



**Dean, College of Nursing, Marquette University
Milwaukee, WI**

“Marquette University aspires to be, and to be recognized, among the most innovative and accomplished Catholic and Jesuit universities in the world, promoting the greater glory of God and the well-being of humankind. We must reach beyond traditional academic boundaries and embrace new and collaborative methods of teaching, learning, research and service in an inclusive environment that supports all of our members in reaching their fullest potential. Marquette graduates will be problem-solvers and agents for change in a complex world, so in the spirit of St. Ignatius and Jacques Marquette they are ready in every way to ‘go and set the world on fire.’” – Marquette University Vision statement

THE SEARCH

Marquette University (Marquette), a private, coeducational, Catholic, Jesuit institution, seeks an experienced, creative, and collaborative leader to assume the position of Dean of the College of Nursing (MUCN). The University was founded in 1881 by the Society of Jesus (Jesuits) and has since grown to be a major private research university. The University community includes 11,550 students (70% of whom are undergraduates), 1,250 faculty, and 1,425 staff who believe in transformational education that encompasses the whole person, in lifelong learning, in service to others, and in creating a more just society. The University has achieved recognition for connecting academic excellence and service to others, which is intrinsic to a Jesuit education. The University ranked 83rd for national universities in the *U.S. News & World Report* 2022 edition of America’s Best Colleges. Marquette is deeply connected to the community with 80% of students participating in community service.

Founded in 1936, the Marquette University College of Nursing is an excellent and growing college grounded in the values of the Ignatian tradition with a focus on excellence, faith, leadership, and service. It is home to nationally renowned faculty who are shaping nursing education, research, and practice. *U.S. News & World Report* ranked the College’s undergraduate Bachelor of Science in Nursing (BSN) program 43rd out of almost 700 programs. Its online graduate program ranks 47th among Best Online Nursing Programs nationally — up 11 spots from last year, and up more than 100 spots from 2019. The College recently received grants to support innovative work in telehealth, advanced simulation, and artificial intelligence.

Reporting to the Provost, the next Dean of MUCN will have the opportunity to lead the College’s continued growth and excellence. The College will complete renovations to its new home on campus and move into a new 103,000 square-foot space in 2024. This move coincides with planned growth to its undergraduate

program from 150 to 250 new students per year. Additionally, MUCN recently completed a strategic plan with six priority areas: excellence in teaching and learning; advance diversity, equity, and inclusion; leaders in practice distinction; mutually beneficial partnerships; research engagement and translation; and strategic program growth. The College is excited to welcome a new Dean to advance these strategic priorities.

The next MUCN Dean will empower and integrate a talented group of faculty and staff, support strong faculty governance, increase research productivity and funding, ensure an outstanding student experience, promote interprofessional healthcare education and delivery, nurture a diverse and inclusive culture, and sustain vital internal and external relationships. The Dean will be an excellent relationship builder and communicator, who will serve as a strong advocate for the College and attract resources to further its mission. The Dean will deeply understand the dynamic healthcare environment and how to prepare the next generation of nurse leaders. Moreover, the next Dean will embrace Marquette's Catholic, Jesuit mission and an unwavering commitment to providing students with a transformational education.

Nominees and applicants must be a registered nurse (RN), hold a graduate degree in nursing, and a doctoral degree. The Dean must demonstrate accomplishments appropriate for a tenured appointment as a full professor at Marquette University. Significant experience in nursing leadership is required. Deep understanding of nursing education, practice, and research or scholarship is expected.

MARQUETTE UNIVERSITY

As an institution committed to both teaching and research, Marquette offers undergraduate programs in 164 majors and minors and more than 68 doctoral and master's programs. The University is organized into 11 colleges and schools: Helen Way Klingler College of Arts and Sciences; J. William and Mary Diederich College of Communication; College of Education; Opus College of Engineering; College of Business Administration; Graduate School of Management (housed within College of Business); College of Health Sciences; College of Nursing; Graduate School; School of Dentistry; and Law School.

Marquette's 7,660 undergraduate and 3,660 graduate students hail from almost every state in the U.S and from more than 80 countries with 65% of undergraduate students coming from outside of Wisconsin. Of the 1,653 students who matriculated in the Class of 2022, 34% graduated in the top 10% of their high school class. The University's leadership continues to be committed to creating a diverse student body: 58% of Marquette's first-year students are women, 34% are students of color, and 24% are first-generation students. 88% of first-year students live on-campus.

Marquette students are encouraged to "Be the Difference." Their education within and outside the classroom is guided by Jesuit values including *care for the whole person, women and men for and with others*, and *striving for excellence*. The University aims to graduate students who are transformed by their education and who, in turn, will transform the world.

THE COLLEGE OF NURSING

Marquette University College of Nursing (MUCN) offers a variety of programs including the bachelor of science in nursing, master of science in nursing, post-master's certificates, doctorate of nursing practice, and doctor of philosophy on its main campus location in Milwaukee. The College also offers a Direct Entry MSN program in Pleasant Prairie, Wisconsin, 40 miles south of Milwaukee, and an Adult-Gerontology

Acute Care Nurse Practitioner program in Indianapolis, Indiana. As of fall 2021, the student body is comprised of 1,325 students: 635 undergraduates, 690 graduate/professional students. Teaching within the College of Nursing is facilitated by 201 instructional faculty members: 63 full-time (22 of whom are tenured or tenure-track) and 138 part-time. The CON is supported by the work of 32 dedicated staff members (28 full-time and 4 part-time). Marquette nurses can be found across the country and the globe, making a difference in largest numbers in the southeastern Wisconsin and northern Illinois communities.

THE ROLE

The Dean reports to the Provost and is the chief administrative and academic officer of the College of Nursing with responsibility for its strategic, research, academic, clinical, and business affairs. The Dean has overall responsibilities for developing an inclusive and collegial environment that supports excellence in teaching, research, practice, and service. The direct reports to the Dean include the Associate Dean for Research, Associate Dean for Graduate Programs, Associate Dean for Undergraduate Programs, Director of Academic Business Affairs, Director of PhD Program, Director of Institute for Palliative and End of Life Care, and the Director of Institute for Natural Family Planning. As part of Marquette's leadership team, the Dean interfaces with central administrative offices, advisory councils, deans of other Marquette schools and colleges, accrediting agencies, and various professional organizations.

OPPORTUNITIES AND CHALLENGES

There are substantial opportunities and challenges awaiting the new MUCN Dean in the future:

Maintain a positive College culture centered on the Catholic, Jesuit mission and a commitment to diversity, equity, and inclusion

The Marquette nursing community lives its mission and values. Those connected to the College describe a strong sense of comradery and community, and a clear focus on *cura personalis* - care for the whole person. The next Dean will continue to nurture this community, ensuring transparent communication, celebrating student success, and recognizing the talents and contributions of all members of the College. The Dean will personally demonstrate a commitment to diversity and inclusion, and support the College's initiatives like *Project BEYOND-2* and the new diversity committee.

Maintaining the College's special culture will be essential as the College grows and moves into its new space. A major design goal for the new home in the renovated Straz Hall is to foster a sense of connection and collaboration, in addition to supporting innovation and efficiency, and promoting health and wellness. The Dean 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.

Sustain excellence and the Marquette Nurse as the College grows

MUCN is exceling on every dimension of academic excellence as measured by enrollment, retention, graduation rates, applicant characteristics, NCLEX exam results, and career outcomes. Given this success and the College's commitment to the community, MUCN has a goal of increasing undergraduate BSN enrollment from 150 to 200 first-year students, as well as increasing the number PhD, MSN, and DNP students by the fall of 2022. The next Dean will passionately support and manage this growth, bringing the Marquette Nurse -- defined by *cura personalis*, courageous leadership, a passion for social justice,

engaged, critical thinking, and advocacy for the vulnerable -- experience to more people while ensuring that MUCN's innovative curriculum, exceptional teaching, and the quality of the Marquette Nurse is sustained. The Dean will work with clinical partners to ensure MUCN graduates are prepared for the practice environment, ready to address health equity issues, and adroit with technology and telehealth.

The College community came together to develop an inspiring and ambitious strategic plan that was finalized in February 2020. The next Dean will lead the College in executing on this plan, evaluating progress, and making refinements. There will be important decisions ahead for the next Dean; it will require a savvy leader who can effectively evaluate competing priorities and make decisions. To be successful, the Dean will be an inclusive and decisive leader who can innovate and see where the nursing profession and healthcare are headed.

Attract diverse financial resources to support growth

Alumni couple Darren and Terry Jackson made a transformational gift of \$31 million to MUCN in 2020. The gift will fuel scholarships, increase diversity, drive innovative healthcare advances, and support strategic initiatives in the College. The next Dean will build on this philanthropic momentum and be an innovative leader who will present a compelling vision for MUCN and energetically seek funds to support the College's efforts from a wide range of sources, including private philanthropy and foundations. Current and future needs include completing the campaign for the College's new home, student scholarships, and faculty support to accelerate faculty development, research, and scholarship. The Dean will work in conjunction with the University's development team to communicate MUCN's achievements as well as its ambitious plan for the future to alums, community members, foundations, and others interested in supporting the College.

Embracing opportunities for the College to continue its growth

In 2021, the Board of Trustees supported the funding for the facility repurposing and renovating of Straz Hall which will become the College's new home. The next Dean will oversee much of the final planning and transition of the College into this new physical space. The new building will include flexible, active learning-style classrooms and laboratories, along with associated support spaces, faculty and administrative offices, and student-focused gathering areas. It will also include state-of-the-art operatories and laboratories, and additional research space. The new building will allow for planned enrollment growth, enable innovations in how students are educated, and expand research opportunities. For the next Dean it is the opportunity to take a truly forward-thinking approach to nursing education and realize pathways for the College to continue to grow and advance its impact in physical and digital spaces

Grow research and linkages with research in other areas of Marquette

The next Dean will support a culture of excellence in research and scholarship. MUCN faculty are engaged researchers who are building the science of nursing and nursing education. Federal research grants grew to \$6.2 million in FY20 from \$4.9 million in FY19. The Dean will continue this growth trajectory, promoting a scholarly culture, ensuring there are impactful mentoring programs for faculty, attracting additional research faculty, and ensuring that the right administrative structures, staffing, and supports are in place to promote productivity. Given Marquette's collaborative culture, the Dean will also encourage interprofessional research partnerships with other colleges and schools on campus, as well as locally and regionally with clinical partners, other institutions in the area, and the regional Clinical and Translational Science Institute (CTSI) with the Medical College of Wisconsin (MCW).

Serve as a visible advocate and champion for MUCN

Faculty in the College of Nursing seek a Dean with the interprofessional and interpersonal expertise to represent the College effectively at the highest level. The Dean will be viewed as a committed, visible part of the Marquette and greater Milwaukee communities and build strong relationships with faculty, staff, students, and alumni; the Wisconsin Board of Nursing; clinical, education, and research partners; current and potential donors; and key professional and academic organizations. The Dean will also foster strong ties with University leadership including the President, Provost, and other deans.

Beyond Wisconsin, the Dean will enhance the College's national recognition, engagement, and impact. The opportunity for the new Dean is to find ways to both be personally involved and facilitate significant faculty participation in national discussions regarding the changes taking place in healthcare and health science education. The Dean can help publicize the great work already happening at MUCN while ensuring that the College remains intimately connected and responsive to emerging trends, issues, and opportunities that will have an impact on the next generation of nurses.

THE SUCCESSFUL CANDIDATE

While no one candidate will embody every quality, the successful candidate will bring many of the following professional qualifications and personal attributes:

- Registered nurse (RN) with a graduate degree in nursing and a doctoral degree
- Current or eligible RN licensure to practice nursing in the state of Wisconsin
- Ability to and interest in contributing to the Catholic, Jesuit dimensions of Marquette and MUCN
- Significant experience in nursing leadership, education, practice, and research or scholarship
- Qualified for appointment as a tenured full professor at MUCN
- Demonstrated commitment to diversity and fostering an inclusive environment
- Outstanding oral and written communication skills
- Exceptional interpersonal skills, including collegiality and collaboration
- Broad vision of nursing and healthcare
- Creative and innovative leader in program development and expansion
- Commitment to undergraduate education
- Interest in and capacity to achieve success in fundraising and philanthropy
- Proven ability to build effective partnerships within a college, university, and broader community
- Decisive, confident leader
- Success as a mentor to faculty and students
- High standard of professional integrity and strong sense of professional ethics
- Proven ability to engage students, faculty, staff, alumni, administration, external funding agencies, accrediting bodies, clinical and community partners, and other stakeholders

Marquette 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 Amy Segal and Neeta Mehta via www.imsearch.com/8230.

Marquette University affirms its longstanding commitment to the principle of equal employment opportunity regardless of race, color, gender, age, sexual orientation, religion, disability, veteran's status

or national origin. Marquette affirms its commitment to the principle of affirmative action and its commitment to abide by state regulations and federal laws pertaining to equal employment opportunity. To learn more, see http://www.marquette.edu/mission/prospective_plan.shtml.

APPENDIX

THE COLLEGE OF NURSING

History

MUCN's rich history traces back to 1888 with the establishment of the Trinity Hospital School of Nursing, which later associated with Marquette. In 1916, this association became the MU School of Nursing, a three-year diploma program. In its continual pattern of responding to societal need and innovation, in 1923, the school became MU Central School of Nursing, an affiliation of Catholic nurse training programs in the Milwaukee area. During the time that the MU Central School of Nursing was in operation, St. Joseph's Hospital School of Nursing, founded in 1898, was an affiliate school. Sr. M. Berenice Beck, O.S.F., PhD, director of the St. Joseph Hospital School of Nursing, was among the first nurses in the United States to earn a doctoral degree. Through her adept negotiations, St. Joseph Hospital School of Nursing became MU College of Nursing in 1936. In 1938, the Master of Science in Nursing became a program in the Graduate School. In 2003, the PhD program was opened, and in 2008, the Doctor of Nursing Practice (DNP) program began admitting students.

Mission statement

Through a transformational Catholic, Jesuit education, Marquette University College of Nursing prepares nurse leaders to promote health, healing, and social justice for all people through clinical practice and development of nursing knowledge.

Vision statement

The Marquette College of Nursing will be a premier program that prepares an increasingly diverse community of clinicians, leaders, educators, and researchers who transform health care and will be the College of choice for those who are committed to the following:

- Providing high-quality, compassionate care focused on individuals, families, and communities.
- Advocating for social justice to eliminate health inequities.
- Engaging community partners to promote health care for all.
- Generating, evaluating, and applying knowledge to improve health and education outcomes.
- Creating a dynamic, innovative learning community.
- Leading change to improve the health care environment.

Diversity, Equity, and Inclusion

Diversity, equity, and inclusion (DEI) efforts are high priority for the MUCN and there has been considerable energy, focus, and planning has occurred in this area. The MUCN strategic plan identifies four main objectives in advancing diversity, equity, and inclusion: to increase enrollment, retention, and graduation rates for all under-represented students in programs with aspirational goals of matching the average success rates within MUCN; increase the number of African American students entering and graduating from the College with the goal of achieving a significant increase of African American students in order to mirror the population they serve; increase the number of underrepresented faculty and staff; and finally, create an environment of inclusivity, transparent teaching design and equitable support in the

college for faculty, staff, and students. The College has increased the diversity of its faculty over the last four years, held forums on DEI, conducted implicit bias trainings, organized discussion groups on anti-racism books/readings, issued a Statement of Solidarity and a Diversity & Inclusion Statement which were placed in visible places around its campuses in Pleasant Prairie and Milwaukee.

Project BEYOND-2 (Building Ethnic Youth Opportunities for Nursing Diversity) is a MUCN program designed to increase diversity in the nursing workforce that includes an intensive four-day summer program, workshops and networking events, mentorship models, customized assessments and academic planning, and access to additional resources including scholarships. This project is supported by the Health Resources and Services Administration (HRSA) which just restored its grant. To date, in excess of \$1 million has been distributed in stipends and scholarships.

Academic Programs

The Marquette University College of Nursing offers a variety of education programs and degrees at both the graduate and undergraduate level.

Undergraduate programs

MUCN offers a Bachelor of Science in Nursing (BSN) program. Students are admitted directly into MUCN's baccalaureate program as freshmen or as advanced standing transfer students. Graduates of the BSN program consistently pass the national licensing exam on their first attempt at levels higher than the national average. Honors BSN and BSN R.O.T.C. program options are also available. Marquette was selected by the Army for excellence as a Partner in Nursing Education and has the largest Navy Nursing R.O.T.C. in the nation.

Graduate Programs

MUCN offers a variety of graduate degree and certificate programs:

- *Master of Science in Nursing (MSN)*: Students can specialize in acute care nurse practitioner, adults, adult-gerontology, children, nurse-midwifery and healthcare systems leadership. Non-nursing ADN programs are offered for individuals who do not currently have a nursing degree or have an ADN and wish to pursue a master's in nursing.
- *Doctor of Nursing Practice (DNP)*: The DNP curriculum includes translational research, epidemiology, informatics, statistics, advanced clinical practice, health policy and professional issues. BSN to DNP and post-MSN to DNP options are available. Specializations include Adult-Gerontology Primary Care Nurse Practitioner, Adult-Gerontology Acute Care Nurse Practitioner, Dual Primary Care and Acute Care Pediatric Nurse Practitioner, Health Systems Leadership, Pediatric Primary Care Nurse Practitioner, Pediatric Acute Care Nurse Practitioner, Nurse Anesthesia, and Nurse-Midwifery (Post-master's D.N.P. only).
- *PhD in Nursing*: The PhD in nursing degree program accepts both post-BSN and post-MSN students. The program's primary focus is on preparing nurse-scientists who will become teachers and scholars.

Outreach and Initiatives

In 2007, MUCN was awarded a Health Resources and Services Administration (HRSA) grant to improve diversity in the nursing workforce. The central focus of the Project BEYOND-2 program is to recruit, retain, and graduate socially responsible BSN prepared registered nurses from economically and/or educationally disadvantaged backgrounds, including those from racial and/or ethnic underrepresented minorities in nursing. More than \$7.5 million dollars have been secured to support students. Additionally, MUCN received a Scholarship for Disadvantaged Students grant for two consecutive 5-year funding cycles to provide scholarships for BSN students from disadvantaged backgrounds for a total of \$10.7 million. More recently, an additional \$976,584 was awarded for a Nursing Workforce Diversity-Eldercare Enhancement grant to strengthen the eldercare workforce in underserved and rural communities. The intent is to develop competencies in nursing care to meet pressing needs, address health disparities, contribute to greater diversity and inclusion in nursing, advance health equity, and promote future employment in underserved areas. In these ways, graduates will contribute to the future nursing workforce with the resilience and confidence to eliminate disparities and generate health equity. Sustainability of Project BEYOND-2 is crucial, as the number of economically/educationally, first-generation, and underrepresented minorities at MUCN continues to grow.

The Institute for Natural Family Planning (NFP) was established in 1997 for the purpose of providing professional education, research, and service in natural family planning. The three major goals of the institute are to provide online NFP teacher training for health professionals; conduct research and scholarship in NFP; and develop and offer innovative NFP services. Professional nurses who are specialists in teaching natural family planning provide couples with beginning educational sessions held monthly or as needed to address their unique needs.

The Wisconsin Geriatric Education Center (WGEC), a national initiative of the U.S. Department of Health and Human Services, is focused on improving the accessibility and quality of primary healthcare for the geriatric population. For more than twenty years, the WGEC has been administratively housed at Marquette and has operated as a formal consortium of academic and healthcare organizations. WGEC has been under the purview of MUCN and nursing faculty since 2010. WGEC is working to forge new partnerships and pursue new opportunities to advance geriatric education.

Launched in 2003, the Institute for Palliative and End of Life Care (IPEOLC) at MUCN is committed to changing the status of palliative and end-of-life care through its education, research, practice, interprofessional, collaborative, and community engagement endeavors. The Institute hosts an interdisciplinary palliative care course for students across Marquette. Mentorship, guidance, advisement, and scholarship support is available to MUCN students pursuing interests in palliative and end-of-life care issues. Additionally, the Institute hosts presentations and colloquia at regional and local conferences, featuring nationally recognized experts in palliative and end-of-life care. Educating students across disciplines and programs of study about palliative care, contributing to development of nursing competencies for palliative care, promoting research to improve understanding and ultimately care in this realm, and reaching out to the community remain central to IPEOLC's efforts.

Research

Based on the mission of equity and social justice, MUCN faculty experts conduct research within three overarching foci: community engagement, nursing education, person-centered. In 2020, 24 external grants were submitted totaling almost \$10 million; six grants (three federal and three foundation) were awarded totaling nearly \$6.2 million.

Telehealth

MUCN has launched a telehealth-virtual accelerator. The College received a \$1.5 million start-up grant from a private family foundation to advance telehealth care practices to better prepare future nurses and provide timely care to the community's diverse patient populations. The grant will empower next-generation nurses to explore and enhance effective virtual care delivery. In addition to addressing the education of students, the "Marquette Telehealth-Virtual Care Model" will educate practicing clinicians and patients using telehealth distance modalities over a three-year period. The accelerator is a gateway to explore the innovation around training, tools and tactics for students, providers, and receivers of healthcare.

Facilities

MUCN is currently housed in Emory T. Clark Hall on the west side of the Marquette campus. The 46,000-square-foot building includes office, classroom, and laboratory space. The Wheaton Franciscan Healthcare Center for Clinical Simulation provides a realistic healthcare environment where students strengthen essential clinical competencies, develop sound clinical reasoning, and prepare for high-risk situations.

New College of Nursing Home

Positioned in the heart of campus, MUCN's new home will be within existing Straz Hall, which will undergo significant repurposing and renovations to meet the requirements and needs of MUCN. The College's new home is located across the Central Mall from one of Marquette's most iconic faith spaces, St. Joan of Arc Chapel – and beside the Church of Gesu. The 63,000 square-foot renovation and 40,000 square foot new construction will enable the MUCN to accommodate the expected growth of its BSN/MSN programs, provide opportunity for more hybrid graduate programming, and bolster the entire University. Total estimated project cost is \$35 million. MUCN is proud to prepare to move into its new home in 2024.

Finances

The College of Nursing's annual operating budget is developed through the University's annual budget building process and supported by tuition revenue, contributions, fees, and service income. The budget and the College's active accounts are managed and monitored by a full-time Director of Academic Business Affairs.

Advancement

In addition to the \$31 million transformation gift from alumni couple Darren and Terry Jackson, the College also aims to grow the number of PhD-prepared nursing faculty and lead in emerging areas, including telehealth education and the mitigation of healthcare disparities with a more diverse workforce. Recognizing the rapidly changing healthcare environment, this gift will support the pressing needs to develop future nurse leaders.

Independent of the gift from the Jacksons, planned gifts, pledges, and outright gifts have totaled close to \$4 million as of May 2021.

The College is supported by one full-time director of development who carries a portfolio of major gift nursing prospects that require dean interaction. The director of development works with Marquette advancement colleagues. In many cases, the Dean plays an integral role in the strategy development, cultivation, solicitation, and stewardship of prospects.

Marquette is in the public phase of the *Time to Rise* comprehensive campaign, currently in its sixth year, and seeks to raise \$750 million for the university. There is a robust volunteer network around the campaign, including a College of Nursing Campaign Committee with several dedicated members. An advancement representative is committed to partnering with the College of Nursing.