

Leadership Profile

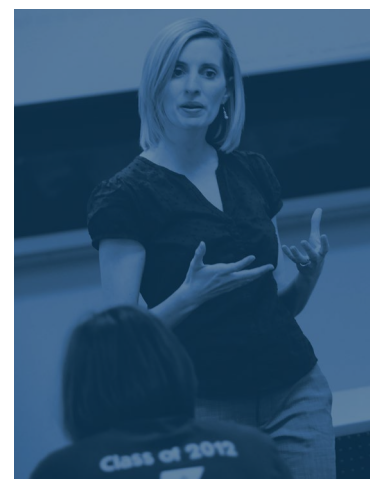
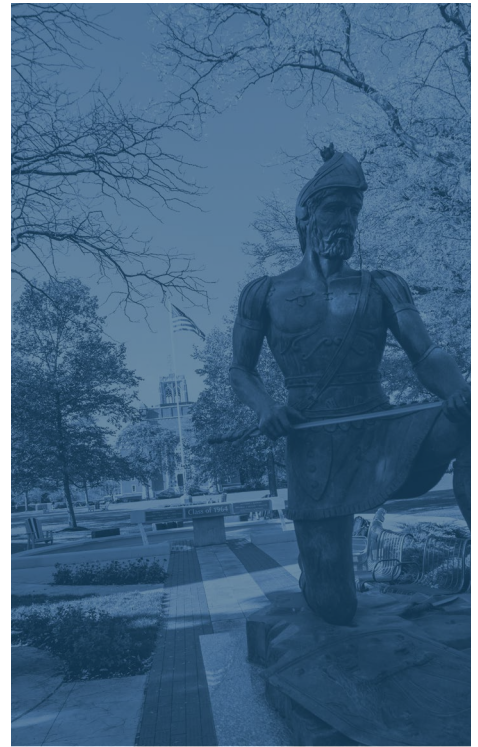
Dean, College of Arts and Sciences

January 2015

This document is intended to provide information about John Carroll University and the position of Dean, College of Arts and Sciences. It is designed to assist qualified individuals in assessing their interest in this position.

WITT / KIEFFER

Leaders Connecting Leaders



The Opportunity

John Carroll University seeks dynamic, experienced, visionary candidates for the position of Dean of the College of Arts and Sciences to begin in July 2015.

One of 28 Jesuit colleges and universities in the U.S. and 500 Jesuit educational institutions worldwide, John Carroll University is committed to inspiring individuals to excel in learning, leadership, and service in the region and in the world. Established in 1886 and located in the eastern Cleveland suburb of University Heights, Ohio, John Carroll is a private, co-educational, Catholic and Jesuit university that offers programs in the liberal arts, sciences, and business at the undergraduate level and in selected areas at the graduate level. It consists of two schools, the College of Arts and Sciences and the AACSB-accredited John M. and Mary Jo Boler School of Business. The University supports a full-time faculty of 193 and enrolls approximately 3,100 undergraduate and 575 graduate students.

The College of Arts and Sciences at John Carroll University supports 17 academic departments, more than 40 undergraduate major programs, over 20 graduate degree and certificate programs, and exciting interdisciplinary initiatives. The College has 154 full-time faculty lines and budgets of approximately \$20 million. In the fall of 2015, the University will launch a new interdisciplinary, integrative learning curriculum.

The Dean of the College of Arts and Sciences reports directly to the Provost along with the Dean of the Boler School and is a member of the Provost's leadership team. The Dean serves as the chief academic officer of the College and is responsible for all day-to-day activities of the College including curriculum development, faculty recruitment and evaluation, planning, and budget. Working collaboratively with faculty, the College's associate deans, and administration, the Dean will be expected to advance the strategic goals of the University and the specific priorities of the College. The University seeks a new Dean with vision, leadership ability, a collaborative decision-making style, and outstanding communication and relationship-building skills. For full consideration, candidates must demonstrate an earned Ph.D. or equivalent, a record of excellence in teaching and research sufficient to merit tenure at the rank of full professor in an academic department in the College of Arts and Sciences, and experience implementing learning outcomes and assessment. The candidate must provide evidence of a commitment to building and sustaining a diverse, inclusive environment.

The Role of the Dean

The Dean will join John Carroll University at a critical and exciting juncture as the University examines and makes manifest its commitment to academic excellence and the centrality of its academic mission. The Dean serves as the chief academic officer of the College of Arts and Sciences and is responsible for both its long-term strategic goals and all day-to-day activities within the College. More broadly, the Dean is a University citizen with the responsibility for working collaboratively across the institution to develop and execute University strategic priorities. The Dean reports to the Provost and Academic Vice President and serves as a member of the leadership team.

Reporting to the Provost and Academic Vice President are:

- Dean of the College of Arts and Sciences
- Dean of the Boler School of Business
- Vice-President of Mission and Identity
- Vice-President of Student Affairs
- Two Associate Academic Vice Presidents
- Associate Dean of the College of Arts and Sciences for Student Services and Academic Advising
- Assistant Provost, Diversity and Inclusion
- Executive Director, Academic Finance
- Director, Assessment
- Director, Center for Career Services
- Director, Global Education
- Director, Grasselli Library
- Director, Services for Students with Disabilities

Reporting to the Dean are:

- Associate Dean for Science, Mathematics, and Health
- Associate Dean for the Humanities
- Associate Dean for Social Sciences, Education, and Global Studies
- Assistant Dean for Graduate Admission and Retention
- Director, Core Curriculum
- Director, Internships
- Pastor in Residence
- Writer in Residence

The Dean's duties include:

- Providing leadership and vision for the College; working with faculty and staff to create an academic, cultural, and physical environment conducive to scholarship and research, intellectual vitality, and learning; establishing and nurturing a supportive work environment; and fostering an active faculty mentoring program;
- Working with the Provost and other Senior Vice-Presidents to design and support new programs that will enhance enrollment and bolster net tuition revenue, in accord with the University mission;
- Providing collaborative leadership through work on the Provost Council;
- Oversight for the design, development, delivery, and assessment of its undergraduate and graduate academic degree and non-degree programs that currently serve over 3,000 students;
- Collaborative leadership with Associate Deans to ensure that faculty experience community, consultation, transparency, and inclusion in plans and policies of the college;
- Leadership and management of faculty, including recommending appointment, tenure, promotion, termination, and salary and merit increases; capacity to engage the CAS faculty in productive conversations about high standards of teaching, research, and productive citizenship;
- Supervision of direct reports; oversight of all CAS staff members;
- Proposing and efficiently managing the College's budget;
- Collaborating with the University's advancement office to seek and secure external funding for the College to support its many programs and activities and assisting faculty in obtaining external grants and research support;
- Partnering with the University's enrollment and communications offices to develop effective enrollment strategies for an increasingly competitive and rapidly changing environment;
- Collaborating with Associate Deans to address student concerns.

Leadership Challenges and Opportunities

Assessment and Planning: The new Dean will be expected to lead intense, focused efforts in the College of Arts and Sciences, in collaboration with others across the University, to advance effective assessment processes and to enable these processes to inform strategic planning. There is a widely-recognized need to continue moving toward a culture of institutional self-reflection, in which regular program review provides data that can serve as the basis for planning at all levels of the University.

Community Building: The College seeks a new Dean who will engage the whole John Carroll community in productive dialogue around what it means to offer an excellent liberal arts education at a Jesuit University. Working closely with the Associate Deans, the new Dean will be expected to facilitate mutual communication leading to meaningful collaboration across the College and the University, allowing space for creativity and new ideas to flourish. There is a desire to build on recent initiatives that affirm and encourage faculty, staff, and others toward a shared sense of commitment to the common project of the University.

Curriculum and Quality: In Spring 2013, the faculty approved a thoroughly revised core curriculum stressing interdisciplinarity, diversity, and University mission; planning for new courses and developing assessment processes are well underway for implementation in Fall 2015. Recent years have also seen the growth of new academic programs that advance the University's mission, and graduate education (formerly a separate unit) has been integrated into the two Colleges. The Dean's dynamic leadership and enthusiasm in implementing this new integrative curriculum and developing creative approaches to academic programs are critical to maintaining John Carroll University's leadership position among peer institutions.

Faculty Development: The College of Arts and Sciences will have the opportunity over the next five years to recruit and hire new faculty. These strategic hires should serve to develop areas of strength within the College and to increase faculty diversity, reflecting a commitment of the University as a whole. Teaching excellence is a top priority, and the University has historically allocated resources to improve teaching and to support professional development. At the same time, the College offers reduced teaching loads for faculty who are active researchers. The Dean will be expected to find creative ways to continue supporting professional growth for faculty and staff, and to harness the energy and creativity they have to offer.

Governance: Recent years have seen positive growth in the area of shared governance among faculty and administration, thanks in part to the work of a representative Faculty Council, as well as faculty and university committees. The new Dean will be an advocate for the faculty of the college, and for academic affairs within the University—amplifying faculty voice and allowing for meaningful participation in strategic planning and decision making. Thus the Dean will be a partner in continuing to build the effectiveness of the Faculty Council, will seek to build trust and mutual respect between faculty and administration, and will develop a governance style that is brisk, adaptive, and fully consultative.

Resources: The new Dean will be asked to address both sides of the resource picture—cultivating new sources of revenue to support students, faculty, and programs, while at the same time exploring strategies for reducing costs while protecting the strengths of the academic enterprise. This will require, among other things, a pragmatic approach to the realities of the current enrollment environment.

Professional Qualifications and Competencies

It is *required* that the candidate have the following professional qualifications and competencies:

- A record of proven success as a senior academic affairs leader;
- An earned Ph.D. or equivalent;
- Full professor; with demonstrated record of excellence in teaching and research sufficient to merit tenure at that rank in an academic department in the College of Arts and Sciences;
- Direct experience supervising and evaluating faculty and staff;
- Managing multiple units and budgets in a school or division within an institution of higher education;
- Leadership experience in the area of academic assessment and institutional accreditation;
- Experience launching and overseeing meaningful initiatives that enhance academic excellence;
- Evidence of a commitment to building and sustaining a diverse, inclusive environment.



It is *preferred* that the candidate have the following professional qualifications and competencies:

- **Jesuit Mission:** Appreciation of the characteristics and ethical dimensions of Jesuit education; ability to engage and inspire others around JCU's Catholic Jesuit mission, vision, and values;
- **Leadership:** Demonstrated ability to build on current strengths of the CAS faculty and programs, while encouraging movement toward a stronger future; demonstrated ability to partner with other institutional leaders to shape the direction of JCU; demonstrated ability to advocate for the primacy of academic excellence as the foundation for strategic planning;
- **Liberal Arts Commitment:** Demonstrated commitment to the liberal arts, including the physical sciences, social sciences, and humanities; an understanding of issues associated with undergraduate and graduate programs, and a complementary view of the balance among teaching, research, and service;
- **Management:** Experience as a dean, associate dean, or department chair; experience in academic governance; demonstrated ability to steward resources and manage budgets responsibly;
- **Communication:** Superb written and oral communication skills;
- **Assessment and Accreditation:** Experience on an external assessment team for a regional accreditation organization; experience leading a successful self-study process; strong analytical skills;
- **Issues in Higher Education:** Familiarity with issues in higher education in general, and Jesuit Catholic higher education in particular;
- **Curriculum & Program Development:** Experience with global studies and interdisciplinary program development; ability to address the challenges and opportunities of our new integrative curriculum; ability to move health care and STEM programs forward and to develop new curricula in these fields; ability to develop curricula with Boler School of Business;
- **Academic Planning:** Experience with critical decision-making in the areas of academic planning, faculty promotion and tenure, and resource allocation;
- **Diversity:** Demonstrated commitment to issues of diversity and inclusion, with a record of success in promoting and sustaining diversity initiatives;
- **Personal Qualities:** Ability to listen, hear, and reflect upon viewpoints of others; optimism, vision, and commitment to *cura personalis*.

Procedure for Candidacy

Review of applications will begin on January 26, 2015 and will continue until the position is filled. Candidates should provide a *curriculum vitae*, a letter of application that addresses the responsibilities and requirements described in the Leadership Statement, and the names and contact information of five references. References will not be contacted without prior knowledge and approval of candidates. Nominations and expressions of interest should be sent electronically via e-mail to Lucy Leske, the Witt/Kieffer consultant assisting the University with this search, at JCUDeanCAS@wittkieffer.com.

The John Carroll University values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

ADDITIONAL INFORMATION

John Carroll University: An Overview

One of 28 Jesuit colleges and universities in the U.S. and 500 Jesuit educational institutions worldwide, John Carroll University is committed to inspiring individuals to excel in learning, leadership, and service in the region and in the world. Established in 1886 and located in the eastern Cleveland suburb of University Heights, Ohio, John Carroll is a private, co-educational, Catholic and Jesuit university that offers programs in the liberal arts, sciences, and business at the undergraduate level and in selected areas at the master's level. It consists of two schools, the College of Arts and Sciences and the John M. and Mary Jo Boler School of Business. The University employs a full-time faculty of 193 and enrolls approximately 3,100 undergraduate and 575 graduate students.

The distinctiveness of Jesuit education lies in its holistic approach to learning. By attending to the education of the entire person, this intellectual tradition prioritizes academic excellence, while simultaneously helping individuals find meaning and purpose in



their lives. Committed to this vision, John Carroll University offers rigorous academic programs that emphasize engaged learning, spiritual formation, and personal growth, providing students the opportunity to develop as total human persons (*cura personalis*). These programs, both curricular and co-curricular, produce graduates broadly trained in the liberal arts who are aware of the complex challenges of the modern world and are committed to working towards a more just and humane future. Rooted in the wisdom of our 450-year-old Jesuit heritage and responsive to the ever-changing needs of contemporary global society, John Carroll University provides an educational experience beneficial to both the individual and to society at large.

The **College of Arts and Sciences** supports 17 academic departments, more than 40 undergraduate major programs, over 20 graduate degree and certificate programs, and exciting interdisciplinary initiatives. The College has 154 full-time faculty lines and budgets of approximately \$20 million.

Recent Accomplishments and Achievements:

- In Fall 2015, the University will launch a new interdisciplinary, integrative learning curriculum. This curriculum ensures that the University's nine academic learning goals are met—not superficially, but in multiple places and times throughout the student's undergraduate years so that the skills, knowledge, competencies, and values they seek to instill are reiterated, deepened, and actualized. The faculty are working to implement the curriculum, including the development of integrated coursework that combines more than one content area and requires students to hone critical thinking and problem-solving skills that cross disciplines.
- The College of Arts and Sciences was awarded a \$236,000 grant from the McGregor Fund to support a three-year (2011-14) curriculum development project, Engaging the World: Educating for Contemporary Global Citizenship. The grant has enhanced teaching and learning about globalization processes via strengthened faculty expertise and new course development.
- The Pre-Health Professions Program office was established with a full-time Assistant Dean of Health Programs and a Physician-in-Residence. In addition, new curricular tracks and partnerships prepare students for careers in health care as well as work in autism and other developmental disorders. In spring 2014, the faculty approved a new major in Healthcare Information Technology, as well as a minor and certificate program in Professional Healthcare Preparation.
- John Carroll has developed dual admission/early acceptance relationships for students with the Ohio University Heritage College of Medicine in Cleveland, and Lake Erie College of Osteopathic Medicine's medical, dental, and pharmacy schools. Case Western Reserve University's Anesthesia Assistant Program reserves seats for JCU students at its Cleveland, Houston, and Washington, D.C. locations.
- A new endowment was established to support internships and research experiences in the natural sciences and pre-health programs.
- In 2014, the College of Arts and Sciences received a \$147,933 Career Ready Internship grant from Great Lakes Higher Education Guaranty Corporation for the 2014-15 academic year. The funds are being used to establish 38 new, paid internships in healthcare for juniors and seniors who receive financial aid.
- More than 70 teachers in the Cleveland Metropolitan School District developed skills to improve children's literacy through JCU's collaborative, one-year advanced reading endorsement program. JCU and CMSD partnered to meet the district's curricular and professional learning goals. JCU faculty taught courses, and instructional coaches from the district served as adjunct faculty. Teachers applied knowledge and techniques through literacy internships in their classrooms.
- The first group of Cleveland Heights High School students in the R.E.A.L. Early College began classes on campus in fall 2014. R.E.A.L. (relevant, experiential, active learning) Early College is a collaboration between JCU and the Cleveland Heights-University Heights School District that began two years ago when the students were freshmen. The program requires students to demonstrate mastery of their core classes before enrolling at JCU. Now juniors, the students also continue to take classes at Heights High. They can earn as many as two years of college credit at Carroll.

National Rankings

- Ranked in the 2014 "Best Colleges" edition of U.S. News & World Report as:
 - #7 among Midwestern Master's I institutions (26th consecutive year as one of the region's top ten institutions in this category).
 - One of 20 schools in the nation recognized for their stellar service-learning programs.
- Ranked among Kiplinger's Top 100 Best Values in Private Colleges for 2014.
 - One of only five Ohio schools in the "private school" category.
 - #92 in the United States.
- Named to the President's Community Service Honor Roll for the 7th consecutive year.
 - John Carroll was recognized in the following categories: General Community Service - Honor Roll With Distinction, Education Community Service - Honor Roll With Distinction, Interfaith Community Service - Honor Roll
 - Approximately 2,000 JCU students performed more than 115,000 hours of community service during the 2013-14 academic year.

- Ranked #28 nationally among master’s universities by Washington Monthly for contribution to the public good.
- Ranked in the top 30 nationwide on the Military Times’ “Best for Vets: Colleges 2015” four-year school list. John Carroll is the #1 Ohio school, the #5 private school, and #29 overall on the list of 100 colleges and universities.

Expert Faculty

Students learn from distinguished faculty who are experts in their respective fields. Our student/faculty ratio is 14:1. Ninety-six percent of our 193 full-time teaching faculty members hold doctoral degrees or the terminal degree in their field; several are Fulbright Fellows or NSF recipients. Most faculty members are active scholars who author books, book chapters, and journal articles, or who are on the editorial boards of important journals in their fields.

Successful Students

Eighty-six percent of John Carroll freshmen return as sophomores. Sixty-six percent receive their bachelor’s degrees in four years (compared with 52% of other four-year private schools in Ohio and 33% of four-year public schools in Ohio).

John Carroll students and graduates are in demand; they are engaged in invaluable internships at the “Big Four” accounting firms, at the Cleveland Clinic Foundation, at news and media outlets (e.g., the NBC/JCU Tim Russert “Meet the Press” Fellowship), and at Fortune 500 companies.

Enrollment Facts

Overall undergraduate enrollment has remained near 3,000 students with a goal to move toward 3,200 in the years ahead. Various new enrollment efforts (several of which are noted below) are underway to help JCU expand beyond its traditional regional focus. In fall 2014, John Carroll University welcomed the largest class of incoming students in a decade for the second consecutive year. The Class of 2018, composed of almost 800 students, hails from 327 high schools, 24 states, the District of Columbia, and 14 foreign countries. Furthermore, 38 percent of the class hails from outside Ohio, the highest percentage of out-of-state students in our history.

Facilities

John Carroll University’s campus comprises 26 buildings, predominantly neo-Gothic in style and with over 1,540,000 gross square feet of space, on 60 landscaped acres situated in suburban University Heights, east of Cleveland, Ohio. The North Quad Historic District, which includes seven buildings constructed between 1935 and 1963, is listed on the National Register of Historic Places. A number of campus initiatives promoting sustainability and new technologies are underway. Notable among them is the recent renovation of Murphy Hall, which is expected to achieve LEED certification.

Campus classrooms are designed to support a variety of pedagogies. The Dolan Center for Science and Technology affords laboratories for teaching and laboratory research. Numerous collaborative work and performance spaces are available on campus.

Finances

Operating Budget (FY14-15) • \$84 million (net of financial aid)
 Endowment (05/2014) • \$198 million
 Total Debt (05/2014) • \$58 million
 Gift Support (cash) (FY13-14) • \$7.8 million
 Financial Aid Budget (FY13-14) • \$59 million

Tuition, room and board and fees for the 2014-2015 academic year:
 Tuition • \$34,600
 Room & Board • \$10,500
 Fees • \$1,200
 Total • \$46,300



Greater Cleveland

The JCU campus is situated in University Heights, Ohio, an attractive residential suburb 10 miles east of downtown Cleveland (metropolitan area population 1.38 million).

Located on the shores of Lake Erie, Cleveland is the heart of a thriving metropolitan area.

Home to the Cleveland Orchestra, the Cleveland Museum of Art, the Rock and Roll Hall of Fame and Museum, a number of theatre ensembles, including the Cleveland Play House and Great Lakes Shakespeare Festival, dance companies, and a thriving film scene, Cleveland is a cultural magnet. Its lively theatre district at Playhouse Square is the country's largest performing arts complex outside of New York City. Cleveland is also a sports town, with Major League Baseball (the Cleveland Indians), NFL Football (the Cleveland Browns), and NBA Basketball (the Cleveland Cavaliers).

Cleveland has the largest city park system in the U.S. and offers picnicking, hiking, bike trails, horseback riding, winter sports, and more. The Cuyahoga Valley National Park, located between Cleveland and Akron, features a wide variety of natural, cultural, and historical resources. Cleveland is a three hours' drive from Niagara Falls and an easy half-day from Toronto. Chicago to the west and New York City to the east are both a day's drive.

For additional information about Cleveland, please visit the following links:

[Destination Cleveland](#)

[Downtown Cleveland Alliance](#)

[Cleveland+](#)

[Cleveland makes Fodor's must-see travel list for 2015](#)

[Cleveland makes Travel + Leisure's list of the best places to visit in 2015](#)

For Further Information

For additional information about John Carroll University, please visit the following links:

[College of Arts and Sciences Dean Search](#)

[Provost and Academic Vice President](#)

[University Mission](#)

[Academics](#)

[College and Arts & Sciences](#)

[Boler School of Business](#)

[Office of Institutional Effectiveness](#)

[Office of the President](#)

[Center for Faculty Development](#)

[Celebration of Scholarship](#)

[Annual Report](#)

[Fact Book 2014-2015](#)

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