DEAN
COLLEGE OF ARTS AND SCIENCES

March 2015

The College of Arts and Sciences at The University of North Carolina at Chapel Hill invites applications and nominations for the position of Dean. The nation’s first public university, UNC-Chapel Hill ranks among the world’s leading research universities and is a member of the prestigious Association for American Universities (AAU). The College of Arts and Sciences is the University’s largest academic unit and is central to its mission. The Dean of the College of Arts and Sciences will play a key leadership role in advancing the mission, operations, development and service of the College, and is responsible for the general education curriculum for all first and second year students enrolled at the University, as well as approximately 75% of the undergraduate junior/senior majors.

The College of Arts and Sciences forms the academic core of the liberal arts and sciences experience at UNC. Its mission is to create new knowledge and discover innovative solutions to the world’s greatest challenges, to educate outstanding undergraduate and graduate students, and to encourage faculty and students to contribute meaningfully to North Carolina, the nation and the world. With more than 40 academic departments and interdisciplinary curricula, as well as more than 30 centers, institutes, and other programs, the College is home to 1,000 faculty (80% of whom are tenured/tenure-track) and nearly 19,000 students. Its operating budget is $285 million (54% from state funds).

THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

The University of North Carolina at Chapel Hill was chartered in 1789 and opened its doors for students in 1795. With lux, libertas – light and liberty – as its founding principles, the University has charted a bold course of leading change to improve society and to help solve the world’s greatest problems. The University is fiercely committed to providing a world-class education that is accessible to high-achieving students, without regard to their ability to pay. In its 10th year, The Carolina Covenant is UNC’s promise to youth from low-income families toward a debt-free opportunity in higher education. 13% of the last two incoming classes were Carolina Covenant Scholars, and more than 5,300 high-achieving, low-income students have been supported since 2004. In 2014, the University was cited by The New York Times as one of the Most Economically Diverse Colleges, and 18% of the Fall 2014 incoming class are first-generation college students.

UNC has been ranked #1 among the 100 best U.S. public colleges and universities that offer students high-quality academics at an affordable price, according to Kiplinger’s Personal Finance magazine, for the 14th time in a row. In addition, U.S. News and World Report has ranked UNC as the 5th best public university in the U.S. for 14 consecutive years, as well as the
32nd among the top 500 world research universities. UNC ranks first among all U.S. public research universities for producing the most Rhodes Scholars for the past 5, 10, and 25 years, with 49 Rhodes Scholars since the program began in 1904. The University currently enrolls more than 18,000 undergraduate students and nearly 11,000 graduate and professional students, and offers more than 70 majors and minors in 60 departments. 78 bachelor’s, 112 master’s, 68 doctorate and seven professional degree programs are available through the College of Arts and Sciences and 14 schools: Dentistry; Education; Eshelman School of Pharmacy; General College; Gillings School of Global Public Health; Graduate School; Kenan-Flagler Business School; Government; Information and Library Science; Journalism and Mass Communication; Law; Medicine; Nursing; and Social Work. The University employs nearly 3,700 faculty and nearly 8,300 staff.

Research and innovation are UNC hallmarks. The University has a research portfolio of over $790 million. Entrepreneurial students and faculty have founded more than 150 active businesses, creating nearly 8,000 jobs in North Carolina and 38,000 jobs worldwide. More than $7 billion in annual revenue has been generated in North Carolina from UNC-based start-ups. FY 2014 led to 156 invention disclosures, 142 patents filed, 34 patents issued, and $7.9 million in license revenue. Public service is another of the University’s key areas of emphasis. In 2012-2013, more than 17,000 students provided 1.7 million hours of service. UNC was named to the 2014 President’s Higher Education Community Service Honor Roll with Distinction in General Community Service. In addition, the University received the 2015 Community Engagement Classification as determined by the Carnegie Foundation for the Advancement of Teaching.

Accredited by the Southern Association of Colleges and Schools, UNC has an endowment of nearly $2.7 billion. Its 300,000 living alumni can be found in all 50 states and in 151 countries.

**COLLEGE OF ARTS AND SCIENCES**

The College of Arts and Sciences is central to the University’s role as a leader in research and public higher education. The College is home to more than 16,000 undergraduate students, including all of the University’s first-year and second-year students, and more than 75% of junior and senior majors. About 2,700 graduate students study and teach in the College, the largest group of graduates on campus. The College is divided into four divisions: Fine Arts; Humanities; Natural Sciences and Mathematics; and Social Sciences. All departments and curricula are assigned to one of these four divisions.

Degrees are offered across the following 45 departments and curricula (with the top 10 junior-senior majors noted): Aerospace Studies; African, African American, and Diaspora Studies; American Studies; Anthropology; Applied Physical Sciences; Archaeology; Art; Asian Studies; Biology (2); Biomedical Engineering; Chemistry (10); City and Regional Planning; Classics; Communication Studies (6); Computer Science; Contemporary European Studies; Dramatic Art; Economics (3); English and Comparative Literature (9); Environment and Ecology; Exercise and Sport Science (5); Geography; Geological Sciences; Germanic and Slavic Languages and Literatures; Global Studies (7); History (8); Latin American Studies; Linguistics; Marine Sciences; Mathematics; Military Science; Music; Naval Science; Peace, War, and Defense; Philosophy; Physics and Astronomy; Political Science (4); Psychology (1); Public Policy; Religious Studies; Romance Languages and Literatures; Russian and East European Studies; Sociology; Statistics and Operations Research; and Women’s and Gender Studies.
Many of the departments within the College of Arts and Sciences are ranked in the top #30 graduate programs as ranked by *U.S. News and World Report*: Sociology of population (3rd); Developmental Psychology (tied for 5th); Sociology (tied for 6th); African-American history (tied for 6th); History (tied for 11th); Psychology (tied for 12th); Statistics (tied for 12th); Political Science (tied for 13th); Chemistry (tied for 15th); English (tied for 15th); Public Policy (tied for 20th); Computer Science (tied for 25th); Biological Sciences (tied for 26th); and Math (tied for 28th).

Areas of strategic importance to the College of Arts and Sciences include:

- **Transforming the undergraduate experience:** New initiatives include increasing experiential learning opportunities such as study abroad, internships and undergraduate research; support for Honors Carolina (ranked 4th Best Public University Honors Program by National Collegiate Honors Council); and reinventing the classroom experience for better learning outcomes.
- **Investing in core disciplines:** The College seeks to increase support for outstanding department chairs and high-impact faculty as well as for teaching and research assistants. Of particular importance is the recruitment and retention of talented new faculty to further promote diversity within the College.
- **Advancing key interdisciplinary priorities:** Four areas – applied sciences, global education, entrepreneurship and innovation, and digital humanities and arts – are key to the College’s success as a leading global research university. These broad areas are designed to encompass a number of departments, curricula and centers working collaboratively and synergistically.

In 2013, UNC was one of eight campuses to receive a grant from the Association of American Universities to improve the quality of STEM (science, technology, engineering, and mathematics) education. The College of Arts and Sciences plays a major role in creating a support framework to facilitate the implementation of evidence-based teaching practices in large courses that have traditionally been taught by the lecture method. Also in 2013, the College hired its first director of instructional innovation to help faculty incorporate new teaching methods into their classes.

College faculty annual research expenditures total $108 million. Recent major grants include:

- $28.9M National Longitudinal Study of Adolescent to Adult Health, Sociology (NIH)
- $22.0M Urban Reproductive Health Initiative, Economics (Gates Foundation)
- $17.5M Solar Fuels and Next-Generation Photovoltaics, Chemistry (USDOE)
- $10.2M Low-Income Homeowners/Renters, City & Regional Planning (Ford Foundation)
- $6.3M Five Global Area Study Centers (US Department of Education, Title VI/FLAS)
- $5.8M Cyber Security in the Cloud, Computer Science (NSF)
- $4.5M Antidote Delivery for Nerve Gas, Chemistry (USDOD)
- $3.0M Internalizing Pathways to Drug Use, Psychology (National Institute on Drug Abuse)
- $2.4M Arabidopsis, Plant Disease Resistance, Biology (NSF)
- $1.4M Digital Humanities Initiative, American Studies (Mellon)
- $1.0M Hip-Hop Global Cultural Diversity, Music (US State Department)
- $500K MacArthur “Genius” Grant, Sport Concussions, Exercise & Sport Science

In the past five years, 76 College faculty members have won the most highly competitive research fellowships, including: National Humanities Center (14); Guggenheim (9); National Endowment for the Humanities (8); American Council of Learned Societies (5); Mellon (4); Institute for Advanced Study (3); Humboldt (3); and Woodrow Wilson (2).
The College is supported by the outstanding efforts of the Arts and Sciences Foundation. The Foundation’s mission is to enhance the College by meeting the needs of the various academic departments, promoting teaching, research and service, and supporting the continuing development of knowledge and learning. The College has an endowment of $523 million, with between $40-$50 million raised each year.

**DEAN, COLLEGE OF ARTS AND SCIENCES**

The Dean of the College of Arts and Sciences reports to the Executive Vice Chancellor and Provost. Appointments are reviewed every five years. The Dean plays a key leadership role in advancing the mission, operations and service of the College, with complete line responsibility for personnel, general administration and management, budget, academic and development functions. The Dean leads the College, working closely with six Senior Associate Deans across the following areas: Fine Arts and Humanities; Natural Sciences; Social Sciences and Global Programs; Finance and Planning; Undergraduate Education; and Development.

**Key Priorities:**

- Set strategic direction for the College based on an assessment of strengths and needs;
- Develop a clear brand identity for the College;
- Recruit and retain the best faculty, enhance their career development, and empower them to participate in governance;
- Promote quality and innovation in undergraduate education;
- Play a key role in raising funds for a capital campaign;
- Increase research expenditures;
- Prepare for reaffirmation of SACS accreditation; and
- Ensure sound financial and operational management.

**Specific Responsibilities:**

**Executive Leadership**

- Provide leadership for strategic planning;
- Provide leadership in the development, implementation and review of academic and administrative policies and procedures in all major areas of operation;
- Provide leadership, instructions, guidance and/or counsel to College faculty, staff and administrators, resolving problems at the College level;
- Provide leadership in establishing the College’s objectives and develop and manage all resources essential to the achievement of these objectives; and
- Interpret and implement university policy at the College level.
Academic Oversight

- Recruit and retain top faculty who will attain high standards of excellence and enhance the cultural and ethnic diversity of the College and University;
- Evaluate faculty for appointment, tenure and promotion, in concert with the College’s appointments, promotion and tenure committee;
- Provide leadership and oversight to all academic programs;
- Encourage and support continuous improvement of programs and curriculum;
- Develop and review curricular and programmatic initiatives;
- Evaluate and approve all curricular changes, advising functions and student recruitment and retention actions and initiatives;
- Promote and administer research programs and grants; and
- Plan and report research activities.

Financial Management

- Oversee the financial management of the College;
- Develop, monitor and advise sub-units on budgets and fiscal management;
- Allocate current expenses, capital equipment and personnel budgets; and
- Manage College-wide resource acquisition and utilization.

External Relations

- Serve as the primary advocate and spokesperson for the College;
- Lead and direct College of Arts and Sciences outreach activities, including serving as a principal representative of the College in relations with local external agencies (e.g. advisory boards, alumni, legislators, media, community leaders, business and professional organizations, etc.);
- Cultivate and solicit individual donors, foundations and corporations; and
- Represent the College to the University administration and at appropriate University bodies, committees and councils.

Professional Qualifications

Leadership: An established record of effective, strong and collaborative leadership. Ability to bring together students, faculty and staff across ethnic, disciplinary and other differences to pursue together an amazing and exciting future. The courage and discipline to implement the changes that will be necessary to attain this future. A history of developing and promoting shared governance between faculty and administration. The capacity to formulate and articulate a shared vision, to persuade a wide range of audiences of its value and to engage others in its implementation. Ability to recruit outstanding new faculty as well as retain the College’s strongest faculty, with specific experience engaging with, recruiting and retaining faculty of color and diverse backgrounds. Familiarity with appointment, promotion and tenure procedures. Ability to motivate and inspire others to strive continuously for academic excellence. Strong interdisciplinary ethic. Successful experience as a dean, associate dean, department chair, research center or institute director will be deemed a valuable asset to an individual’s candidacy.
**Academic Qualifications:** Significant academic credentials, including a strong record of success in research, and a passion for academic excellence. Scholarly accomplishments in one of the disciplines represented by the College, as well as recognition as evidenced by involvement in societies and/or associations at a national level. Credentials for appointment at Full Professor level, including a Ph.D. or other relevant terminal degree.

**Intellectual Breadth:** An appreciation of the wide range of disciplines represented in the College, and an ability and willingness to support the diverse missions of the College’s many units.

**Focus on Students:** Genuine understanding of the teaching mission and the importance of providing undergraduate and graduate students with the highest quality educational experience. Must understand and value the importance of a diverse student body. Palpable affection for students of all types.

**Fundraising Ability:** Demonstrated success in strengthening philanthropic support from individuals, foundations and corporations, or a genuine appetite to engage in such fundraising.

**Financial Management Experience:** A distinguished record of operational leadership demonstrating excellence, growth and financial effectiveness. Demonstrated experience in fiscal management.

**Accreditation:** Familiarity with the accreditation process.

**Personal Qualities:** Unquestioned, unassailable personal and academic integrity. A commitment to the mission of a global public research university. Strong interpersonal, oral and written communication skills, with a focus on openness and transparency. Innovative and creative problem-solver, with a willingness to take risks. Ability to foster a collegial and respectful work and educational environment.

**UNIVERSITY LEADERSHIP**

**Chancellor Carol L. Folt**

An internationally recognized environment scientist, award-winning teacher and accomplished administrator, **Dr. Carol L. Folt** became the 11th Chancellor and first woman leader of UNC in October 2013. Dr. Folt came to UNC from Dartmouth College, where she was Interim President in 2012-2013. She had previously served as provost, dean of faculty, dean of Graduate Studies, and a leader of several major cross-school initiatives during a distinguished 30-year career at Dartmouth. Her research has focused on the effects of dietary mercury and arsenic on human and ecosystem health, salmonid fisheries management and restoration, and global climate change. She earned a bachelor’s degree in aquatic biology and a master’s degree in biology from the University of California at Santa Barbara, and she received her doctorate in ecology from the University of California at Davis. She is a fellow of the American Association for the Advancement of Science.

Since becoming Chancellor of UNC, Dr. Folt has championed the importance of the University’s research mission for North Carolina’s economy. She has also focused on improving undergraduate graduation rates – particularly those of low-income, first-generation and underrepresented students – and on comprehensively addressing past academic and athletic irregularities. Under her leadership, the University received 31,000 applications for the Class of 2018 – breaking the previous year’s record for the ninth consecutive time. Faculty ranked seventh nationally and first in the South for 2013 research...
grants awarded by the National Institutes of Health. New investments have made UNC’s science, technology, engineering and math curriculum one of the top in the country. And the University’s commitment to its public service mission has never been stronger.

**Executive Vice Chancellor and Provost James W. Dean, Jr.**

An accomplished scholar and outstanding educator, [Dr. James W. Dean, Jr.](#) became Executive Vice Chancellor and Provost in July 2013. Prior to his appointment, Dr. Dean served as Dean of UNC’s Kenan-Flagler Business School from 2008-2013; Senior Associate Dean from 2007-2008; Associate Dean of Executive Development from 2002-2007; and Associate Dean of the MBA Program from 1998-2002. Dr. Dean’s research, teaching and consulting revolve around leadership, organizational change, strategic decision making, international management, and organizational performance improvement. He has published in many of the top academic and business journals. He was program director of the National Science Foundation research program, Transformations to Quality Organizations, jointly sponsored by the government and the private sector, and he served as an examiner for the Malcolm Baldrige National Quality Award for six years. He earned his Ph.D. and master’s degrees in organizational behavior from Carnegie Mellon University, and he received his bachelor’s degree from The Catholic University.

Dr. Dean serves on the board of directors of the Global Business School Network; the board of the Alternative Strategies Group, a registered investment advisor and non-bank subsidiary of Wells Fargo & Company; and the advisory board of the Carolina Clinic of UNC Health Care. He has participated in research, teaching and/or consulting projects with many companies, including ALCOA, Boeing, Corning, DuPont, ExxonMobil, GE, Honeywell and the U.S. Navy.

**NOMINATION AND APPLICATION PROCESS**

Inquiries, nominations and applications are invited. Interested candidates should submit confidentially, in electronic form (Microsoft Word or Adobe PDF files preferred), a curriculum vitae and letter of interest to [UNC.AS@russellreynolds.com](mailto:UNC.AS@russellreynolds.com).

All materials and inquiries will be held in strict confidence until the final stages of the search, at which time the express permission of the finalists will be obtained before making their candidacy public. References will not be contacted without the prior knowledge and approval of the candidate.

*The University of North Carolina at Chapel Hill is an Equal Opportunity, Affirmative Action Employer. The University actively encourages applications and nominations of women, minorities and persons with disabilities and applications from candidates with diverse cultural backgrounds.*

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