Position Specification

Dean, College of Liberal Arts and Sciences

University of Connecticut

June 2018
POSITION SPECIFICATION

<table>
<thead>
<tr>
<th>Position</th>
<th>Dean, College of Liberal Arts and Sciences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institution</td>
<td>University of Connecticut</td>
</tr>
<tr>
<td>Location</td>
<td>Storrs, CT</td>
</tr>
<tr>
<td>Reporting Relationship</td>
<td>Provost and Executive Vice President for Academic Affairs</td>
</tr>
<tr>
<td>Website</td>
<td><a href="http://www.uconn.edu">www.uconn.edu</a></td>
</tr>
<tr>
<td>CLAS Website</td>
<td><a href="http://www.clas.uconn.edu">www.clas.uconn.edu</a></td>
</tr>
</tbody>
</table>

THE SEARCH

The University of Connecticut (UConn), one of the nation’s leading public research universities, seeks a visionary and dynamic leader to serve as the Dean of its College of Liberal Arts and Sciences (CLAS). UConn seeks candidates who have a comprehensive resume of success in academic leadership roles and who can demonstrate exceptional skills and experience that will enable them to lead a research and educational enterprise across multiple campuses. For the past decade, the University has been on a remarkable journey of expansion and growth. By every measure, from student diversity to research grants, UConn has enhanced its standing. Today, UConn is ranked among the top 20 public research universities nationwide. As the chief executive officer for the College of Liberal Arts and Sciences, the Dean will set the standard of intellectual engagement and accomplishment for the College.

The Dean will provide strategic vision and operational leadership to all aspects of the academic and scholarly program, setting priorities for the College and guiding it toward strategic goals of enhancing scholarship, promoting research and outreach, and providing excellence in undergraduate and graduate education in an academic setting with a diverse population of students, faculty, and staff. In consultation with University officials, the Dean will appoint endowed faculty chairs and professorships and increase faculty awards and fellowships. The Dean is the College’s chief advocate, promoting its goals and achievements, leading its development and fund-raising activities, and speaking for its mission of excellence in scholarship, teaching, and service. Supporting the University’s research mission, the Dean will advance the scholarly activities of the faculty, including interdisciplinary opportunities. The Dean will also be the College’s public voice, promoting collegiate initiatives within UConn and across the state, articulating the College’s contributions at the local, state, regional, national, and international levels. In pursuing these responsibilities, the Dean, who reports to the Provost, will work collaboratively with the President and Provost and with Vice Presidents, Vice Provosts, other Deans, and Department Heads.

The successful candidate will be a nationally recognized, self-assured, entrepreneurial leader prepared to extend and expand the sense of pride, of purpose, and of excellence already characteristic of the UConn College of Liberal Arts and Sciences. With experience in a research university, the ideal candidate will have demonstrated success as an educator, a researcher committed to the search for new knowledge, a sophisticated administrator, and someone able to imagine new possibilities for the College.
The University of Connecticut has retained the services of the executive search firm Korn Ferry to conduct this important search. Confidential inquiries, nominations, and applications may be directed to the search firm as indicated at the end of this document.

INSTITUTIONAL BACKGROUND / CULTURE

THE UNIVERSITY
The University of Connecticut is one of the top public research universities in the nation, with faculty and students pursuing answers to critical questions in labs, lecture halls, and the community. Knowledge exploration throughout the University’s network of campuses is united by a culture of innovation. An unprecedented commitment from the state of Connecticut ensures that UConn attracts internationally renowned faculty and the world’s brightest students. In just twenty years, the University’s ranking by U.S. News & World Report among public universities has risen from 38 in 1998 to 18 in 2018.

Founded in 1881, UConn is a Land Grant and Sea Grant college and member of the Space Grant Consortium. It is the state’s flagship institution of higher education and includes a main campus in Storrs, CT, four regional campuses, and 13 Schools and Colleges, including a Law School, and Medical and Dental Schools at the UConn Health campus in Farmington. The University has approximately 10,000 faculty and staff and 32,000 students, including more than 23,000 undergraduates and over 8,000 graduate/professional students. UConn is a Carnegie Foundation R1 (highest research activity) institution.

In 2011, the state of Connecticut authorized Bioscience Connecticut, which provides funding to UConn to enhance UConn Health’s facilities, support greater research innovation, and grow the number of scientists and students in UConn’s Medical and Dental Schools. The Jackson Laboratory for Genomic Medicine built a new campus adjacent to the Health Center campus as a direct result of the state’s investment in Bioscience Connecticut, enabling Connecticut to assume a position of global leadership in developing new medical treatments tailored to each patient’s unique genetic makeup.

In 2013, the state legislature enacted Next Generation Connecticut, a ten-year capital investment that has increased the size of UConn’s student body, dramatically enhanced physical infrastructure for Science, Technology, Engineering, and Math programs, and created premiere STEM programs. In addition, in recent years, the University implemented one of the most ambitious faculty-hiring plans in U.S. higher education strategically to expand its faculty in key research and teaching areas and to increase the number of classes offered.

Thanks to the impressive support of the State of Connecticut, UConn has been undergoing well over a decade of growth at the same time that many other universities have been compelled to restrict or reduce their efforts. UConn’s total budget for 2018 was $2.4 billion, and the current value of its endowment is approximately $425 million. The University receives over $185 million in research awards and is accredited by the New England Association of Schools and Colleges. The University has approximately 254,000 alumni worldwide, 135,000 of whom live in Connecticut. Student diversity continues to increase, as does the number of honors students, valedictorians, and salutatorians who make UConn their top choice. UConn’s retention rate is among the best for public universities in the nation, with 94 percent of students returning for their sophomore year.

The University of Connecticut is dedicated to excellence demonstrated through national and international recognition. Through freedom of academic inquiry and expression, UConn creates
and disseminates knowledge by means of scholarly and creative achievements, graduate and professional education, and outreach. With a focus on teaching and learning, the University helps every student grow intellectually and become a contributing member of the state, national, and world communities.

Through research, teaching, service, and outreach, UConn embraces diversity and cultivates leadership, integrity, and engaged citizenship in its students, faculty, staff, and alumni. As the state’s flagship public University, and as a land and sea grant institution, UConn promotes the health and well-being of citizens by enhancing the social, economic, cultural, and natural environments of the state and beyond.

The University serves as a beacon of academic and research excellence as well as a center for innovation and social service to communities. UConn is a leader in many scholarly, research, and innovation areas. Today, the path forward includes exciting opportunities and notable challenges. Record numbers of undergraduate applications and support for student success have enabled the University to become extraordinarily selective.

THE COLLEGE OF LIBERAL ARTS AND SCIENCES (CLAS)
UConn’s College of Liberal Arts and Sciences is located on its main campus in Storrs, with teaching and research activities extending also to its four regional campuses in Avery Point (home to the Marine Sciences Department), Hartford (which houses the Department of Public Policy), Stamford, and Waterbury. The College was first established with 17 departments in 1939 as one of seven divisions of the newly named University of Connecticut. It now consists of 24 departments and 8 academic Centers and Institutes, offering 50 undergraduate majors and 55 undergraduate minors, along with 40 MA and PhD programs. CLAS has a $220 million annual budget, 776 full-time faculty, and 215 staff. More than 50% of all UConn faculty are appointed in CLAS, the largest academic unit at the University, and 63% of the total credit hours offered at the UConn are taught in CLAS. Total undergraduate enrollment in CLAS is 10,000; graduate enrollment is 1600. The College's most popular majors include Biological Sciences, Psychological Sciences, Economics, Communication, and Political Science.

The research programs of the College are broad in scope, with strengths in the humanities, social sciences, and the physical and life sciences. Annual research expenditures for CLAS are $40 million. The faculty includes internationally renowned, award-winning scholars across the disciplines in fields ranging from Anthropology to History, Molecular and Cell Biology to Statistics. Increasingly, exciting new areas of research are emerging at the intersection of departments, as faculty pursue interdisciplinary work that brings together multiple methods of inquiry. These interdisciplinary interests and opportunities are further catalyzing collaborations between CLAS faculty and colleagues from other colleges, schools, centers, and institutes throughout the University. Over the coming years, as a result of an ambitious capital plan, the College will be enhancing and expanding its teaching and research facilities, to include state-of-the-art laboratory and classroom spaces.

KEY RESPONSIBILITIES
UConn will welcome a Dean who thrives on innovation and the challenges and opportunities of developing, organizing, and managing new initiatives. The faculty at the UConn College of Liberal Arts and Sciences are deeply committed to research and to their students. The Dean will articulate a vision for the College, defining its role in research and teaching within the University community, the state, and the nation. From that vision, the Dean will shape the organization and, with the faculty, configure, create, and grow programs and attract a student body to realize their success.
The Dean will make critical contributions to the continued development of the College. This is an extraordinary opportunity for an individual with the drive, skill, and experience to bring creative leadership to the organization and to play a meaningful role in shaping its future. The new Dean will embrace these opportunities, helping to realize the potential of the UConn College of Liberal Arts and Sciences. The new Dean will build on a solid foundation to contribute to the College and its diverse constituents to pursue important opportunities, including:

- Provide visionary and strategic leadership for CLAS
- Recruit, retain, and develop excellent faculty
- Aggressively advance research and sponsored programs across the College
- Oversee financial decisions and create clear and efficient processes, staffing, and structures
- Support and promote a diverse and inclusive culture, including the hiring and retaining of faculty and staff from traditionally underrepresented backgrounds
- Maintain and develop internationally recognized doctoral training programs in focused areas of research
- Elevate the visibility of the College, forge strong relationships with alumni and donors, and lead the College’s fundraising efforts.
- Help to articulate the University-wide vision and to raise further resources

PROFESSIONAL EXPERIENCE / QUALIFICATIONS

Reporting to the Provost and Executive Vice President for Academic Affairs for all matters, the Dean is the chief academic and administrative officer of the College of Liberal Arts and Sciences, responsible for providing strategic vision and operational leadership to all aspects of the academic and scholarly program.

The Dean oversees faculty appointments, along with the promotion, tenure, and review process in CLAS. The Dean has administrative responsibility for undergraduate education and, in partnership with the Dean of the Graduate School, for graduate education within the College. The Dean is also responsible for implementation of academic rules and regulations, academic advising, promotion of academic integrity, faculty staffing and development, research activities, management of academic resources, oversight of academic departments, interdisciplinary centers, institutes, and programs, and other academic activities within the College.

Reporting to the Dean are 4 Associate Deans (for the Humanities, the Life Sciences, the Physical Sciences, and the Social Sciences), 24 Department Heads, and 8 Center and Institute Directors. In addition, the office of the Dean of CLAS is staffed by a Chief Operating Officer, Executive Director of Academic Services, Director of CLAS Advancement, Director of CLAS Alumni Relations, Director of Communications, Finance Director, Administrative Services Specialist, and an Executive Assistant.

The Dean will lead the College in promoting an innovative research environment and educational programs. The Dean assists the President and Provost in representing the University on matters related to its core missions of research, education, and outreach. The Dean partners with the UConn Foundation to assure robust fundraising and alumni relations. The successful candidate will be a nationally recognized, strong, self-assured, entrepreneurial leader able to infuse UConn CLAS with a sense of pride, of purpose, and of excellence.

The University of Connecticut seeks a dynamic leader who must have the following minimum knowledge and skills:
- A Ph.D. in a relevant field or an equivalent earned doctorate.
- Credentials that merit appointment at the rank of full professor in a CLAS department.
- A proven leader and talented administrator.

The successful candidate must have the following traits:

- A profound sense of integrity and professionalism.
- A deep commitment to excellence.
- A clear ability to use good judgment and make sound decisions.
- A leadership style that invites collaboration, encourages teamwork, welcomes diverse perspectives, and values transparency.
- Demonstrated ability to manage change, resolve conflict, and build consensus.
- Superior interpersonal and communication skills, including tactfulness, a high level of emotional intelligence and concern for others, and the ability to navigate controversy gracefully and treat all people with civility and respect.
- The ability to sustain a vigorous research and educational enterprise through visionary leadership and an entrepreneurial mindset.

The ideal candidate will also have the following preferred characteristics:

- Demonstrated experience at a research university and success as a researcher committed to the search for new knowledge.
- Demonstrated capability to support research at the student and faculty levels, and to foster interdisciplinary collaboration.
- A robust understanding of the process required for gaining extramural research funding.
- Demonstrated success as an educator and a genuine appreciation of, and good rapport with, students.
- The ability to imagine new possibilities for the College, develop and articulate a vision, and develop and implement effective strategic plans, including the ability to translate institutional strategy into operational goals, and to specify and prioritize short and long-range objectives.
- Experience as an agent of innovation and change achieving excellence across a complex organization.
- A demonstrable track-record of administrative achievement that gives strong evidence of his or her capacity to manage a complex College, including its budget, workforce, and programs.
- The skills to navigate the organizational, political, and fiscal realities unique to a major public research university, and to make changes to improve current practice, including effective advocacy for the resources required to uphold mandates and achieve aspirations.
- Demonstrated capability to manage professional and support staff effectively, including hiring, motivating, training, developing, and evaluating the job performance of employees.
- A strong record of accomplishment with respect to promoting diversity, including assessing needs, developing initiatives, and applying best practices.
- The ability to recruit and retain highly desirable research and instructional faculty in a competitive environment.
- The ability to work productively and cooperatively with administrators, faculty, students, staff, educators, and community leaders as partners to advance the University’s research, teaching, engagement, outreach, and service missions.
- Significant experience with outreach and cross-organizational cooperation.
- Experience and/or the clear potential to represent the College articulately and compellingly.
to external constituencies, enhancing the visibility and impact of its work while increasing gifts, funded research, and other mission-aligned revenue.

- The ability to develop and maintain an active alumni network.
- Strong written, oral, and interpersonal skills; the ability to communicate the College’s needs, plans, and programs effectively.

COMPENSATION
The University of Connecticut offers an attractive compensation and benefits package, commensurate with the successful candidate’s background and experience.

NOMINATIONS AND APPLICATIONS
Review of applications, nominations, and expressions of interest will begin immediately and continue on a confidential basis until an appointment is made.

For priority consideration, please apply by Friday, September 14, 2018. Applications should include 1) a curriculum vitae and 2) a letter of interest that addresses the responsibilities and requirements described above, as well as the applicant’s motivation to apply. To ensure full consideration, inquiries, nominations, and applications should be submitted electronically, in confidence, to:

uconn-clas@kornferry.com

KORN FERRY CONTACTS

<table>
<thead>
<tr>
<th>Paul Chou</th>
<th>Josh Ward, Ph.D.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-Managing Director</td>
<td>Senior Associate</td>
</tr>
<tr>
<td>Global Education Practice</td>
<td>Global Education Practice</td>
</tr>
<tr>
<td>Philadelphia, PA</td>
<td>Philadelphia, PA</td>
</tr>
</tbody>
</table>

The University of Connecticut is committed to building and supporting a multicultural and diverse community of students, faculty, and staff. UConn’s faculty and staff are the critical link to fostering and expanding our vibrant, multicultural and diverse University community. As an Affirmative Action/Equal Employment Opportunity employer, UConn encourages applications from women, veterans, people with disabilities and members of traditionally underrepresented populations.

Employment of the successful candidate is contingent upon the successful completion of a pre-employment criminal background check. All employees are subject to adherence to the State Code of Ethics which may be found at http://www.ct.gov/ethics/site/default.asp.