



Position Specification

University of Pittsburgh

Dean, School of Nursing

Private and Confidential

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Ref: Dean, School of Nursing
University of Pittsburgh

Our Client

Since 1787, the University of Pittsburgh (“Pitt”) has never stopped pushing the edge of what’s possible. From research achievements to the quality of the academic programs, the University of Pittsburgh ranks among the best in higher education. Faculty members have made notable advances in the humanities and sciences, earning such prestigious honors as the National Medal of Science, the John D. and Catherine T. MacArthur Foundation “genius grant,” the Lasker-DeBaakey Clinical Medical Research Award, and election to the National Academies of Sciences, Engineering, and Medicine. The University ranks in the top five in funded projects from the National Institutes of Health and is the second-most funded from the National Institute of Mental Health.

Alumni have won Nobel and Pulitzer Prizes, led corporations and universities, served in government and the military, pioneered in areas such as MRI and television, conquered Hollywood and The New York Times best sellers list, won Super Bowls and NBA championships, and been inducted into Halls of Fame.

As one of the largest and oldest institutions of higher education in Pennsylvania, the University is a state-related public institution and a member of the Association of American Universities. With a total enrollment of more than 30,000 students on the Pittsburgh campus, Pitt is internationally respected as a center for learning and research that is consistently ranked by the Wall Street Journal/Times Higher Education College Rankings as the top public university in the Northeast. Students come to Pitt from all 50 states, three territories, the District of Columbia and more than 100 countries. Pitt’s inclusive community is an essential component of its excellence. At Pitt, progress is always in progress.

With four regional campuses in Bradford, Greensburg, Johnstown and Titusville, Pitt offers a vast array of opportunities and more than 490 degree and certificate programs. More than 13,600 faculty, research associates, and staff members are employed on the Pittsburgh campus, and another 800 work at the University’s four regional campuses. Pitt offers generous [benefits](#) and values [work-life balance](#). The 132-acre Pittsburgh campus, in the vibrant and beautiful Oakland neighborhood, is co-located with the University’s health sciences schools and adjacent to and affiliated with UPMC, the state’s largest network of community hospitals and one of the largest and most renowned academic medical centers in the United States. Pitt has served as an integral partner and key player in driving the growth of the education and health services super sector in the Pittsburgh metropolitan region.

School of Nursing

The University of Pittsburgh School of Nursing, founded in 1939, is one of the oldest baccalaureate and doctoral education programs in nursing in the United States. As one of the nation’s distinguished schools of nursing, the school’s resources constitute an invaluable asset for the intellectual, scientific, and economic enrichment of health care in Pennsylvania, the nation, and throughout the world. The University of Pittsburgh School of Nursing changes the face of nursing practice by preparing nurses to deliver the highest quality care—care that is guided by research, intellect, and passion.

The Pitt School of Nursing is dedicated to providing undergraduate students with the educational foundation to conduct evidence-based practice, engage in scholarly activities, and translate knowledge to improve healthcare delivery. Graduates possess appraisal/thinking skills, sophisticated clinical practice knowledge, and the ability to translate research into high-quality patient care. The undergraduate program was recently ranked 7th by US News and World and News Report in their first-ever ranking of nursing undergraduate programs.

Pitt Nursing is designated a research-intensive program by the NIH National Institute of Nursing Research. It has been consistently ranked in the top schools of nursing in NIH Funding. Pitt's nurse scientists are internationally known for their research in Genomics, Technology, Aging, Oncology, Health Policy, and Women's Health. The Pitt School of Nursing was the very first school in the nation to have its own on-site Genomics Lab.

Academic Departments Within the School of Nursing:

- **Acute & Tertiary Care** comprised of faculty whose expertise focuses on the care delivered in adult acute and critical care settings, research, health policy, the ethics of health care and the clinical nurse leader program.
- **Health & Community Systems** – comprised of faculty whose expertise focuses on the care of older adults, psychiatric-mental health nursing, nursing informatics, and community health nursing programs and oversees the RN Options and Accelerated 2nd Degree Tracks of the BSN program.
- **Health Promotion & Development** – comprised of faculty whose expertise focuses on the care of the Family (individuals across the lifespan), pediatric and neonatal nursing, maternity nursing, and undergraduate and graduate courses in anatomy and physiology, genetics, and nutrition.
- **Nurse Anesthesia** is a top-ranked program comprised of graduate faculty whose primary expertise is in the theory and practice of anesthesia care delivery for students who will become certified nurse anesthetists.

Each of these Departments serves as the academic home for the preparation of advance practice nurses, primarily at the level of Doctor of Nursing Practice (DNP). A list of tracks and areas of concentration within the DNP program can be found at: <https://www.nursing.pitt.edu/degree-programs/doctor-nursing-practice-dnp>

Degree Programs:

With 90 full time faculty (100% doctorally prepared) and 31 part time faculty at the Oakland campus as well as 11 full time and 15 part time faculty in the regional campuses, Pitt Nursing offers the following degree programs:

- BSN
- Accelerated 2nd Degree BSN
- Master of Science in Nursing
- Doctor of Nursing Practice (DNP)

- Dual DNP/PhD Program
- Doctor of Philosophy (PhD)
- RN to BSN
- RN to MSN – Clinical Nurse Leader
- RN to MSN – Clinical Informatics
- RN to DNP

School of Nursing Mission

- Provide high-quality undergraduate education in nursing;
- Maintain and develop superior graduate programs in nursing that respond to the needs of health care in general and nursing in particular within Pennsylvania, the nation, and the world;
- Engage in research and other scholarly activities that advance learning through the extension of the frontiers of knowledge in health care;
- Cooperate with health care, governmental, and related institutions to transfer knowledge in health sciences and health care;
- Offer continuing education programs adapted to the professional upgrading and career advancement interests and needs of nurses in Pennsylvania; and
- Make available to local communities and public agencies the expertise of the School of Nursing in ways that are consistent with the primary teaching and research functions and contribute to the intellectual and economic development in health care within the commonwealth, the nation, and the world.

Commitment to Diversity, Equity & Inclusion

Building upon the [Plan for Pitt](#), the University of Pittsburgh is committed to becoming an anti-racist institution and creating an inclusive and equitable campus environment—one that welcomes, values and embraces the diverse perspectives of every member of our community. Closing the diversity gap in the health professions, ensuring health equity, and eliminating health disparities are priority objectives for the health sciences schools. The School of Nursing embraces and is committed to diversity, equity and justice in the classroom, and in its interactions with the patients, stakeholders, and communities it serves.

The School of Nursing believes that a special and powerful synergy evolves from a diverse community, equitable, and with an inclusive culture. Equity, inclusivity and diversity are the cornerstone of the School's decision making. Pitt Nursing has an ongoing commitment to use a lens of equity as it reviews the curriculum, policies and procedures, and every aspect that makes up the School. Led by the School's Chief Diversity Officer, Pitt Nursing engages in ongoing processes of climate assessment and community dialogue through its Diversity, Equity, and Inclusion Committee and supports the justice, equity, diversity and inclusion work of other committees such as Faculty Search, Recruitment, Curriculum, Curricular Assessment, the Program Councils, and academic departments and centers.

The Role

University of Pittsburgh (Pitt) seeks an innovative and dynamic nurse leader to serve as the Dean of the School of Nursing. Reporting to the Senior Vice Chancellor for the Health Sciences and Dean of the School of Medicine, Dr. Anantha Shekhar, the Dean of the School of Nursing will set the strategic and programmatic priorities for the School. The Dean will have oversight for the administration and management of Pitt Nursing and for financial stewardship, operational efficiency, talent acquisition and retention, research, professional development, mentorship and teaching. The Dean is expected to lead the School in a manner that enhances its reputation, impact and engagement locally, nationally and globally. The Dean of the School of Nursing is a member of the Health Sciences Cabinet comprised of the deans of all health sciences schools and the associate senior vice chancellors for Health Sciences. The Dean is also a member of the Provost's Council of Deans.

We are searching for an outstanding leader, with a vision to accelerate expanding the nursing workforce, is health care-focused, has a track record of expertise in community-based strategies to address health disparities in and beyond Pittsburgh, and has demonstrated experience in tailoring investments and resources to advance the School of Nursing. The Dean will develop an energizing vision to drive Pitt Nursing into the next era in research, education and service. This vision will include a significant expansion of the BSN and graduate nursing programs. The Dean will bring an innovative and entrepreneurial mindset to educational programs, striving for educational excellence, attraction of national and international applicants and partnering with UPMC and others to explore new approaches to meeting the workforce needs of the nursing field. The vision will incorporate strategies to advance the research agenda, facilitating the building of robust research programs within Pitt Nursing. The Dean will promote the importance of ground-breaking research, grants, publications, and other scholarly activities, while continuing to elevate the already strong national and international reputation. The Dean will partner with the other schools within Health Sciences to identify opportunities for interdisciplinary collaboration in research, education and clinical services.

A strong record of collaborative leadership is essential, as is an energetic and inventive vision for maintaining and growing educational and research programs and recruiting and developing faculty. The Dean will be charged with improving cohesion and shared goals within Pitt Nursing and foster a diverse, equitable and inclusive environment within in the department.

Reporting Structure and Key Relationships:

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|------------------------|---|
| Reports To: | Anantha Shekhar, MD, PhD
Senior Vice Chancellor for the Health Sciences & Dean of the School of Medicine |
| Direct Reports: | <ul style="list-style-type: none">▪ Associate Dean for Student Services & Chief Diversity Officer▪ Associate Dean for Undergraduate Programs▪ Associate Dean for Graduate Clinical Programs▪ Assistant Dean for Administration▪ Associate Dean for Research & Educational Support Services▪ Director, International Affairs▪ Director, PhD Programs |

	<ul style="list-style-type: none">▪ Chair, Department of Acute & Tertiary Care▪ Chair, Department of Nurse Anesthesia▪ Chair, Department of Health & Community Systems▪ Chair, Department of Health Promotion & Development▪ Total Faculty Members: 88 full time, 32 part time
Relates to Internally:	<ul style="list-style-type: none">▪ Peer Deans of Health Sciences▪ Senior Vice Chancellor & Provost▪ Associate Vice Chancellors▪ Assistant Vice Chancellors▪ University of Pittsburgh Leadership▪ Students & Researchers
Relates to Externally:	<ul style="list-style-type: none">▪ UPMC▪ Community & Donors▪ Government▪ International Partner Organizations▪ American Academy of Nursing, National & International Nursing Associations▪ CCNE (Commission on Collegiate Nursing Education)▪ Other Schools of Nursing▪ Government and Regulatory Bodies

Location:

University of Pittsburgh is located in Pittsburgh, PA. Relocation to the Pittsburgh area is required for this role.

Major Responsibilities and Key Competencies

Major responsibilities for the new Dean of Nursing include:

Setting & Executing Strategy

- Identify and articulate the vision for the strategic direction of Pitt Nursing as a national and international leader in healthcare education and research.
- Be actively engaged in implementing a clear and actionable vision to enable Pitt Nursing to differentiate itself from local, national, and international competitors.
- Develop and execute a strategy to lead Pitt Nursing to even greater levels of community engagement and direct participation in the reduction of health disparities and overall improvement of health in the region.
- Enhance the commitment to diversity, equity, inclusion, and the School's efforts to eliminating health disparities.
- Demonstrate the capacity to integrate and collaborate across multiple campuses.

Leading the Education Portfolio

- Drive significant growth of Pitt Nursing education programs, including a significant expansion of the BSN program in partnership with the Senior Vice Chancellor for the Health Sciences. Lead the formulation of distinctive and innovative strategies to expand programs to more closely align with the critical demand for exceptionally well prepared nurses, nurse leaders and nurse educators.
- Ensure the portfolio of educational offerings is robust and achieves excellence across all programs.
- Facilitate the development of new and innovative multi-disciplinary research programs in collaboration with the other schools in Health Sciences.
- Support faculty in adapting education models in alignment with the American Association of Colleges of Nursing (AACN) competency based recommendations for nursing practice as well as models reinforcing evidence based practice.

Leading the Research Enterprise

- Facilitate and guide research, encourage applications for grant support, and promote publication in high-impact, peer-review journals, supporting participation in research and publishing of all interested faculty and staff.
- Facilitate the development of new and innovative multi-disciplinary research programs in collaboration with the other schools in Health Sciences.

Team Development

- Engage in focused, intentional action to increase the presence of diverse perspectives and create a diverse, equitable and inclusive work environment and culture within Pitt Nursing.
- Promote collaboration among team members and transparency in decision making to ensure strong team engagement and morale.
- Provide strategic leadership and direction to promote recruitment, retention, and recognition of world-class faculty members.
- Support comprehensive faculty development for all tenure track, tenured and appointment track faculty, including opportunities for junior faculty to advance in their careers.

Administrative Leadership

- Be accountable for the financial performance of Pitt Nursing, and contribute careful oversight to budgetary planning, resource allocation, and research funding.
- The Dean holds academic and curricular responsibility for the nursing program at two satellite campuses, Greensburg and Johnstown. Both campuses are accredited as part of the Pittsburgh campus program.
- Partner with the Senior Vice Chancellor for Health Sciences in planning and development of a new physical home for Pitt Nursing in a newly constructed building on campus in the next 5 years.
- Build and maintain effective working relationships with all internal and external stakeholders and possess an institutional approach to leadership to build trust among critical stakeholders.
- Lead fundraising and resource development for Pitt Nursing.

Candidate Profile

Ideal Experience

The new Dean of the School of Nursing will be nationally recognized, with a history of success in leadership roles in nursing education and research and a distinguished career as a scholar and educator.

- An experienced nursing executive (PhD) with an outstanding track record of accomplishment in nursing education, and research.
- Demonstrated success leading an educational portfolio and fostering the growth of programs at the BSN and graduate degree levels.
- Track record of success obtaining NIH and other extra-mural research funding.
- Nationally or internationally recognized in the field of nursing education and research.
- Administrative and leadership experience at an academic institution, serving as Dean, Associate/Assistant Dean, Department Chair, Vice Chair, or Director of a major program.
- Experience in research and training achievement, commensurate with appointment to the faculty at the rank of Full Professor.
- Able to grow research programs and to continue the tradition of academic excellence.
- Demonstrated experience recruiting, developing and cultivating a diverse, equitable and inclusive team and culture.
- Track record of mentorship and faculty development.
- Success driving faculty engagement and alignment, adoption and change management.
- Demonstrated success recruiting and building multi-disciplinary programs.
- Strong financial acumen and fiscal management.
- A visionary and strategic leader with a track record of innovation and an entrepreneurial spirit.
- Excellent communication and listening skills; able to unite and inspire a diverse group of faculty and staff members.
- Collaborative relationship-building skills, with an ability to successfully partner and build consensus with key internal and external stakeholders at all levels of the organization.
- Experience developing and mentoring academic and clinical leaders; demonstrated ability to identify and recruit high-performing, diverse leaders and faculty at all levels.

In terms of the performance and personal competencies required for the position, we would highlight the following:

Setting Strategy

- The ability to create and articulate an inspiring vision for the organization, not only for the areas they are directly responsible for, but the enterprise as a whole.

- A personal commitment to furthering the University of Pittsburgh in becoming an anti-racist organization and creating an inclusive and equitable campus environment. Diversity, equity, and inclusion is a priority. It is critically important for the next Dean to build on Pitt Nursing's ongoing efforts to diversify its faculty, staff, and student body. The Dean must actively foster an environment in which all members of the community are valued and heard, creating space for open dialogue and an organizational structure that promotes cultural change in supporting these values. The Dean will support the work of the Chief Diversity Officer in championing anti-racism at every level of the School's mission. The Dean will be looked to as a leader who creates, fosters, and continually reinforces a climate of acceptance and inclusiveness where all members of the School and University community have the ability to reach their individual and collective potential. They will personally demonstrate a commitment to diversity and inclusion; maintain an environment that operates based on openness, civility, and respect; and enhance the School's work in preparing culturally competent citizens. Externally, the Dean will continue to support, encourage, and provide resources for research and practice that aim to eliminate health disparities and promote health equity in the community, which are important tenets in Pitt Nursing's mission and values.
- The inclination to seek and analyze data from a variety of sources to support decisions and to align others with the organization's overall strategy.
- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organization and push the boundaries within the industry.
- The ability to effectively balance the desire/need for broad change with an understanding of how much change the organization is capable of handling, to create realistic goals and implementation plans that are achievable and successful.

Executing for Results

- The ability to set clear and challenging goals while committing the organization to improved performance; tenacious and accountable in driving results.
- Comfortable with ambiguity and uncertainty; the ability to adapt nimbly and lead others through complex situations.
- A risk-taker who seeks data and input from others to foresee possible threats or unintended circumstances from decisions; someone who takes smart risks.
- A leader who is viewed by others as having a high degree of integrity and forethought in their approach to making decisions; the ability to act in a transparent and consistent manner while always taking into account what is best for the organization.

Leading Teams

- The ability to attract and recruit top talent, motivate the team, delegate effectively, celebrate diversity within the team, and manage performance; widely viewed as a strong developer of others.
- The inclination to foster and leverage the synergy of a diverse community, equitable, and with an inclusive culture.
- The ability to persevere in the face of challenges, and exhibit a steadfast resolve and relentless commitment to higher standards, which commands respect from followers.

- A leader who is self-reflective and aware of their own limitations; leads by example and drives the organization's performance with an attitude of continuous improvement by being open to feedback and self-improvement.

Relationships and Influence

- Naturally connects and builds strong relationships with others, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- An ability to inspire trust and followership in others through compelling influence, powerful charisma, passion in their beliefs, and active drive.
- Encourages others to share the spotlight and visibly celebrates and supports the success of the team.
- Creates a sense of purpose/meaning for the team that generates followership beyond their own personality and engages others to the greater purpose for the organization as a whole.

Relationship with UPMC

The health sciences schools' academic and research eminence relies on its close partnership with UPMC—a prestigious nonprofit health system that grew out of the university. UPMC leadership sprang from academic posts within Pitt and shared the university's mission as its own system evolved. Now an independent entity, UPMC is operationally integrated at every level with the health sciences schools and shares its clinical, managerial and technological skills worldwide through its innovation and commercialization arm, UPMC Enterprises and UPMC International.

A \$23 billion health care provider and insurer, Pittsburgh-based UPMC is inventing new models of patient-centered, cost-effective, accountable care. The largest nongovernmental employer in Pennsylvania, UPMC integrates more than 92,000 employees including more than 20,000 nurses, 40 hospitals, 800 doctors' offices and outpatient sites, and more than 4 million-member Insurance Services Division, the largest medical insurer in western Pennsylvania. In the most recent fiscal year, UPMC contributed \$1.7 billion in benefits to its communities, including more care to the region's most vulnerable citizens than any other health care institution, and paid more than \$900 million in federal, state and local taxes. As UPMC turns vigorously to value-based care, all Pitt schools will have a rare opportunity for interprofessional education and new models of care giving.

The City of Pittsburgh

The University views the city as an extension of its campus, and the students recognize that Pittsburgh is no ordinary college town. The city is transforming from an industrial capital to a center of education, research and innovation. Pitt actively engages with the surrounding community through its Community Engagement Centers, community-driven partnerships and volunteer service. The University was recently awarded the Carnegie Foundation's Classification for Community Engagement in recognition of its institutional commitment to community engagement.

The city of Pittsburgh hosts a high concentration of influential nonprofits and, as an international center of emerging information technology, is home to companies such as Duolingo, one of Google's national offices, a Facebook Reality Lab, and multiple autonomous vehicle development efforts. The city also has

a long history in banking and manufacturing and is becoming a leader in advanced manufacturing technologies and nanotechnology.

While still a work in progress, the city's reinvention since its days as a smoky steel town has received national acclaim. LinkedIn named Pittsburgh a top city to launch a career, and U.S. News & World Report lists it as a top place to retire. With an extensive network of urban parks, as well as world-class arts and cultural intuitions, The Economist named Pittsburgh the third "most livable city" in the United States in 2019. Pittsburgh feels like a big small town, with all the advantages of a large city, Midwestern friendliness and East Coast vibrancy.

Thanks to the combination of diverse communities and location, Pitt thrives in forging new paths to mold brighter futures and embracing change as fuel for something greater. Because at the core, they're focused on making lives better and the relentless pursuit of change, for good.

Nomination and Application Procedure

Russell Reynolds Associates welcomes inquiries, nominations, and applications. To receive full consideration, interested individuals **should electronically submit a Curriculum Vitae and a letter of interest** to Russell Reynolds Associates **by no later than February 23, 2022**. The letter of interest is a two-page cover letter detailing your experience and key achievements related to this position and your thoughts on how you see yourself contributing to the programs and responsibilities described in this position specification. Letters should be addressed to the University of Pittsburgh Search Committee and submitted electronically. Materials will be reviewed immediately and will continue to be reviewed until the position is filled. All inquiries should be sent to Pitt.NursingDean@russellreynolds.com.

The University of Pittsburgh is an Affirmative Action/Equal Opportunity Employer and values equality of opportunity, human dignity, and diversity, EOE, including disability/vets.

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