



Dean
School of Continuing and Professional Studies

Position Narrative

2017



The University of Virginia

The University of Virginia is distinctive among public institutions of higher education. Founded by Thomas Jefferson in 1819, the University continues in its mission to develop tomorrow's leaders who are well prepared to help shape the future of the nation and the world. The University is highly selective, accepting only the best students and those who show the exceptional promise Jefferson envisioned. Its evolution over the past two centuries reflects that of our nation. Today UVA is a diverse global community of 36,000 students, faculty and staff. University students represent 48 states and 124 countries, and our 224,000 active and loyal alumni strive for the greater good around the world.

For 2018, the University was ranked the No. 3 best public university by U.S. News & World Report. In the 19 years since U.S. News began ranking public universities as a separate category, UVA has ranked in the top three and continues to rank in the Top 30 among the best of all national universities, public and private.

Purpose: The central purpose of the University of Virginia is to enrich the mind by stimulating and sustaining a spirit of free inquiry directed to understanding the nature of the universe and the role of humankind in it. Activities designed to quicken, discipline, and enlarge the intellectual and creative capacities, as well as the aesthetic and ethical awareness, of the members of the University and to record, preserve, and disseminate the results of intellectual discovery and creative endeavor serve this purpose. In fulfilling this purpose, the University places the highest priority on achieving eminence as a center of higher learning.

Academics: The School of Continuing and Professional Studies is one of the University of Virginia's eleven schools. The University is composed of the School of Architecture, the College and Graduate School of Arts & Sciences, the McIntire School of Commerce, the School of Continuing and Professional Studies, the Darden School of Business, the Curry School of Education, the School of Engineering & Applied Science, the School of Law, the School of Medicine, the School of Nursing, the Batten School of Leadership and Public Policy, and the liberal arts College at Wise in southwest Virginia.

The School of Continuing and Professional Studies (SCPS) has been serving non-traditional learners for over 100 years by providing access to educational experiences that blend academic scholarship with workplace relevance. Today SCPS enrolls about 2300 students in two part-time bachelor's degree programs, 18 certificate programs, one post-baccalaureate pre-med program and a variety of professional development courses and programs. Approximately 95 percent of students are enrolled in credit courses. SCPS has been delivering academic courses and programs using technology-enhanced delivery systems for over 30 years and today over 35 percent of its students are enrolled in online courses. In addition to offering a broad online academic portfolio, the School expands its reach by operating in seven regional academic centers located throughout the Commonwealth of Virginia. By building on the legacy of the founder, the University of Virginia continues to play a key role in shaping the future of the nation and the world.

The University offers 51 bachelor's degrees in 47 fields, 83 master's degrees in 66 fields, six educational specialist degrees, two first professional degrees (law and medicine), and 59 doctoral degrees in 58 fields. The University's schools and programs rank among the best in the United

States. The Schools of Architecture, Commerce, and Law all rank among the top ten in their fields in the *U.S. News and World Report* rankings. The University's language departments, such as Spanish, German, and French, regularly rank among the highest in the nation; other leading programs at the University include English, biomedical engineering, economics, history, nursing, physics, and psychology. By building on the legacy of the founder, the University of Virginia continues to play a key role in shaping the future of the nation and the world.

The Grounds: At the heart of the University's campus – or the Grounds, as it is called at U.Va. – is the “Academical Village,” a U-shaped group of buildings designed by the founder Thomas Jefferson and set around an open space known as the Lawn. Jefferson envisioned this arrangement as well suited to the frequent contact and shared learning between professors and students that define the ideal college experience.

Today the lawn remains the center of University life. Each year thousands of visitors tour the Rotunda, which is also a venue for lectures, social events, student activities, and meetings. The Academical Village is considered one of the world's great cultural treasures, and U.Va. was the first University to be chosen as a UNESCO World Heritage Site.

Experiencing the U.Va. Community: The University community includes approximately 16,006 full and part-time employees, including the U.Va. Health System. There are more than 22,000 students – 15,890 undergraduates and 6,500 graduate and professional students.

While national surveys are notable achievements, the University's success can best be measured by the quality of the students who attend. They are diverse, smart and engaged. U.Va. students bring with them a sense of creativity, engagement, and vitality that manifests itself inside and outside the classroom. Their interests and their activities, more than any other factors, make the University an exciting place.

Being part of the U.Va. community means experiencing a variety of artistic, cultural, athletic, and outdoor activities year-round. Theatergoers attend on-Grounds productions by the Department of Drama and Heritage Theatre Festival. The University of Virginia Art Museums present special exhibitions and maintains a permanent collection of more than 10,000 objects from around the world. U.Va. also sponsors an evening concert series and concerts by local bands and symphony orchestras.

The U.Va. football games at Scott Stadium draw approximately 350,000 spectators annually. The John Paul Jones Arena, home to the U.Va. basketball teams, also hosts concerts, family shows, and community events. The University offers various indoor and outdoor fitness facilities, including the 54,300 square foot Aquatic & Fitness Center, outdoor tracks for jogging, and fields for intramural sports and individual recreation. University employees receive discounts to selected arena shows and events and a reduced rate for memberships to University fitness centers.

Charlottesville, Virginia “A Great Place to Live”

Named in honor of Queen Charlotte, the wife of George III, Charlottesville was settled in the eighteenth century on a site overlooking the Rivanna River. Today, Charlottesville is a small, thriving city of over 40,000 with a metropolitan population nearing 200,000. There are few

places in the United States that combine a picturesque and cultivated countryside rich in historical associations with the proximity of a national park and a wide array of cultural opportunities. The National Trust for Historic Preservation, the country's largest private, nonprofit preservation organization, named Charlottesville to its 2007 list of America's Dozen Distinctive Destinations, an annual list of unique and lovingly preserved communities in the United States.

Reporting Relationship

The Dean of the University of Virginia's School of Continuing and Professional Studies reports to the Executive Vice President and Provost of the University.

The Role of the Dean of the School of Continuing and Professional Studies

The dean is the leader of the School and is its senior professional and academic faculty member. The School's management team is comprised of the associate and assistant deans, senior program directors, and administrative directors. The dean's key areas of responsibility include:

- **School Leadership:** The dean understands the School and works with the associate deans to find new ways to enhance the School's performance at every level. The dean bears final responsibility for ensuring that the School operates with a focus on providing the maximum benefit to the larger University and its off-Grounds constituencies - students, organizations, and communities served.
Institutional Leadership: The dean serves on the Deans' Council, and works with the provost, president and other University leaders to provide overall academic leadership for the University. The dean of the School must understand and be committed to the special values that guide the University of Virginia as a major national teaching and research institution. The dean is an active contributor to the discussion of larger University issues and is able to step beyond narrower unit concerns and to view these within the context of the larger challenges facing the University. It is the dean's ability to work with other deans with honesty, understanding, insight, commitment, and creativity that permits the School to advance its efforts and to build on the foundation of the University's strengths, interests, and heritage. The dean also works closely with the School's associate deans to build strong relationships and develop strategies for fostering productive working relationships between faculty and administrative directors throughout the School.

The University relies on the dean of the School to understand priorities and to present ways in which the University can serve through its academic programs and outreach efforts. The dean is responsible for keeping University leadership abreast of new academic program needs and strategies (such as the increased use of educational technologies) that may have significant implications for the University. The dean is also the primary internal spokesperson for the distinctive needs of the University's off-Grounds student population and programs.

The dean works with the associate deans to establish and maintain internal relationships with other schools and administrative leaders that are key to the School's successful operation. The School's management of a diverse academic portfolio, student services, and administrative functions require the dean to have administrative and political skills as well as a positive and collaborative approach to defining, preventing, anticipating, and resolving problems.

- **Mentoring and Scholarship:** The dean is the primary mentor and leader for the School's faculty and senior administrators. The dean helps develop faculty teaching and scholarship, and mentors senior administrators in order to build new skills and maintain enthusiasm and commitment to the School's portfolio of academic programs. The dean's skills and experience in academic program development, senior management, student services, educational technology and online pedagogy, outreach programming and marketing, internal and external relations, fiscal management, and fundraising are a resource for the School faculty and staff. The dean regularly reinforces the School's values, vision, and goals to gain the willing commitment of all to a common purpose. The dean's accessible, personal commitment to the work, and concern for the faculty and staff are fundamental to the School's ability to achieve its goals.
- **Academic Excellence:** The dean provides strategic leadership, vision and support in developing and updating academic programs, curricula, services, policies and procedures. The dean works collaboratively and in consultation with the school's associate and assistant deans, faculty, and senior administrators to ensure academic excellence and relevance which meet the needs of the students.
- **Service Excellence:** The dean leads the School's effort to achieve service excellence. The dean's own understanding of responsive and exceptional student and customer service guides the School's faculty and staff. The dean works with the associate and assistant deans, faculty, senior program directors and administrative directors to find new avenues to improve services and increase the service skills of the faculty and staff. The dean bears final responsibility for ensuring that those who attend an academic program offered through the School find the support and student services offered to be an exceptional component of the overall experience.
- **External Relations:** The dean is the School's senior external relationship builder and spokesperson. Region to region, throughout the state and nation, the dean speaks on behalf of the School and the University with respect to its academic programs. The dean works with the associate and assistant deans, and senior program directors to build relationships with civic, corporate, professional, governmental and community college leaders throughout the state and nation. The dean ensures that the University's outreach and partnership capabilities are trusted, respected, and well known. The dean's external relationship building creates alliances for the University and opens new avenues for the University to benefit broadly from those relationships and the increased external credibility they bring.

The dean regularly plays the role of host and spokesperson at higher profile outreach and partnership programs and at the launch of the School's new academic programs. The dean is a skilled external meeting/program facilitator and trusted representative of the University.

- **Leadership and Collaboration:** The University of Virginia is one of the leading institutions in the nation. Representing the University, the dean of the School is responsible for collaborating in partnerships that play leadership roles across the state. The dean takes the lead in encouraging all senior professionals in the School to establish productive and long-term relationships with other institutions to ensure that the Commonwealth of Virginia has the greatest outreach programming return for the resources it invests in higher education. The dean is committed to supporting economic and community development through the reach of the School's academic programs. The dean is expected to be an insightful, innovative, and knowledgeable leader who is trusted and respected by leaders of other institutions.

The dean's command of the history and new developments in outreach and adult education are such that the University is able to bring to the Commonwealth a broad and progressive perspective on the possibilities of outreach within and across institutional lines.

- **Fundraising:** This year marks the beginning of a multi-year celebration of the University's 200 years of excellence, a thorough accounting of its complicated legacies, and an exploration for how UVA will serve as a defining public institution of higher education for the century ahead. The Bicentennial Celebration will launch our Third Century Capital Campaign. This multi-billion-dollar campaign will further strengthen our ability to provide transformative educational opportunities, conduct meaningful research, and serve the commonwealth, the nation and the world. It will also provide our new president the opportunity to define the University's ambitions for its third century and engage deeply with its devoted alumni. As senior spokesperson for the School, the dean plays a role in prospect cultivation and fundraising, and will partner with the University's overall fundraising effort.
- **Fiscal Management:** The dean must have a strong command of fiscal management and the interdependence of various academic programs and services and plays a senior role in working with the associate deans, assistant deans, academic program directors and administrative directors to create fiscal strategies and achievable goals for the short and longer term. The dean bears fiscal responsibility for ensuring that the School is managed in keeping with the fiscal policies of the University and the state, and the dean bears final responsibility for the fiscal stability of the School. As part of the school's strategic and fiscal planning and goal-setting, the dean is responsible for building effective outreach, recruitment and marketing plans which utilize staff resources and contemporary media and information systems.

Professional Qualifications

The dean of the School of Continuing and Professional Studies will possess a terminal degree with a sustained record of academic accomplishment, demonstrated success in academic leadership, ability to develop and deliver new academic programs, enhance/promote existing programs, manage fiscal resources, recruit and develop a diverse faculty, demonstrated understanding of fundraising and the ability to foster interdisciplinary collaboration with other academic programs within the University and the community.

- A distinguished record of academic achievement, leadership, and successful experience in higher education and serving non-traditional learners. A doctoral degree is strongly preferred, however, in extraordinary cases, as determined by the University, a doctoral degree may not be required;
- Experience leading transparently, fairly, collectively, and responsively;
- Strong and demonstrated desire, ability, and commitment to function as a key member of the university's senior management team by broadly engaging the university community, and collaborating across Grounds;
- Effectiveness in a complex system of distributed leadership; experience developing clear systems and organizational structures, and then delegating appropriately;

- Proven success in the context of shared governance and collaborative decision-making with multiple stakeholder groups;
- Ability to be a strong advocate of School of Continuing and Professional Studies issues at a university, local, regional, state, and national level;
- A strong motivation and desire to partner with other Deans and Schools to promote overall institutional excellence;
- An outstanding record of effectively managing people; a strong team orientation, along with a willingness to circulate widely and listen well;
- Persuasive advocate, charismatic spokesperson, and communicator with leadership in academic and professional organizations at a national leader.

Process for Candidacy

Nominations and applications should include curriculum vitae, letter of interest, and contact information for at least three references. Recruitment will continue and applications will be considered until the position is filled; however, responses by November 27, 2017 are encouraged. The search will be carried out with full confidentiality; candidates will be notified before references are contacted.

To express interest in this opportunity please contact Melissa Hurst, Director of Recruitment at 434-297-7641 or by email to mhurst@virginia.edu

The University of Virginia is an equal opportunity and affirmative action employer. Women, minorities, veterans, and persons with disabilities are encouraged to apply.