PRESIDENT OF THE COLLEGE

OVERVIEW

The Board of Trustees of Bryan College of Health Sciences is pleased to invite nominations and applications for the position of President. The President is the chief executive officer of the College and a member of the Senior Management Team of Bryan Health. The President is responsible for the administration of all aspects of the operations of the College and provides educational standards and leadership of high quality to maintain Bryan’s standing in the community and its state, regional, and national accreditation. The President also maintains relationships with community, governmental, and professional bodies; serves as liaison between the College and Bryan Medical Center; and represents the College to the public.

Bryan College of Health Sciences was founded in 1926 as the Bryan School of Nursing within Bryan Memorial Hospital. In 2001, the School received approval to become a degree-granting institution, replacing its diploma program in nursing with a baccalaureate degree. In subsequent years, the College has added programs at both the undergraduate and graduate levels and has expanded to offer associate, baccalaureate, masters, and doctoral degrees, along with certificate programs in the health sciences. A Master of Science in Nurse Anesthesia degree was the first graduate program approved in 2004.

The Board seeks an experienced, accomplished, ambitious, and energetic institutional leader who has gained distinction as an education executive, teacher-scholar, and fundraiser, preferably with experience in a health-sciences setting. The appointment to the presidency is expected to take effect in the summer of 2016.

Additional information about the College and about Bryan Health is available respectively at https://www.bryanhealthcollege.edu and https://www.bryanhealth.com. Application procedures are described at the end of this position profile.

THE COLLEGE

Institutional Background.

In 1922, William Jennings Bryan gave his home and surrounding land to the Nebraska Conference of the Methodist Church for the purpose of establishing a new hospital in Lincoln. From this gift and others, a dream became a reality when the 60-bed Bryan Memorial Hospital opened on June 6, 1926. That same year, the Bryan School of
Nursing opened with 37 students. For the next 75 years, the School of Nursing grew and provided a diploma-based educational program central to the medical and health sciences community of Lincoln.

Over these same years, Bryan Memorial Hospital also grew and merged in 1997 with Lincoln General Hospital to form Bryan Health, a not-for-profit, Nebraska-owned and governed system that includes the following: a 640-bed regional medical center; LifePointe medical health and wellness facility; Bryan College of Health Sciences; Bryan Heart; Bryan Foundation; Bryan Physician Network; Bryan Health Connect; and Crete Area Medical Center. Bryan Health is a member of The Heartland Health Alliance Network, fostering collaborative efforts throughout the region.

In 2001, the Nebraska Coordinating Commission for Postsecondary Education approved the request from Bryan School of Nursing to become a degree-granting institution. With this approval, Bryan Medical Center and the School of Nursing built upon the strengths of both organizations and the history of Lincoln General Hospital School of Nursing to establish Bryan College of Health Sciences, replacing the diploma program in nursing with a baccalaureate program and reaffirming a partnership that provides significant clinical experience to students. The first class of students enrolled in the Bachelor of Science in Nursing program in August 2003, and the baccalaureate nursing program received accreditation from the National League for Nursing Accrediting Commission in 2009. In recent years, the pass rate for Bryan students in the NCLEX examination has been 95% or higher.

In May 2005, the Council on Accreditation of Nurse Anesthesia Programs approved the College's request to transfer its academic affiliation from the University of Kansas to Bryan College of Health Sciences. The Bryan College of Health Sciences' School of Nurse Anesthesia enrolled its first class of Master of Science students in August 2006. In May 2002, the School of Health Professions began offering an Associate of Science degree in Adult Cardiac Sonography and Vascular Sonography, graduating the first students in the program in July 2004. An Associate of Science degree in Diagnostic Medical Sonography was added in August 2005, graduating the first class in May 2007. Students in both nursing and sonography express special satisfaction with the high number of clinical hours offered in their programs.

Today, the College encompasses the School of Undergraduate Studies and the School of Graduate Studies. The College offers health sciences certificates and degrees at the associate, baccalaureate, master’s, and doctoral level. Growth and transitions at the College have resulted in moving the sonography degrees to the baccalaureate level, creation of the Bachelor of Science in Biomedical Sciences (equivalent to a pre-medical major at many universities), moving the Master of Science in Nurse Anesthesia program to a Doctorate of Nurse Anesthesia Practice, and the development and implementation of the Master of Science in Nursing degree with tracks of nursing education and nursing leadership. Applications have been submitted to the Higher Learning Commission for approval to offer the Ed.D. degree and to expand distance delivery of programs.
Mission, Vision, Goals, and Values.

The Mission of Bryan College of Health Sciences is to provide education in the health professions emphasizing clinical and academic excellence through collaboration with Bryan Health System and the healthcare community.

The Vision of Bryan College of Health Sciences is to provide a College of Health Sciences recognized as a leader in health professions education by qualified applicants, graduates, and employers.

The Goals of Bryan College of Health Sciences are to prepare graduates who:

- Are qualified to practice in entry level, mid-level, and advanced practice roles in diverse healthcare environments;
- Are critically aware of their individuality;
- Maintain a clear understanding of professional scope of practice;
- Value life-long learning as a means of personal and professional growth;
- Participate as responsible citizens within the community; and
- Are capable of meeting the healthcare needs of an ever-changing society.

For a statement of the College’s values, see:
http://www.bryanhealthcollege.edu/bcohs/about/mission/

The Academic Program.

Each of Bryan’s educational sections—General Education, Health Professions, Nursing, and Nurse Anesthesia—has adopted a statement of philosophy that guides its operation.

General Education. The philosophy of General Education at Bryan College is built on the premise that education is more than a program of study. It is a life-long, interactive process that builds on previous experience and expands one's world view promoting change in attitudes, beliefs, values and/or behaviors. General Education establishes a broad foundation of knowledge that is essential to the development of an educated person. Multi-dimensional, holistic growth of the individual is promoted through an integrated study of the Natural Sciences, Social Sciences, Communication, Mathematics, Humanities/Fine Arts and Business Management. A core of General Education knowledge is fundamental to any area of study within Bryan College of Health Sciences. Further information on the General Education program is available at http://www.bryanhealthcollege.edu/bcohs/about/mission/philosophy-general-education/.

School of Health Professions. For the School’s philosophy, see http://www.bryanhealthcollege.edu/bcohs/about/mission/health-professions-philosophy/.
School of Nursing. For the School’s philosophy, see [http://www.bryanhealthcollege.edu/bcohs/about/mission/nursing-philosophy/](http://www.bryanhealthcollege.edu/bcohs/about/mission/nursing-philosophy/).


Admissions. The College currently enrolls approximately 170 new undergraduate students and 35 graduate students each year. The undergraduate nursing program is the largest program with approximately 135 enrolling each year. In Fall 2014, total enrollment at both undergraduate and graduate levels consisted of 691 persons, 654 in degree programs and 37 in non-degree programs. The full-time-equivalent enrollment in the College in Fall 2014 was 468, with 411 in the undergraduate level and 57 in graduate programs.

Financial Aid. The Financial Aid Services office provides information and direction to students seeking financial aid resources. Staff members offer counsel to all students in exploring funding methods and choosing resources to meet their college expense needs, such as filling out FAFSA forms, applying for Title IV funds, and seeking direct loans. A limited number of Bryan Health Foundation Scholarships are available, and students are also encouraged to pursue various private scholarships and loan programs.

Faculty and Staff. In 2014-15, the regular faculty consisted of 40 persons: three full professors, five associate professors, 28 assistant professors, and four instructors. Of the faculty, the large majority are women, with limited diversity. The full-time-equivalent faculty at the undergraduate level, including adjunct appointments, is calculated at 40, and thus the reported FTE student-faculty ratio is 10:1. In addition to the faculty, there are currently sixteen administrators and fifteen staff members.

Campus and Facilities. For its campus, Bryan College fully occupies one building of the Bryan Medical Center East campus, with space totaling 66,175 square-feet. For a map of this complex, see [http://www.bryanhealthcollege.edu/bcohs/contact-us/#Maps](http://www.bryanhealthcollege.edu/bcohs/contact-us/#Maps). In this building, there are seven classrooms of various sizes, ranging in capacity from 10 students to 120 students, five skills labs, student relaxation and study areas, the student success center, computer and library facilities, and faculty and staff offices. The College also occupies space on the Bryan Medical Center West campus for the nine bed simulation center, three college science labs, three science classrooms, and faculty offices. The College arranges with the Medical Center for these spaces along with other services provided by individual departments within the Medical Center. There are no residence halls. Student Services offers assistance in addressing housing needs, but students make their own housing arrangements.

Information Technology. Technology utilized by the college includes the Canvas learning management system, CampusVue student information system, and technology...
services for web conferencing, course and faculty evaluations, surveys, plagiarism detection, secure testing, and video creation and editing. Mobile laptops are available for classroom use.

**Library.** The library supports the teaching, curricular, clinical, and administrative needs of faculty, staff, and students of the College and serves as the health sciences library for the Medical Center. The collection contains access to approximately 26,000 e-journal titles, 2,500 print titles, and a range of bibliographic databases and tools. As a member of the National Network of Libraries of Medicine, patrons have access to content from libraries across the country. In addition to the collection, the library provides extensive reference services such as course integration, embedded Librarian, student consultations, and a systematic information literacy plan.

**Student Success and Professional Development.** The Student Success Center provides support services to all students, faculty, and staff at Bryan College and consists of a set of services particularly related to the academic, professional, personal, and health-related needs of students, including a Writing Center, Academic Counseling, Student Services, Health and Wellness, Financial Aid Services, Professional Development, and Campus Culture.

**Student Life.** Student Services at Bryan College helps students to develop personally, professionally, and socially through active engagement in community and student life. Student Services provides educational, cultural, wellness-based, social, and recreational programs for students; assistance to students and student organizations as they work and interact with the College community; information about self-governing opportunities; and access to decision-making experiences for students. Student organizations include Student Government Association, Red Cross, Action for Students, Diversity Club, Bryan Student Nurses Association, Health Promotion Organization, Caring with Christ, and a chapter of HOSA –Future Health Professionals.

**Finances.** The College’s operating budget for the 2014-15 academic year is $12.2 million. Approximately 75 percent of operating revenue comes from tuition and fees. Tuition charges for the 2014-15 academic year are on a per-credit hour basis, ranging from $493 per credit hour for undergraduate nursing to $899 for the nurse anesthesia program. Salaries and benefits for regular employees make up approximately 59 percent of operating expenses, with an additional 29 percent representing contracted expenses for shared services received from the Medical Center. The College received $212,468 which will be dispersed in 314 scholarships for academic year 2015-2016.

**Governance:** The College is governed by a Board of Trustees consisting of 14 voting members representing professions relevant to the training of well-rounded nurses, nurse anesthetists, and other health science professionals. Their professional backgrounds include banking; healthcare provision; higher education and curriculum development; hospital administration; law; medical education, training, and administration; nursing education, training, and administration; pharmacy; and volunteer community service.

The Board meets quarterly and conducts its work largely through four committees:
Finance, Student Affairs, Academic Affairs, and Nominations. The President plays a central role with trustee leadership in setting goals and direction for the College.

**Accreditation.** Bryan College of Health Sciences is regionally accredited by the Higher Learning Commission and is a member of the North Central Association. Specialty programs are accredited by the appropriate national specialized accrediting bodies: sonography programs, by the Council on Accreditation of Allied Health Education Programs; baccalaureate nursing and Master of Science in nursing programs, by the Accreditation Commission for Education in Nursing; and nurse anesthesia program, by the Council on Accreditation of Nurse Anesthesia Programs.

THE FUTURE: Opportunities, Aspirations, and Challenges

Among the constituencies of the Bryan College community—trustees, faculty, students, administration, staff, and Lincoln community supporters—there is enthusiasm for the institution to realize its full potential through intelligent growth and development and through greater visibility. There is also recognition that, with the upcoming retirement of current President Marilyn Moore in 2016, new presidential leadership will be essential to guide and enable this growth and to identify possible new directions for success. Conversations with campus constituencies have identified particularly important opportunities and accompanying challenges that call for such new leadership.

**Planning for Growth.** Nearing the end of its current planning phase, Bryan College is drafting this year its strategic plan for 2015-20. In the last five years, student numbers have grown from 300 to 700, and the new plan will likely anticipate both further growth, possibly to 1,000, and the need for additional space and for new programs. Presidential leadership will be essential in operationalizing the new strategic plan and envisioning Bryan’s longer-term future.

**Expanding the College’s Recognition.** For Bryan to fulfill its mission and achieve its full potential, the College needs to become more visible and more widely recognized and supported at many geographical levels: the city of Lincoln, the state of Nebraska, and the Midwest region. Enrollment efforts need to expand to surrounding states. Presidential leadership and visibility are central to the ongoing promotion of the College as far more than just a nursing school and to the recognition of its mission, programs, and accomplishments in many areas of the health sciences. Playing an active role in the Association of Independent Colleges and Universities of Nebraska and the American Health Sciences Education Consortium can be one effective aspect of these efforts.

**Building the Executive Team.** A number of the senior administrators at Bryan College anticipate retirement within the next five years, and thus the new President will have the responsibility of considering the optimal administrative structure for senior leadership and the opportunity to build a new executive team for the future.
Continuing Full Institutional Accreditation. The College is an integral component of Bryan Medical Center with the President of the College jointly reporting to the Board of Trustees and the President/COO of the Bryan Medical Center. Bryan College’s continued accreditation by the Higher Learning Commission will depend on its becoming incorporated as its own legal entity, at which time the President will report directly to the Board of Trustees of the Bryan College of Health Sciences. At the same time, maintaining positive working relationships and financial arrangements with Bryan Health and Bryan Medical Center is important to the College’s own success. The College will remain a member of the Bryan Health System, and the President of the College will serve as an active member of the Bryan Health Senior Management Team after the incorporation is completed, maintaining a “dotted-line” relationship with the President and COO of Bryan Medical Center. There is both an opportunity and a challenge here for the new president to set Bryan College on the firmest possible foundation for the future through diligent attention to legal requirements and institutional relationships.

Achieving Greater Financial Strength. As a relatively young College, Bryan has a small endowment and a low level of giving from alumnae/i. The close partnership with Bryan Health and the Bryan Foundation and the generous support of a number of donors have made it possible for the College to operate successfully, but it is critical that the institution embark on a broader range of fund-raising activities that will enable it to be more financially independent in the future. The President will play a central role in this development work.

Developing Alumni Relationships. The Alumni Association is comprised of Bryan School of Nursing/Bryan College of Health Sciences and Lincoln General alumnae/i. The combined membership totals 5925 energetic, enthusiastic, and professionally active alumnae/i, more than a hundred of whom attended the 2015 June Alumni Weekend. The President will find engaging the members of the Alumni Association to be an important and rewarding aspect of relationship building at Bryan College as well as an opportunity for development of alumnae/i giving.

Promoting Student Engagement. Bryan values all its students and wishes to encourage a high level of student engagement with the institution and involvement with its activities. There is a continuing role at the College for a friendly and open President to play in creating and maintaining a strong administrative presence and a set of relationships with students, particularly non-traditional and part-time students, that will encourage student attendance at and participation in College activities.

THE PRESIDENT:
Professional Capabilities and Personal Attributes

Bryan College seeks a president with a combination of professional capabilities and personal attributes that will enable him or her to best succeed the retiring President Marilyn Moore, building on her successful four years in office to lead the College in pursuing the opportunities and meeting the challenges outlined above. The chosen
candidate will ideally be a distinguished educator with proven leadership capacity, well-developed social and political skills, and demonstrated fund-raising ability.

**Professional Background and Capabilities.** Bryan College’s status as a nearly 90-year old institution but relatively new as a degree-granting one, along with its mission clearly focused on its geographical region, calls for a particular set of professional experiences and capabilities in the President. These include the following:

- **Academic Credentials.** An earned doctorate is required, with preference for a degree in education, leadership, or health care. The successful candidate will bring a minimum of five years progressive experience in a management or leadership capacity in an educational or health care institution.

- **The Bryan Mission.** The President must embrace the mission of Bryan College and understand its place in the Nebraska medical community. In particular, to be an effective leader and supporter of the faculty, the President must possess a clear and demonstrated understanding of teaching and research in the health sciences.

- **Inspirational Leadership.** Essential in the President is the ability to unite and invigorate the Bryan community around its vision, to work effectively with many constituent groups in an environment of shared governance, and to motivate a community that values the participation and contributions of all its members.

- **Balanced Approach.** One important aspect of the President’s approach to leadership should be a healthy balance in two areas pertinent to Bryan: between the academic and the clinical dimensions of education in the health sciences, and between broad vision and practical reality.

- **Administration, Organization, and Planning.** The President must possess the standard administrative skills of organizing, planning, and managing the major portions of an institution’s operation, both directly and through effective delegation. The organizational structure at Bryan is relatively “flat,” and the President should have experience in dealing with the complexities of such a structure.

- **Teamwork: Building and Mentoring.** The President must have the experience and good judgment to form an effective executive team through wise hiring, clear assignment of duties, and careful mentoring without micromanagement. The President must also be a good team-player in serving with peers on the Bryan Health senior leadership team.

- **Building Resources.** The President must possess strong potential as a fund raiser. Essential is a record of successful experience in planning and executing major initiatives for strengthening financial resources such as fundraising for operating and endowment funds, attracting other forms of financial support, and being principal spokesperson for the implementation of these initiatives.

- **Financial Responsibility.** Equally important is the demonstrated ability to be financially disciplined, responsible, and appropriately sophisticated in the areas of budget building and fiscal management, along with the ability to set a high standard for colleagues in this regard.

- **Other Specific Areas.** Through past experience, the President should bring expertise in the areas of accreditation, admissions marketing, curriculum development, and media and technology.
• **Communication.** It is essential that the President be articulate, possessing exceptional public speaking and writing skills and delighting in using these skills to make personal and professional connections with students, parents and families, faculty, staff, alumni, friends of the College, and the community as a whole.

• **Working Style.** Administrative staffing at Bryan is lean. The President, like all staff members, is expected to work diligently at many levels, from the “grass-roots” to major policy decisions.

**Personal Attributes.** In addition to these professional capabilities, and in order that they may be used most effectively for the College’s advancement, the President should also possess the following personal attributes:

• A warm and open personality, with a naturally positive attitude and a calm, non-judgmental approach to problem-solving;

• A natural and healthy ambition to succeed and to leave a valuable legacy, with the self-confidence of a natural leader and the humility that gives credit happily to others;

• A strong work ethic and the inclination to be a self-starter and a do-er, accompanied by the energy and stamina necessary to function effectively over a long period in a dynamic environment requiring hard work;

• The ability to be both firm and gracious in situations that require a mature hand;

• The inclination to listen, to take advice, to trust others, and to take away valuable messages from both formal meetings and informal conversations;

• The desire to participate actively in the life of the College, and, as a resident of Lincoln with an understanding of Midwest life, the confidence to move easily in Lincoln’s civic and social circles and the willingness to be a visible member thereof;

• The desire and ability to build strong relationships with colleagues in the College and with members of the Lincoln community,

• Interpersonal skills such as patience, a sense of humor, and openness to divergent points of view.

• A natural and sincere orientation to students and to their successful experience.

• A desire to participate actively on the Bryan Health Senior Leadership Team, including participating in all responsibilities for Bryan Health senior team members.

• The desire to become a participating and visible member of the Lincoln community through permanent residency in the Lincoln/ Lancaster county area of Nebraska.

**Character:** Finally, the President must be an individual of high personal integrity with a clear sense of ethics, fairness, and responsibility. As the principal representative of the College both within the campus community and beyond, he or she will be entirely open, honest, and accountable.

**PROCEDURE FOR NOMINATIONS AND APPLICATIONS**

Inquiries, nominations, and applications are invited. Review of candidates will begin immediately, and expressions of interest will be welcomed until an appointment is made.
The appointee is expected to take office in July 2016. To ensure full consideration, applications should be received by October 2, 2015. Application materials should include a letter of interest, a *curriculum vitae*, and names and full contact information for five professional references. Calls to references will occur only later in the search process and only with prior notification of candidates. All submissions will be treated in confidence and must be sent electronically (MS Word or .pdf format) to:

BryanPresident@academic-search.com.

The College and Search Committee are assisted by:

Dr. R. Stanton Hales, Senior Consultant
Academic Search, Inc.
rsh@academic-search.com ☜ 707-545-2203

Bryan College does not discriminate on the basis of race, religion, sex, age, creed, color, national or ethnic origin, marital status, veteran status, disability or sexual orientation. The College is committed to a policy that all qualified persons have access to its programs and facilities. The College is an equal opportunity employer. It does not discriminate in the hiring practices of faculty and staff. The College complies with existing federal and state regulations concerning equal employment opportunities and affirmative action.