other deans to create an outstanding academic and clinical interprofessional environment that will support collaborative curriculum efforts. Additionally the Dean will need to look beyond Texas to enhance the College’s national reputation, engagement, and impact.

**Support and grow a vibrant and diverse internal community**

As the College evolves, the next Dean will drive the recruitment, development, and retention of excellent faculty, staff, and students. CON faculty bring a range of experience, from those who have spent significant time at other colleges of nursing to those who are in their first teaching position. The Dean will need to lead the development of a strong faculty mentoring program for all levels of faculty, and nurture their development into outstanding educators, researchers, and clinicians. Simultaneously, the Dean must recruit new faculty from diverse backgrounds, particularly tenure track faculty, who can assume faculty roles requiring senior leadership, and mentor a new generation of faculty researchers and teachers. A successful Dean must have both the intellectual stature and broad talents to help attract outstanding new faculty members, and the interpersonal skills and style to ensure faculty retention.

The Dean will be looked to as a leader who fosters and continually reinforces a climate of acceptance and inclusiveness where all members of the CON community have the ability to reach their individual and collective potential. S/he will personally demonstrate a commitment to diversity and inclusion; maintain an environment that operates based on openness, civility, and respect; and enhance the College’s work in preparing culturally competent health professionals with the skill and knowledge to address health disparities and outcomes. S/he will also work with others to recruit and retain a diverse faculty and staff, and to identify and execute effective means of marketing the College to prospective students at all levels and from all backgrounds.

**Attract diverse financial resources to the College**

It is expected that the Dean will energetically seek funds to support the CON’s efforts from a wide range of sources including private philanthropy and foundations. S/he will work in conjunction with the development team to increase the amount of private funding and foundation support the College receives.
There are significant resources that can be accessed by the Dean, including incredibly supportive and engaged TAMU alums, if s/he can present to donors a compelling vision for the mission of the College today and into the future.

QUALIFICATIONS AND CHARACTERISTICS

The Texas A&M College of Nursing seeks a Dean with broad intellectual capacity, scholarly credentials, and proven leadership and managerial ability. While no one person will possess them all, the successful candidate will embody many of the following qualifications and attributes:

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

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

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


Texas A&M seeks candidates whose experience, teaching, research, or community service has prepared them to contribute to its commitment to diversity and excellence. Texas A&M is an Equal Opportunity/Affirmative Action Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, age, or protected veteran status.
ABOUT THE TEXAS A&M UNIVERSITY SYSTEM (TAMUS)

In 1876, Texas A&M, a land grant university, was established as Texas’ first public institution of higher learning. TAMUS is now one of the largest systems of higher education in the nation, with a statewide network of 11 universities, seven state agencies, two service units, and a comprehensive health science center. More than one in five students in a public university in Texas is enrolled in a TAMUS institution. TAMUS educates more than 131,000 students and reaches another 22 million people through service each year. With nearly 28,000 faculty and staff, TAMUS has a strong presence throughout the state.

ABOUT TEXAS A&M (TAMU)

TAMU is the flagship university in TAMUS and is located in College Station, about 90 miles northwest of Houston and within a two- to three-hour drive from Austin and Dallas. With 19 colleges and schools, including branch campuses in Galveston and Qatar, the University is one of the most diversified and comprehensive institutions in the nation. TAMU’s main campus is home to over 65,000 students, with more than 436,000 former students worldwide. The main campus is one of the largest in the United States, spanning 5,200 acres, and is home to the George Bush Presidential Library.

With more than 130 undergraduate degree programs, 170 master's degree programs, 93 doctoral degree programs, and five first professional degrees as options for study, TAMU’S approximately 3,500 faculty have a broad array of subject expertise. Research brings faculty and students together. More than 4,400 undergraduate students enroll in research courses each year and many more participate in research projects.

TAMU is deeply committed to access and inclusivity. Approximately 25 percent of TAMU students are first generation, 20 percent are Hispanic, and nine percent are international. TAMU is 1st in Texas in four, five, and six-year student graduation rates for both overall students and for minority students. TAMU has the largest ROTC program and largest uniformed student body outside of the U.S. service academies, making it ranked by Best Value Schools as #1 in the country on the list of Best College for Veterans (2014). Texas A&M is in the top ten universities in enrollment of National Merit Scholars, ranks as the #1 public US university for students studying abroad, and 22nd among US universities in enrollment of international students (nearly 7,000).

Graduates take great pride in being an Aggie. With numerous deeply rooted traditions and values, Aggies have great loyalty and dedication to one another and to TAMU. The Aggie Spirit is tangible on campus and in the College Station community. From the way Aggies greet each other with “Howdy!” to the rings Aggies wear on their right hands, pride for TAMU is strong.

ABOUT TEXAS A&M HEALTH SCIENCE CENTER (TAMHSC)

Founded in 1999, the Texas A&M Health Science Center (TAMHSC) was established as an independent state agency of TAMUS to organize all health-related entities across the System into one comprehensive health-related institution. Founding academic units included the College of Medicine, College of Dentistry, Institute of Biosciences and Technology, and the then-proposed School of Rural Public Health. Following creation of the Irma Lerma Rangel College of Pharmacy in 2006 and the CON in 2008, the institution transitioned in 2013 into an academic unit of TAMU while still maintaining its state agency status. TAMHSC now has a College of Nursing, College of Medicine, School of Public Health, Institute of Biosciences and Technology, and the Rangel College of Pharmacy.

As the most comprehensive health science center in Texas, TAMHSC is dedicated to addressing today’s health care needs through forward-thinking medical research, service and health professions education. Impacting nearly every county in the State of Texas with education, research and outreach programs, the
ABOUT THE COLLEGE OF NURSING (CON)

Mission

The mission of the College of Nursing “is to educate professional nurses today and leadership of tomorrow through the provision of excellent education programs in nursing. The College will identify, attract, and graduate students of high potential, especially those from groups who have been historically underrepresented in Texas health care. Furthermore, this mission will facilitate individuals, families, and groups in achieving the maximum state of well-being through education of highly skilled nurses, research and service. The mission of the College is enhanced through faculty contributions to community service, leadership, practice, and research.”

History through Today

As TAMHSC focused its energy and resources on addressing the needs of the local region, its leaders noticed a growing need for nursing education programs in Texas. In 2005, the System Board of Regents authorized the TAMHSC to request approval from the Texas Higher Education Coordinator Board for planning authority for a new nursing program. To launch the new nursing program, the TAMSC partnered with the College of Nursing and Health Sciences at the Corpus Christi campus to provide an accelerated nursing program in both Corpus Christi and Bryan-College Station. The partnership was established cooperatively with the intentional plan to eventually create two independent programs. Following this growth, the TAMHSC College of Nursing at Bryan was approved and began independent operations in 2008.

In July 2013, TAMU merged with the Texas A&M Health Science Center, bringing it under the administrative control of TAMU. The TAMHSC retained its status as a Health-Related Institution (for state funding purposes) while administratively becoming part of TAMU. The CON currently has 60 faculty, 437 students, and campuses and locations in Bryan, Round Rock, McAllen, and Lufkin.

Academic Programs

The CON currently offers the following programs and degrees:

- Master of Science in Nursing Education (MSN-Ed)
- Master of Science in Nursing Family Nurse Practitioner (MSN-FNP)
- Graduate Certificate in Forensic Health Care
- Bachelor of Science in Nursing (BSN) in one of three tracks:
  - Traditional track: for students earning their first bachelor’s degree
  - Second Degree track: for students who have a bachelor’s in another field of study
  - RN-to-BSN: for registered nurses with an associate’s degree who return for online education to earn their bachelor’s degree

Plans are underway to add a Master’s in Forensic Nursing, as well as a Doctor of Nursing Practice (DNP) program and a PhD in Nursing degree programs.

Administrative Structure
The Dean of the CON oversees 6 direct reports, including: the Director of Development, the Associate Dean for Academic Affairs, the Assistant Dean for Nursing Research and Evidence Based Practice, the Associate Dean for Student Affairs, the Associate Dean for Finance and Administration, and an Executive Assistant. The overall office of the Dean oversees approximately 30 staff members.

Facilities

The College of Nursing is spread across two physical locations: the Bryan Campus (2 miles from TAMU’s main campus at College Station) and the Round Rock campus. The Bryan campus hosts the Health Profession Education Building (HPEB), which was designed specially to facilitate the mission and expansion of the institution. CON and the College of Medicine share space in the HPEB, which increases interactions between students and increases opportunities for interprofessional education. The 138,000 square foot facility has 27,000 square feet of clinical simulation space and is state of the art in terms of clinical simulation centers and audio-video equipment to facilitate distance education, learning, and communication. The facility also features the Clinical Learning Resource Center, a nursery, two hospital rooms, a labor and delivery room, 15 clinical exam rooms, a Physical Diagnosis lab, and an operating and trauma room. The Round Rock Campus building is a 138,000 square foot facility and has many of the same state of the art facilities as the Bryan campus. The College of Nursing also has Locations in McAllen and Lufkin, Texas.

Clinical Education and Patient Care

The College of Nursing has agreements with more than 150 clinical sites, providing real-world practice for students in hospital and clinical settings, with particular emphasis on service to rural and medically underserved populations. Additionally, there are several key clinical locations in the Bryan-College Station area, as well as Round Rock that partner with the CON. These medical centers and clinics have a variety of specialty practices and learning opportunities for students. For more information on these clinical locations, please visit: https://nursing.tamhsc.edu/about/clinical-locations.html

Service

Students, faculty, and staff volunteer in a variety of community-based programs in Bryan and Round Rock. Initiatives include The Texas A&M University System flu clinics; the Bryan/College Station Marathon;
The Big Event, an annual Texas A&M University student-led service project; local health fairs and other charitable events.

**Finances**

The TAMU College of Nursing derives revenues from four principal sources: state support, student tuition and fees, local funds (including private gifts and donations), and externally funded grants. As the CON becomes increasingly financially independent, the Texas Legislature continues to provide funds to support its new academic programs during the time it takes to attain a steady state funding level. TAMHSC also provides institutional funds to support the program start-up in the interim period before CON is fully included in the formula funding process by the state. Overall, the combined aforementioned funds, adequately support the ongoing operations and continued growth of CON.

The budgetary growth of CON has been exponential over recent years. In 2013, the CON’s budget was just under $1.5 million, and the projected 2017 budget is nearly $5 million. The current endowment has a market value of $592,412.

**Leadership**

Dean Sharon Wilkerson, Ph.D., RN, CNE, ANEF, is the founding Dean of the College of Nursing. Dr. Wilkerson previously worked as an associate professor at the Texas A&M University-Corpus Christi College of Nursing and Health Sciences, which has collaborated with the Texas A&M Health Science Center to provide an accelerated nursing program for students in the Bryan-College Station area. Prior to arriving at Texas A&M-Corpus Christi, Dr. Wilkerson was director of doctoral program development at the Purdue University School of Nursing. Dr. Wilkerson's specialty is pediatrics.

Dr. Karan Watson Ph.D., P.E., is the Chief Academic Officer at TAMU. Dr. Watson was appointed provost and executive vice president on March 8, 2011. She had served in the interim position since July 28, 2009. She previously served as vice provost at Texas A&M University from December 2008 to July 2009 and as dean of faculties and associate provost from February 2002 to December 2008. She joined the faculty of Texas A&M University in 1983 and is currently a Regents Professor in the Department of Electrical and Computer Engineering and in the Department of Computer Science and Engineering. Dr. Watson will be stepping down from her position in summer 2017. A search is underway to identify her successor.

**Alumni and Development**

Though still in its infancy, the CON is proud of its 646 alumni Aggie nurses. Last year, the CON graduated its largest class of nurses since the program’s founding, including its first cohort of master’s students.

In 2016, the CON received nearly a quarter of a million in philanthropic funding from individuals, corporations, and foundations. The CON is working towards increasing funding for endowed chairs and professorships, student scholarships, expanding the BSN program to the Rio Grande Valley, supporting the FNP program, and expanding the research portfolio. Currently, TAMU is in a $4 billion capital campaign, and the CON has a campaign goal of $1 million.