



## **Director, St. David's School of Nursing**

Leadership Profile

January 2024



*WittKieffer*

## Executive Summary

Texas State University seeks a dynamic, distinguished executive to serve as its Director, St. David's School of Nursing (SON), Round Rock Campus, who can energetically and collaboratively advance the university's ambitious strategic vision, Hopes & Aspirations High.

The Director reports directly to the Dean and is responsible for all aspects of administration including strategic planning and vision, oversight and implementation of academic programs and supporting development efforts for the SON. This is an exciting time for the school to continue building programs and prepare for the future of nursing and healthcare where technology and new teaching methodologies are changing the landscape of higher education. The new Director will build on the current success of the school and its faculty to become a widely recognized national and international leader in nursing education and applied research.

The successful candidate will have an earned doctorate from an accredited institution with at least one graduate degree in nursing and a record of achievement in teaching, research, and service, which merits appointment as a tenured professor within the School of Nursing. Demonstrated support for excellence and innovation in undergraduate and graduate nursing education is essential. It is expected that the Director will embrace and advance nursing education, research, and service to prepare and empower future nurses to confront the healthcare demands of a complex and technologically advanced society.

Two pillars define Texas State's vision: enhancing student success and achieving Carnegie R1 status. These goals build on the evolution the university has experienced over the course of its history. Texas State's commitment to teaching and educational excellence began with its founding as Southwest Texas State Normal School and has continued throughout its history with student-centered faculty and staff who are passionate about access and opportunity for students. Texas State is a proud Hispanic-Serving Institution and takes great pride in serving a population with a significant number of first-generation and Pell eligible students. Texas State has made remarkable progress in the growth of research activity by faculty, staff, and students. Research expenditures in fiscal year 2022 exceeded more than \$110 million, which is comparable to other R1 institutions in the country, and the university projects research expenditures will be approximately \$140 million this year.

Texas State encompasses multiple locations across central Texas; employs more than 7,000 faculty, staff, and students; and offers its more than 38,000 students 99 bachelor's, 91 master's and specialists, and 14 doctoral degree programs through the following colleges: Applied Arts, McCoy College of Business, Education, Fine Arts and Communication, Health Professions, Liberal Arts, Science and Engineering, The Graduate College, and Honors College.

The national executive search firm WittKieffer has been retained by Texas State University in this search. For information regarding candidacy, nominations, or other suggestions, please see the section entitled "Procedure for Candidacy" near the conclusion of this document.

## Role of the Director, School of Nursing

### Reporting Relationships

The Director of the School of Nursing, Round Rock Campus, reports directly to the Dean. Direct reports include program directors, school of nursing faculty, coordinator for online nursing programs, admission and retention and nursing program services, and an administrative assistant III.

### Responsibilities

The successful Director for the School of Nursing candidate will:

- Coordinate and ensure that the standards for national and state accreditation are met.
- Be actively involved in professional organizations governing nursing education.
- Lead academic strategic program planning and curriculum development to meet community needs in collaboration with the Dean and the nursing faculty.
- Oversee program assessment and improvement efforts focusing on teaching/learning excellence.
- Manage the hiring, performance evaluation, and professional development of faculty and staff.
- Provide administrative oversight of the retention, tenure, and promotion practices and appointments.
- Effectively communicate, address students and faculty concerns, and resolve conflicts.
- Manage departmental resources including the allocated budget, requests for travel, facilities, and space.
- Oversee faculty teaching assignments.
- Secure intramural and extramural financial resources.
- Oversee grants and contracts.
- Cultivate collaborative research within the CHP and TXST.
- Serve as student and faculty advocate.
- Establish collaborative partnerships with community organizations.
- Advocate for the mission of the SON to stakeholders within and outside the university and to professional and academic groups at local, regional, state, and national levels.
- Preside over SON faculty meetings and serve on college/university councils and committees.

## Opportunities and Expectations for Leadership

The Director, School of Nursing, Round Rock Campus will be an integral and vital part of the university's leadership team. The Director will be responsible for upholding Texas State's commitment to the mission and vision of the School of Nursing and the university.

In addition, the Director will be expected to:

The following goals and objectives have been identified as priorities for this position:

- Develop a vision for the organization that ensures continued success and viability for the future.
- Ensure that the mission and values of the organization are well articulated and supported.
- Develop a pipeline of faculty for the School of Nursing that ensures continued success and viability for the future.
- Promote and mentor faculty in their professional growth and development.
- Develop and implement a robust student success framework to positively impact student persistence and completion in the program.
- Develop partnerships with local healthcare organizations in the recruitment of adjunct faculty.

## Professional Qualifications and Personal Qualities

### Education/Certification

- Master's degree in nursing with an earned doctorate in healthcare administration, healthcare education, or other related field.
- An earned doctorate (PhD, DNP, DNS or the equivalent) in nursing.
- Current active and unencumbered, unrestricted Texas RN License or eligible for licensure in Texas.

### Work Experience and Personal Characteristics

- Five years of academic leadership experience in nursing in the higher education setting.
- Experience with advanced practice nursing education leading to a master's degree or a doctoral degree.
- Experience with leading the Director and staff of the Simulation Center to provide outstanding resources to meet the needs of the campus community, particularly student learning experiences, faculty support and community engagement initiatives.
- Identify with and share in Texas State's mission of diversity, student-centered approach, commitment to providing highly valued educational opportunities, superior teaching, support for research and creative activities, and service for the people of Texas and the world.
- An executive of unquestioned integrity and moral character; Capacity to deal effectively with a wide range of relationships and confidential situations.
- An individual who faculty can trust without reservation to represent their values.
- An open, articulate, engaging, and participative leader who offers clarity of ideas and inspires respect and credibility. The candidate will generate enthusiasm and passion for this work.
- A self-motivated, approachable, and visible leader who empowers others and fosters collaboration. The Director will maintain a sense of humility and enjoy promoting others through mentorship and recognition.
- An entrepreneurial and creative thinker who has an excellent understanding of the current academic and financial issues and how they affect a nursing program/department. Is skilled at developing innovative approaches.
- A well-organized, analytical, self-directed individual with excellent project and time management skills. Capacity to work effectively in a team environment and work well independently.
- Highly professional and mature individual who is trustworthy and exemplifies honesty and integrity.

- Effective consensus builder and consummate team player. Strong negotiation and persuasion skills and can work with multiple stakeholders to bring about a broad perspective.
- Has superior oral and written communication skills including the ability to convey business and financial issues clearly and concisely to faculty and staff. Is an excellent listener who can relate to and connect with colleagues at all levels of the university.
- Brings demonstrated ability to build and sustain productive and collaborative relationships with a broad variety of key stakeholders across Texas State and the community at large.

## About the College of Health Professions

### Overview

The College of Health Professions prepares students for careers in the healthcare field. Through its professional, technical, clinical, and academic programs, the college serves as an advocate for change and improvement in the field of healthcare services. The college also serves as a catalyst to expand and improve public perceptions of healthcare in the community.

Baccalaureate degrees, master's degrees, clinical doctoral degrees, and certificate programs are offered. The college has 2,934 undergraduate students, 264 master's students, 126 doctoral students, 103 full-time faculty, and 36 staff. Almost 1,800 affiliation agreements are maintained to provide clinicals, internships and field experiences for the students. In addition to these academic units, the college also encompasses specialized technology labs, the Institute of Texas Long Term Care, clinics for physical therapy and speech language hearing, and the [Ascension Seton Williamson Sleep Center](#).

The College of Health Professions is organized into eight academic units:

- [School of Health Administration](#)
- [St. David's School of Nursing](#)
- [Department of Communication Disorders](#)
- [Department of Health Information Management](#)
- [Department of Respiratory Care](#)
- [Department of Physical Therapy](#)
- [Clinical Laboratory Science Program](#)
- [Radiation Therapy Program](#)

### Vision

The vision of the College of Health Professions is to be recognized for educating healthcare professionals who can recognize, respond to, and mitigate current and future healthcare challenges and disparities in our diverse society.

### Mission

The College of Health Professions educates and prepares healthcare professionals with innovative teaching, evidence-based practice and principles, and a commitment to life-long learning in a student-centered environment. The college excels in teaching, clinical practice, scholarship, and service while responding to the diverse healthcare needs of the State of Texas, the nation, and the global community. The college unites faculty, students, communities, and consumers in coalitions to expand the body of knowledge in healthcare practice and management.

## Degrees & Programs

### Undergraduate Degree Programs

- [Bachelor of Science in Clinical Laboratory Science \(BSCLS\)](#)
- [Bachelor of Science in Communication Disorders \(BSCD\)](#)
- [Bachelor of Science in Health Information Management \(BSHIM\)](#)
- [Bachelor of Healthcare Administration \(BHA\)](#)
- [Bachelor of Science in Radiation Therapy \(BSRT\)](#)
- [Bachelor of Science in Respiratory Care \(BSRC\)](#)
- [Bachelor of Science in Nursing \(BSN\)](#)

### Graduate Degree Programs

- [Master of Arts in Communication Disorders \(MA\)](#)
- [Master of Science in Communication Disorders \(MSCD\)](#)
- [Master of Health Information Management \(MHIM\)](#)
- [Master of Science in Leadership and Administration \(MSN-LAN\)](#)
- [Master of Science in Nursing w/major in Family Nurse Practitioner \(MSN-FNP\)](#)
- [Master of Science in Nursing, Psychiatric and Mental Health Nurse Practitioner \(MSN-PMHNP\)](#)
- [Master of Healthcare Administration \(MHA\)](#)
- [Executive \(delivery\) of the MHA \(EMHA\)](#)
- [Master of Science in Respiratory Care](#)
- [Doctor of Physical Therapy \(DPT\)](#)

### Graduate Certificates

- [Healthcare Administration](#)
- [Long Term Care Administration](#)

## Research

Research conducted in the College of Health Professions focuses on a variety of health problems including disease, disorder, infection, illness, pain, obesity, and information security that affect the wellbeing of a variety of patient populations. The research focus of the college is the creation of new knowledge that will benefit patients and our healthcare partners while simultaneously breaking new ground using innovative research designs to foster collaborative research projects in the community. Additional information can be found in the college's [Strategic Research Plan 2020-2025](#).



## About Texas State University

### Overview

Texas State encompasses multiple campuses and locations across central Texas; employs more than 7,000 faculty, staff, and students; and offers its 38,000 students 99 bachelor's, 91 master's and specialists, and 14 doctoral degree programs through the following colleges: Applied Arts, McCoy College of Business, Education, Fine Arts and Communication, Health Professions, Liberal Arts, Science and Engineering, and University College. The university also has The Graduate College and an Honors College. The university's students are diverse, closely reflecting the demographics of the State of Texas. Texas State recently celebrated its 11th anniversary as a Hispanic Serving Institution and earned the Seal of Excelencia from Excelencia in Education in September 2022. The university is currently classified as a Doctoral University: High Research Activity (R2) by the Carnegie Classification system and is laser-focused on continuing to raise its national research profile and become an R1 university.



Authorized by the Texas Legislature in 1899, Southwest Texas State Normal School opened its doors in 1903.

Over the years, the legislature broadened the institution's scope and changed its name numerous times, in succession, to Southwest Texas State Normal College, Southwest Texas State Teachers College, Southwest Texas State College, Southwest Texas State University, Texas State University-San Marcos, and in 2013 to Texas State University. Each name reflects the university's growth from a teacher preparation institution to a major, multipurpose university. It has become renowned for carrying out this mission and has also expanded its excellence to the broad range of disciplines and activities associated with a major public research institution.

### Mission

Texas State University is a doctoral-granting, student-centered institution dedicated to excellence and innovation in teaching, research, creative expression, and service. The university strives to create new knowledge, embrace a diversity of people and ideas, foster cultural and economic development and prepare its graduates to participate fully and freely as citizens of Texas, the nation and the world.

### Values

In pursuing its mission, the faculty, staff and students of Texas State University are guided by a shared collection of values:

- Teaching and learning based on research, student involvement and the free exchange of ideas in a supportive environment;
- Research and creative activities that encompass the full range of academic disciplines – research with relevance, from the sciences to the arts, from the theoretical to the applied;

- Cultivation of character, integrity, honesty, civility, compassion, fairness, respect, and ethical behavior in all members of the university community;
- Diversity of people and ideas, a spirit of inclusiveness, a global perspective, and a sense of community as essential conditions for campus life;
- Commitment to service and leadership for the public good;
- Responsible stewardship of the university's resources and environment; and
- Continued reflection and evaluation to ensure that the university's strengths as a community always benefit those it serves.

## University Plan

The [2023-2029 University Plan](#) for Texas State University was created to build on the many successes of its previous plan. From 2012 to 2017, Texas State added numerous academic programs at the undergraduate, master's, and doctoral levels. In addition, the university vastly improved its undergraduate retention and graduation rates, established, and implemented an Honors College and the PACE Center, and achieved status as a "High Research Activity" university (R1) in the Carnegie Classification system, among many other successes.



As the university developed its 2017-2023 plan, it was guided by the fundamental principle that its students must be the primary beneficiaries of the defined university goals, as well as the initiatives supporting those goals. Within this framework, the university sought to balance a complex variety of objectives that address not only student success while at Texas State, but success after graduation. Goals also include promoting academic quality through new academic and educational programs; achieving significant progress in advancing its research and creative activities; and providing the

necessary services, resources and infrastructure needed to successfully move the university forward. The university is developing the 2023-2029 University Plan and President Damphousse recently launched task forces and commissions to embolden innovation and outcomes in student recruitment, student success, research, and administrative processes.

## Enrollment & Student Demographics

For fall 2022, Texas State enrolled over 38,000 students, including 34,037 undergraduates and 4,134 graduate, post-baccalaureate, and professional students. The fall 2022 freshman class was the largest in university history with more than 7,500 students. The university also enrolled a significant number of new students, both undergraduate and graduate, surpassing 11,000 new students for the second time. In fall 2022, the first-year retention rate of freshman students exceeded 80 percent.

Nearly sixty percent of Texas State students identify as minorities and 44 percent of undergraduates are first-generation college students. Approximately 95 percent of Texas State students are from Texas. Texas State has long served a significant number of first-generation and Pell-eligible students.

## Locations – San Marcos and Round Rock



Texas State has grown significantly since its inception, which has been reflected in expansion in land and physical infrastructure. The university's footprint has grown from 39,283 gross square feet of space in its first building, Old Main, to over eight million gross square feet today. This includes a 495-acre campus in San Marcos; a 101-acre Round Rock Campus; a 58-acre [Science, Technology, and Advanced Research \(STAR\) Park](#); 4,522 additional acres of recreational, instructional, farm, and ranch land; and 50 buildings in various locations not adjacent to either campus.

In the last session of the Texas State Legislature, Texas State received more than \$104 million for the construction of a Science, Technology, Engineering and Mathematics building in San Marcos and a health professions building (Esperanza Hall) on the Round Rock Campus.

Texas State is in Central Texas, an area that is experiencing robust growth and opportunity. Texas State's San Marcos location is in the southern portion of the Austin Metropolitan Statistical Area (MSA), and its Round Rock location is in the northern portion. With 2.2 million residents, the Austin MSA is the 28<sup>th</sup> largest MSA and the fastest growing MSA in the U.S. The Austin MSA's population is expected to be 3 million in 2030 and 4.3 million in 2045.

In San Marcos, Texas State offers bachelor's, master's, and doctoral degree programs, as well as undergraduate and graduate certificates. The San Marcos River flows through the San Marcos Campus. The San Marcos Springs, which is the second largest artesian springs in the Western U.S., are the headwaters of the San Marcos River and home to [The Meadows Center for Water and the Environment](#), Texas State's world-class research and educational center. The area around the springs is one of the oldest continually inhabited sites in North America, attracting humans for at least 11,500 years.

In Round Rock, Texas State offers 45-degree programs in a wide range of health professions and non-health professions disciplines. Health disciplines include communication disorders, health information and informatics management, physical therapy, radiation therapy, respiratory care, and nursing. Non-health professions disciplines include computer science, criminal justice, education, data analytics, and mass communication.



## Athletics

Texas State athletics sponsors 16 NCAA sports, and 282 of its 350 student-athletes receive financial aid.

The Bobcat Club is the principal fundraising arm of the Department of Athletics, with more than 1,000 members in 2022 and more than \$700,000 raised for scholarship support. While the primary focus is providing scholarship support for student-athletes, the Bobcat Club is also focused on raising money for facilities upgrades, sport restricted accounts, and high impact projects that directly benefit student-athletes.

The Department of Athletics transitioned from the Football Championship Subdivision to the Football Bowl Subdivision (FBS) and joined the Western Athletic Conference in 2012. The next year, Texas State accepted an invitation to join the Sun Belt Conference, one of the premier FBS conferences in the country. Sun Belt Conference members currently include Appalachian State University, Arkansas State University, Coastal Carolina University, Georgia Southern University, Georgia State University, James Madison University, Marshall University, Old Dominion University, Texas State University, Troy University, the University of Louisiana at Lafayette, the University of Louisiana Monroe, the University of South Alabama, and the University of Southern Mississippi.

Texas State is one of the top programs in the Sun Belt Conference, winning the conference's all sports championship trophy for the 2018-2019 and 2021-2022 seasons.

## The Texas State University System

The oldest university system in Texas, [The Texas State University System](#) was established in 1911 by the 32nd Legislature as the State Normal School Board of Regents. It was the first higher education system established in Texas. Beginning as an administrative means to consolidate the support and management of state teacher colleges, the system has evolved into a network of higher education institutions stretching from the Texas-Louisiana border to the Big Bend region of west Texas. It is governed by a nine-member Board of Regents appointed by the governor and confirmed by the Texas Senate. A non-voting student regent is also appointed annually to the board for a one-year term.

Texas State's sister institutions are Lamar University, Sam Houston State University, Sul Ross State University, Lamar Institute of Technology, Lamar State College-Orange and Lamar State College-Port Arthur. Dr. Brian McCall has served as chancellor of The Texas State University System since 2010.





## Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as separate documents, a letter of interest addressing the themes in this profile and a CV or resume. WittKieffer is assisting Texas State University in this search. For fullest consideration, candidate materials should be received by February 29, 2024. Application materials should be submitted using WittKieffer's [candidate portal](#). Nominations and inquiries can be directed to Diane Smith, RN, BSN, Claudia Teschky, and Toni Davis at [TXST-Director\\_SON@wittkieffer.com](mailto:TXST-Director_SON@wittkieffer.com).

*Texas State University is an Equal Employment Opportunity/Affirmative Action Employer.*