



Search for a Dean for the College of Liberal Arts and Sciences

THE SEARCH

The University of Illinois at Springfield (UIS) seeks a visionary and collaborative leader as its next Dean of the College of Liberal Arts and Sciences. Located in the state capital, the University of Illinois at Springfield is the newest campus of the University of Illinois and an intentionally small, public liberal arts university. UIS has a rich tradition founded on the goals of liberal learning and civic engagement and is emerging as a national leader and progressive innovator in undergraduate education and online programs.

The University of Illinois at Springfield offers innovative, high-quality liberal arts education, public affairs activities, and professional programs dedicated to the UIS mission of academic excellence, enriching individual lives, and making a difference in the world. UIS serves its students by building a teacher-scholar faculty whose members have a passion for teaching and by creating an environment that nurtures learning. The resulting close relationships between students and faculty are consistently cited by graduates as the University's great strength. The academic curriculum of the campus emphasizes a strong liberal arts core, an array of professional programs, extensive opportunities in experiential education, and a broad engagement in public affairs issues. The diverse student body at UIS includes traditional, non-traditional, and international students and comprises more than 4,700 undergraduate and graduate students in 43 degree programs, including 16 that are offered entirely online as well as on campus.

The College of Liberal Arts and Sciences is the largest academic unit on the UIS campus with approximately 170 full-time and adjunct faculty, 21 academic professionals, and 17 civil service staff members in 19 academic programs representing the natural sciences, social sciences, arts, and humanities. The College enrolls about 1,500 undergraduate and 360 graduate students. Two University-wide service units that provide academic support and curricular services to students across the campus also report to the Dean.

The Dean reports to the Provost and Vice Chancellor for Academic Affairs and is the College's chief academic, executive, and fiscal officer, responsible for promoting, directing, and supporting the College's academic and financial affairs. As the leader of the largest academic unit on campus, the Dean also provides intellectual leadership and guidance to the overall campus community as it works to advance UIS and to achieve national recognition as a premier public liberal arts university. The Dean plays a critical institutional role in several key University initiatives including continued refinement of the University's recently developed four-year programs and implementation of the 2006 strategic plans for the University and the College.

The University of Illinois at Springfield has retained Isaacson, Miller, a national executive search firm, to assist in this recruitment. Nominations and applications, including cover letter, vita, and three references, should be submitted, preferably in electronic form, as noted at the end of this

document. For further information about the University of Illinois at Springfield, please visit <http://www.uis.edu>.

THE CONTEXT: University of Illinois at Springfield

The University of Illinois System

The University of Illinois was founded in 1867 in response to the federal Land Grant Act of 1862. The University's evolution over more than 140 years as a land-grant institution has produced a set of core values that underlie all aspects of its present and future programs. The University is a comprehensive public university and a family of three distinct campuses: the University of Illinois at Chicago (UIC), a major research university and the system's healthcare campus; the University of Illinois at Urbana-Champaign, a place of research excellence, innovation, and tradition and an international leader in science and engineering; and the University of Illinois at Springfield, an intentionally small, public liberal arts university. Each campus serves the people of Illinois through a shared commitment to its missions of excellence in teaching, research, public service, and economic development and makes specific and different contributions to the University's overarching vision. The campuses are strengthened by intercampus cooperation and by university-wide services, while executing their academic missions with a high degree of delegated authority and autonomy.

University of Illinois at Springfield

The University was established by the Illinois General Assembly in 1969 as Sangamon State University, one of Illinois' two upper-division institutions. Teaching and education in public affairs, small classes, and close connections between faculty and students both inside and outside the classroom constituted the cornerstones of the institutional mission. The founders embraced both the liberal arts and community engagement and sought to attract faculty and students who valued innovative approaches to teaching and learning, the integration of multiple perspectives in addressing issues and solving problems, and relationships between education and public engagement.

Over the last several years, the University has evolved into a more comprehensive and traditional university. In 1995, the University became a campus of the University of Illinois and was renamed the University of Illinois at Springfield. This new name marked the beginning of momentous change for the University. The University's single doctoral program in public administration was launched in 1998, and in the fall of 2001, the first freshmen class was admitted. The University's 2006 strategic plan (<http://www.uis.edu/strategicplan/>) lays out a comprehensive program to achieve recognition as one of the top five small public liberal arts universities in the country. In 2008, UIS was recognized for the first time in *U.S. News & World Report*, achieving ranking as the fourth best public master's university in the Midwest.

Today, more than 200 full-time faculty across 22 undergraduate programs and 21 graduate programs deliver a variety of curricula. More than 4,700 students in both online and on-campus learning environments are enrolled in 22 bachelor's degrees, 20 master's degree programs, and 1 doctoral program in public administration. The campus awarded 1,045 degrees in 2007. For fiscal year 2009, UIS reports an annual operating budget of \$70.8 million, with state funds representing \$22 million, and an endowment of approximately \$21 million.

Academics

UIS has four colleges offering degree-granting programs: Business and Management; Education and Human Services; Liberal Arts and Sciences; and Public Affairs and Administration. Academic departments range from traditional disciplines to professional programs.

UIS has been recognized as a leader in online education and received the 2007 Excellence in Institution-Wide Online Teaching and Learning Programming award from the Sloan Consortium, a group of institutions and organizations committed to quality online education. The University takes pride in offering high-quality online courses and online completion degrees in the liberal arts and sciences and professional programs and is committed to using the same full-time faculty and adjuncts who teach in the on-campus degree programs and courses to teach in its online programs. Individualized faculty attention, dedicated staff for advising online students, and innovative use of technology to create intimate and challenging learning environments characterize the UIS online programs. This approach is becoming known nationally as the "UIS Model" of online education. UIS' online programs currently include eight bachelor's and eight master's degrees.

Over the last eight years, UIS has developed a residential, integrated, interdisciplinary honors program and a new general education curriculum emphasizing lifelong learning and civic engagement and serving both four-year baccalaureate and transfer students. The Capital Scholars Honors Program (CAP) is a highly selective baccalaureate program serving a small cohort of residential, highly qualified, traditional-aged students. It offers an integrated interdisciplinary curriculum that provides the general education courses and much of the first two years of course work for selective students entering as freshman at UIS. The curriculum is designed to complement the coursework in the major and the upper-division general education required of all undergraduates. Launched three years ago, the General Education Curriculum (Gen Ed) is based on the principles of lifelong learning and engaged citizenship from local to global settings and provides a more general curriculum suitable to a more heterogeneous freshman class. This curriculum is also designed to afford transfer students opportunities for completing their general education coursework. In fall 2006, UIS began recruiting a larger class of freshman who were divided between the general education and honors programs.

Campus resources that support academics include the Norris L. Brookens Library with a collection of more than 500,000 volumes, including 10,000 e-books, 200,000 government publications, and a rich assortment of electronic and traditional subscriptions and materials, and the Health and Sciences Building, site of multiple science laboratories and computer labs. UIS is also home to several research facilities such as the Center for State Policy and Leadership, which identifies and addresses key state and national public policy issues and organizes graduate public service internships, and the Emiquon Field Station, where students work alongside scientists documenting one of the largest wetlands restorations in the world.

Leadership and Governance

As a member of the University of Illinois system, UIS is governed by the University of Illinois Board of Trustees and is led by Chancellor Richard D. Ringeisen, who assumed the role in 2001. Since his arrival, UIS has transitioned into a full-fledged four-year university with a new curriculum and has emerged as a national leader in online education.

The University of Illinois system has a long tradition of faculty, staff, and student governance. The idea of shared governance remains at the heart of campus decision-making. Today, the Campus Senate, a faculty-staff-student governance system, plays a vital role in the

development and approval of academic policy, monitors new initiatives and program/unit review, and oversees faculty personnel policy. The Academic Professionals Advisory Council, the Advisory Council for Civil Service employees, and the Student Governance Association also play a critical role in campus decision-making.

Campus and Student Life

UIS is situated in the Illinois state capital on an expansive 746-acre campus, approximately 200 miles southwest of Chicago and 100 miles northeast of St. Louis. UIS is committed to inspiring, educating, and supporting students in their efforts to excel personally and academically and to helping them develop into engaged citizens, and its locale has supported this goal. UIS faculty and students take advantage of many research and educational opportunities in public affairs and policy, including internships in the state government as well as with the many nonprofit organizations and trade associations headquartered there.

Student life at UIS offers a range of activities to promote student engagement and personal development. Athletics are an important component of the UIS student experience. The Intercollegiate Athletic Department offers seven collegiate programs that compete at the NAIA level in the American Midwest Conference. UIS has recently applied to enter the NCAA Division II in 2010 and will be a member of the Great Lakes Valley Conference. The University also recently opened its \$16.2 million Recreation and Athletic Center. The Public Affairs center, with the 2,000-seat Sangamon Auditorium performing arts center and conference facilities, is a popular venue for UIS productions, visiting speakers, and national entertainers. UIS was also the first university campus in Illinois to provide campus-wide wireless availability. Music, theatre, electronic media, and visual arts continue to grow at UIS, with arts-related space now found in all four of the University's main buildings.

The city of Springfield has a rich history and a lively culture. Home to Abraham Lincoln when he was elected to the U.S. presidency, Springfield is the site of the Abraham Lincoln Presidential Library and Museum and the city where Barack Obama launched his successful presidential campaign. The city of Springfield also boasts a range of recreational and entertainment attractions, including a wildlife sanctuary, a zoo, and botanical gardens, as well as a lively music and performing arts scene.

The College of Liberal Arts and Sciences (CLAS)

The College of Liberal Arts and Sciences is the largest college at UIS and serves a large portion of all UIS students in some capacity. . The College comprises approximately 170 full-time and adjunct faculty; 21 academic professionals, and 17 civil service staff members in 19 academic programs in the natural sciences, social sciences, arts, and humanities. Approximately 1,500 undergraduate and 360 graduate students are majoring in CLAS programs.

The College offers fourteen departmental majors at the undergraduate level, five master's level programs, and additional offerings in astronomy, music, physics and theatre. CLAS is also the primary provider of the University's General Education program with its faculty teaching a considerable percentage of the general education credit hours. Given the high proportion of courses and credit hours in every undergraduate program that is taken within CLAS, the Dean plays a major role in the quality of all UIS undergraduates' education.

CLAS is dedicated to cutting edge, innovative education and delivers a broad array of undergraduate and graduate programs using classroom-based, online, and blended formats in technologically advanced environments. A wide range of options exists for ongoing study, including experiential learning opportunities through the Experiential and Service Learning program and interdisciplinary degrees such as the Liberal Studies major. Research extends beyond the campus, such as at the Field Station on the Illinois River and the Barber Observatory. Global and multicultural issues are emphasized throughout the curriculum, and more than 30 percent of CLAS faculty members have international expertise either by reason of birth or fields of study.

The College also plays a significant role in the following University-wide programs:

The Capital Scholars Honors Program (CAP)

CAP is a selective undergraduate program combining the high standards and emphasis on excellence of the University of Illinois with a small, residential college model. The program, which is administered by the Provost's office, is a four-year baccalaureate program that combines an integrated core of general education courses with study of a foreign language and any of UIS' 22 undergraduate majors. Approximately 100 first-year students enroll in CAP each year.

The Center for Teaching and Learning

The Center for Teaching and Learning, which reports to the CLAS Dean, helps to improve student recruitment and retention by offering students the highest quality academic support. The Center helps students improve skills in writing, grammar and usage, math and statistics, science, reading, studying, test taking, and, through a peer tutoring program, virtually any subject taught on the campus.

The Experiential and Service Learning Program

Also reporting to the CLAS Dean is the Experiential and Service Learning Program (EXC-L), which is dedicated to the UIS principle that education should be professional and practical. The Applied Study Term, a key part of EXC-L, provides an academically sponsored learning experience that gives all degree-seeking undergraduate students an opportunity to learn from the community. The process emphasizes self-directed learning, providing opportunities for career exploration, the integration of academic studies with practical experience, the exploration of additional learning needs, the cultivation of independent learning skills, and an increased awareness of community, diversity, and public affairs.

International Programs

International Programs administers the Global Experience, study abroad, and English as a Second Language programs and reports to the Provost. The office also works with international faculty and staff on immigration issues including work visas and permanent residency.

THE ROLE

The Dean is the chief academic, executive, and fiscal officer for the College of Liberal Arts and Sciences and reports to the Provost and Vice Chancellor for Academic Affairs. The Dean is responsible for all program and unit activities within the College; leads planning, administrative, personnel, fund-raising, and program development efforts to build and sustain excellence in College operations; and is the principal representative for the College and its constituent programs and units.

Within a shared governance context, the Dean provides intellectual and creative leadership and collaborates with academic programs in routine planning, review and development activities. The Dean works cooperatively and closely with faculty and administrative staff, and other Deans.

Direct reports to the Dean include the Associate Dean; Director, Division of Sciences; Director, LAS Online Programs; Department Directors and Chairs (16); Director, Center for Teaching and Learning; and Director, Experiential and Service Learning.

OPPORTUNITIES AND CHALLENGES FOR THE DEAN

Over the last several years, UIS has experienced a series of dramatic changes as it merged with the University of Illinois, refined its academic mission and programs, and embarked on a program of growth and expansion. The College of Liberal Arts and Sciences has played a central role in that transformation and has contributed to the emergence of UIS as a rising star on the higher educational landscape. With the retirement of current Dean Margot Duley at the end of this academic year, CLAS seeks a new leader who will build on the strong foundation established during her very successful tenure. The overarching challenge for the new Dean will be to extend and enhance the College's progress toward the UIS vision for the future as articulated in the strategic plans of UIS and the College. Among the immediate tasks facing the new Dean are:

Join and influence a strong University leadership team

Given the size and scope of CLAS, with more than half of UIS faculty and 40 percent of student majors within the unit, the Dean plays a leadership role both within the College and across the University. The University has made tremendous progress in its transition to a residential, four-year college deeply committed to undergraduate education, the liberal arts, and citizen engagement. Significant work remains to be done, however. As a member of the UIS senior administrative leadership, the new Dean will need to continue this progress, collaborating effectively with other deans, advocating for the College at senior levels of UIS, and providing intellectual leadership and inspiration within CLAS and across campus. UIS is a unique and changing institution and seeks a Dean who values its rich history and founding ideals and will contribute toward its exciting future.

Guide the ongoing development of a strong, student-centered curriculum in the liberal arts tradition

UIS faculty have developed two curricula over the last several years, creating the CAP Honors program and the general education curriculum, in line with the University's overall strategic plan and vision. Additional work needs to be done to further expand the College's liberal arts offerings, particularly in the arts and humanities. Faculty and students are looking to strengthen CLAS programs in African American studies, women's and gender studies, physics, pre-med

studies, theatre, music and communication/journalism. UIS seeks a new Dean who will study these and other curricular questions through a strategic lens, address them in a collaborative spirit, and work to secure the necessary resources to ensure ongoing innovation.

Nurture and develop a committed faculty

Founded in the late 1960s, UIS has recently experienced the retirement of many of its senior, founding faculty members. The University has also added to its professorial ranks as it has moved to a four-year educational model. In the last five years, UIS has hired an unusually high number of new faculty members, growing the professoriate from 160 to 210. Most of that growth has been in CLAS, where faculty members now number 170 tenured, tenure-track, and adjunct members. The result is that today, about 75 percent of CLAS faculty are young, untenured faculty, in the crucial, early stages of their academic careers. Despite the number of relatively new members, the College faculty ranks remain strong with high quality teachers and accomplished scholars.

Additionally, UIS has operated for many years with department convenors and only recently established a department chair structure. While the scope and definition of the chair role is evolving, some of these positions are currently held by untenured faculty. These factors all create an exceptional opportunity for the new Dean to shape the College for the future and to establish a cohesive and collaborative culture. Specifically, the Dean will need to further refine the role of the department chair, expand the chair training program, play an active role in the professional development of all faculty members, and expand the diversity of the College faculty.

Manage resources and refine operations

CLAS is a large academic enterprise with a complex financial and operational profile. A significant share of the University's academic budget is expended in the College of Liberal Arts and Sciences, which also provides faculty and academic support for the University's general education requirements and contributes substantively to many programs that serve the entire UIS student population. As UIS has expanded, demands on the College have increased. And, in today's economic climate, the possibility of reduced financial support from the state is real. The College therefore needs a Dean with significant budget experience. Embedded in this work will be the task of balancing the demand for improved financial performance with the institutional commitment to academic excellence, strong liberal arts and sciences and a low student-to-faculty ratio.

Grow enrollment and improve student retention

Growing university enrollment is a central tenet of the University's strategic plan. In the next five years, the University projects a total enrollment of 6,000 on-campus students, which will allow it to retain the educational advantages of a small size, while achieving a financial equilibrium. The CLAS Dean will play a pivotal role in realizing this goal. Freshmen numbers for this fall were on target at 311, yet transfer numbers have not grown in recent years. UIS needs to build on its recent success in attracting students from across the state (one third of the fall 2008 entering class was from Chicago and surrounding counties) and develop support services to retain those students as well as transfer and graduate students. As UIS has transitioned from a two-year, upper-division institution, it has welcomed a highly diverse student body along many dimensions: socio-economic class, race, interests, and student profile. For example, the representation of minority students has increased by 30 percent in the past five years. UIS

students are full-time and part-time, traditional and non-traditional, undergraduate and graduate, rural and urban, and working class and middle class. Increased academic and remedial support, provided through CLAS in the Center of Teaching and Learning, must address the wide-ranging needs of this broadly diverse group, in order to promote greater student success, higher retention numbers, and, ultimately, increased demand for a UIS education.

Increase UIS visibility and promote its unique mission

Like all state universities in today's competitive environment, UIS needs to more aggressively heighten its visibility and pursue private fundraising. The University has a major capital campaign underway, which has to date secured \$19.8 million of its \$28 million goal by 2011. UIS is a young university with a limited alumni population and needs a CLAS Dean who will actively pursue fundraising; work to develop partnerships with key external constituencies, such as community colleges; and build tighter links to the Springfield and regional community. The new Dean must be a compelling fund-raiser and public speaker who will advance the University's external image, reputation, and resource base.

QUALIFICATIONS AND EXPERIENCE

The University of Illinois at Springfield seeks a Dean with strategic leadership ability; outstanding interpersonal, negotiation, and communication skills; high energy; and a passion for the mission of the liberal arts and progressive education. S/he will be a collaborator and a convener able to work effectively with a broad range of constituents, including senior leadership, faculty, students, and staff. While no one candidate will likely possess them all, the successful candidate will possess many of the following skills and qualities:

- An earned doctorate in an academic discipline appropriate to the College of Liberal Arts and Sciences (required).
- Academic credentials consistent with the rank of full professor in an academic department in the College, as demonstrated by a distinguished record of teaching, scholarly publications, and/or creative accomplishments that exhibit a commitment to academic excellence.
- Experience in faculty development and a proven track record for leadership in developing and implementing academic policies, programs, and scholarly activities.
- Successful and progressively responsible administrative roles in an academic setting involving both graduate and undergraduate programs, including direct supervision of faculty, budget responsibility, and personnel recruitment and evaluation.
- Experience in successfully managing financial resources; deep financial acumen.
- An enthusiasm and appreciation for fundraising; the ability to contribute to and lead development efforts.
- Experience in strategic planning, program assessment, and policy development to enhance academic units within a college or university.

- An ability to work effectively and collaboratively with administration, faculty, staff, students, and other constituent groups.
- Outstanding oral and written communication skills and excellent interpersonal skills.
- An appreciation for the role of emerging technologies and the effective application of instructional technologies to enhance student learning.
- A commitment to educating a racially, culturally, generationally, and economically diverse student body and to recruiting and supporting a diverse faculty, staff, and administration.
- Evidence of commitment to the values of academic excellence embodied in the mission statement of the University of Illinois at Springfield and the College of Liberal Arts and Sciences' strategic plan.

TO APPLY

Nominations and applications, including cover letter, vita, and three references, should be submitted, preferably in electronic form, to:

Ms. Vivian Brocard
Vice President and Director
or
Ms. Nureen Das
Associate

Isaacson, Miller
Boston, MA 02116-3899
Telephone: 617-262-6500
Fax: 617-262-6509
Email: 3735@imsearch.com

Electronic submission of credentials is strongly encouraged.

The University of Illinois at Springfield is an affirmative action/equal opportunity employer with a strong commitment to recruitment and retention of a diverse and inclusive campus community. Women, minorities, veterans and persons with disabilities are encouraged to apply.

For more information about the University of Illinois at Springfield, please visit:

<http://www.uis.edu>.

For more information about the College of Liberal Arts and Sciences, please visit

<http://www.uis.edu/clas/>.