



Vice Provost for Student Success and Dean for the Division of Undergraduate  
Academic Affairs  
University of Maryland, Baltimore County  
Baltimore, MD

## THE OPPORTUNITY

The University of Maryland, Baltimore County (UMBC) seeks a dedicated, transformational, and collaborative leader to serve as the Vice Provost of Student Success and Dean for the Division of Undergraduate Academic Affairs (Vice Provost and Dean). Reporting to the Provost, the Vice Provost and Dean will lead the Division of Undergraduate Academic Affairs (UAA), which supports the academic pursuits of undergraduate students from all colleges and programs from enrollment to graduation.

Founded in 1966, UMBC is a top-ranked national university with an inclusive culture that connects innovative teaching and learning, research across disciplines, and civic engagement. UMBC is dedicated to cultural and ethnic diversity, social responsibility, and lifelong learning and has achieved a remarkable national and international reputation for innovation and student success, particularly in STEM. UMBC models inclusive excellence and consistently ranks among the most innovative universities with the highest quality undergraduate teaching. UAA is a key piece of the student success puzzle, as the division coordinates university-wide initiatives designed to support students toward successful completion of their academic journey at UMBC and to ensure they are prepared to meet the challenges of the future. UAA is involved in developing and revising curricula, programs, and academic policy and in fostering external relations to deliver a distinctive experience for all undergraduates.

The Vice Provost and Dean will set a vision and strategy for UAA and student success that builds upon the momentum and excellence already at UMBC. Specifically, the Vice Provost and Dean will develop and execute a strategic vision for the Division of Undergraduate Academic Affairs centered on inclusive excellence; strategize and collaborate with academic units across the university to scale up proven strategies that increase student success; assess and address structural, organizational, and policy barriers that hinder student success; and create and implement data infrastructures that facilitate student success. UMBC is committed to inclusive excellence, its mission as a public university, and its spirit of innovation. This is an exceptional opportunity for an experienced and demonstrated collaborative leader focused on student success who can lead transformative initiatives to ensure all students have an equitable experience at UMBC and graduate equipped for their next step.

UMBC has retained Isaacson, Miller, a national executive search firm, to assist with this search. Inquiries, nominations, and applications should be submitted as indicated at the end of this document. All such outreach will be treated confidentially.

## UNIVERSITY OF MARYLAND, BALTIMORE COUNTY

Founded in 1966, UMBC is a mid-sized public research university in the Baltimore-Washington corridor and a member of the University System of Maryland (USM). It was the first public university in Maryland to include students of all races, and it is federally designated as a Minority Serving Institution. UMBC was established upon the land of the Piscataway and Susquehannock peoples, and, over time, citizens of many more Indigenous nations came to reside in the region. UMBC humbly respects all past, present, and future Indigenous people connected to this place.

In the 2021 Carnegie Classification of Institutions of Higher Education, UMBC ascended to the highest level of research activity, achieving the Research 1 (R1) categorization for doctoral institutions. The University delivers a distinctive undergraduate educational experience characterized by a strong liberal arts and sciences core. UMBC offers over 100 majors, minors, and certificate programs from the arts and engineering to pre-professional studies and social sciences. UMBC consistently ranks among the most innovative universities with the highest quality undergraduate teaching. For over a decade, The Chronicle of Higher Education has recognized UMBC as a “great college to work for.” In 2020, UMBC was honored by the Carnegie Foundation for the Advancement of Teaching with its distinguished Carnegie Community Engagement classification. Significantly, UMBC is the nation’s #1 producer of Black undergraduates who go on to complete a PhD in the natural sciences or engineering and #1 for Black undergraduates who complete an MD/PhD.

Thirty-five new academic programs have been added since 2006, including three new departments: gender, women’s, and sexuality studies; media and communication studies; and marine biotechnology. Most of the University’s academic programs are offered on its 500-acre main campus near Baltimore, with some programs offered at the Universities at Shady Grove campus – a distinctive partnership of nine USM institutions – in Rockville, Maryland, and select research and teaching facilities in downtown Baltimore.

The campus is largely residential, the University enrolls almost 14,000 students, and it enjoys more than \$119 million in externally funded research annually. UMBC has increased its international student population, more than doubled the proportion of students from low-income households, and more than doubled its number of annual graduates – from 1,700 to nearly 3,500 over the past 20 years.

For more information about the University of Maryland, Baltimore County, please see [umbc.edu](https://umbc.edu).

## Leadership

### ***Valerie Sheares Ashby, PhD, President***

Valerie Sheares Ashby began as the sixth president of UMBC on August 1, 2022. The first woman to serve in this role, she also holds a faculty appointment in UMBC's Department of Chemistry and Biochemistry.

Sheares Ashby joined UMBC from Duke University, where she served as dean of the Trinity College of Arts & Sciences. As dean, she led the development and implementation of strategic plans that resulted in significant new investments in faculty recruitment and development, philanthropy, and student engagement, and a realignment of operations that enhanced services and created operational efficiencies. Throughout, she consistently advanced diversity, equity, and inclusion as imperative to excellence in both teaching and research.

She began her academic career in 1996 as an assistant professor at Iowa State University and was promoted to associate professor in 2002. At Iowa State, Sheares Ashby served as a mentor for the Iowa State University Program for Women in Science & Engineering, a summer research program for undergraduate and high school students. She received her B.A. and PhD degrees in chemistry from the University of North Carolina at Chapel Hill and completed postdoctoral research at Johannes Gutenberg Universität Mainz in Germany as a National Science Foundation Postdoctoral Fellow and NATO Postdoctoral Fellow.

### ***Manfred H. M. van Dulmen, PhD, Provost and Senior Vice President for Academic Affairs***

Dr. van Dulmen comes to UMBC from Kent State University in Ohio, where he served as Senior Associate Provost and Dean of the Graduate College. He started at Kent State as a faculty member in the Department of Psychological Sciences in 2004 and, since then, has served in numerous academic leadership positions at Kent State, including Interim Department Chair and Associate Dean of the College of Arts and Sciences. He led Kent State through the COVID-19 pandemic and developed strategies for enhancing graduate education and supporting student mental health. He also led strategic planning in Academic Affairs, helped to enhance and promote research strength across all disciplines, and led efforts resulting in new collaborative degree programs in data science and cybersecurity, as well as in innovative micro-credential programs at Kent State.

Dr. van Dulmen is an award-winning scholar with a PhD in family social science from the University of Minnesota. He has published over 100 articles and book chapters and edited or co-edited three books. He also founded and served as editor-in-chief of the Sage Publications journal *Emerging Adulthood*. His research interests include adolescent and young adult relationships and experiences, externalizing behavior problems and aggression, and measurement and methodology.

## Community

UMBC's Vision Statement is remarkable in its clarity and ambition: "Our UMBC community redefines excellence in higher education through an inclusive culture that connects innovative teaching and learning, research across disciplines, and civic engagement. We will advance knowledge, economic prosperity, and social justice by welcoming and inspiring inquisitive minds from all backgrounds." UMBC serves 13,906 total students: 10,797 undergraduates and 3,139 graduates. Most students (91% of undergraduates and 44% of graduate students) come from the state of Maryland, the majority coming from Baltimore, Howard, Montgomery, Anne Arundel, and Prince George's counties, as well as the City of Baltimore. As of Fall 2023, 18% of undergraduate and graduate students were international, and over 100 countries are represented in the entire student body.

The University is firmly committed to access and is a diverse and welcoming community, with just over 50% of students self-identifying as students of color. As of Fall 2024, across undergraduate and graduate students, the University enrolled a student body comprising 28% White students, 20% Black/African American students, 19% Asian American students, 8% Hispanic/Latinx students, and 18% international students. 56% of students self-identify as men and 44% as women, a trend that has remained relatively stable over the past 20 years.

UMBC's 1,186 faculty are recognized nationally and internationally, notably in the areas of research, scholarship, and creative achievement. The rich and rigorous environment for teaching and learning is supported by approximately 560 full-time instructional faculty members, of which 425 hold the ranks of professor, associate professor, or assistant professor. Of those tenured or on the tenure track, approximately 49% self-identify as women, 6% as Black or African American, 5% as Hispanic or Latino, and 18% as Asian.

Essential to all University activities and initiatives are the employees who tirelessly support and advance the institution's mission and enhance the student experience at UMBC. The University employs approximately 1,291 staff members in a variety of non-faculty roles. As of 2023, 60% of UMBC staff self-identify as women, 20% as Black or African American, 3% as Hispanic or Latino, 5% as Asian, 0.08% as American Indian or Alaska Native, and 0.2% as Native Hawaiian or Other Pacific Islander.

UMBC embraces a strong shared-governance model, in which academic success is facilitated by fostering an empowering institutional culture and broad leadership for innovation among senior leaders, administrators, staff, faculty, and students. The University Steering Committee, comprising the leaders of the University's three senates, the Graduate Student Association and the Student Government Association, is the cornerstone of UMBC's shared governance system. The robust shared governance model at UMBC is a critical element of its empowerment. To learn more about each of the groups, please visit <https://usc.umbc.edu/>.

## DIVISION OF UNDERGRADUATE ACADEMIC AFFAIRS

The Division of Undergraduate Academic Affairs (UAA) supports the academic pursuits of undergraduate students from all colleges and programs from enrollment to graduation. UAA's mission is to lead and connect to the UMBC community by coordinating university-wide initiatives designed to support students toward the successful completion of their academic journey at UMBC and to ensure they are prepared to meet the challenges of the future. UAA is involved in developing and revising curricula, programs, and academic policy and in fostering external relations to deliver a distinctive experience for all undergraduates. Specifically, UAA is comprised of nine departments, described below.

1. [Academic Engagement and Transition Programs](#) provide academic and programmatic opportunities that serve all new students in their first year at UMBC. These programs include: Academic Transition Courses (First-Year Seminars, Introduction to an Honors University Seminars, and Transfer Seminars), the Living-Learning Communities, the Summer and Winter Bridge Programs, as well as American Sign Language Courses.
2. The [Academic Success Center](#) provides centralized support services to all undergraduate students at UMBC. Through a coordinated approach and an unwavering commitment to student success, the Academic Success Center fosters a welcoming environment that provides a one-stop opportunity through Academic Policy, Academic Resources, and Academic Advocacy for students to achieve their academic goals and claim their future with a UMBC degree.
3. The [Honors College](#) is a selective academic community of about 500 students, about less than 5 percent of UMBC undergraduates, who represent a diversity of majors and interests but share a commitment to intellectual inquiry and the life of the mind. Students are offered a rich liberal arts experience through honors classes, internships, study abroad, other extracurricular opportunities, and specialized advising from Honors College staff.
4. [Individualized Study \(INDS\)](#) serves UMBC students whose interests and professional goals reach beyond the boundaries of a traditional major. In-depth advising combines with a core curriculum to help students design and implement unique, interdisciplinary degrees.
5. The [Meyerhoff Scholars Program](#) is at the forefront of efforts to increase diversity among future leaders in science, technology, engineering, mathematics, and other related fields by supporting students who intend to pursue a PhD or combined M.D./Ph.D. in STEM. The UMBC Meyerhoff family is now more than 1600 strong, with over 1400 alumni across the nation, including over 300 students enrolled in graduate and professional programs.
6. The [Office of Academic Opportunity Programs](#) provides resources and support to students who are traditionally underrepresented in post-secondary education, specifically students who are low-income, first-generation, and members of racial/ethnic minority groups, to facilitate their academic

success. The unit coordinates with departments on campus, as well as agencies off campus, to develop programming specifically designed to improve student outcomes.

7. The [Sherman Teacher Scholars Program](#) supports scholars in becoming culturally responsive and compassionate educators by collaborating with UMBC faculty and local schools. Through school-based partnerships, the program facilitates authentic learning experiences for scholars while promoting student achievement and engagement, particularly in STEM disciplines. The program provides academic and professional coaching to help scholars become high-quality teachers for urban schools.
8. The [University Innovation Alliance](#) is the leading national coalition of public research universities committed to increasing the number and diversity of college graduates, particularly low-income students, first-generation students, and students of color in the United States. UMBC's University Innovation Alliance fellow is part of UAA.
9. The [Office of Undergraduate Research and Prestigious Scholarships](#) coordinates university-wide initiatives for undergraduate students to help them understand and engage in comprehensive research, fund their projects, present and publish their scholarship and creative work, and collaborate with faculty mentors. It also provides academic programming and support to students applying for prestigious scholarships such as Rhodes, Gates Cambridge, Truman, Marshall, Goldwater, and others.

## ROLE OF THE VICE PROVOST AND DEAN

The Vice Provost for Student Success and Dean for the Division of Undergraduate Academic Affairs reports to the Provost and Senior Vice President of Academic Affairs, serves on the university's senior leadership team, and leads the work of the Division of Undergraduate Academic Affairs. The Vice Provost and Dean will manage undergraduate academic programs and services collaboratively with a commitment to inclusive excellence. The Vice Provost and Dean will work closely with faculty, staff, and students and with fellow vice provosts, deans, vice presidents, and other leaders throughout the institution.

The Vice Provost and Dean has 12 direct reports, including two assistant vice provosts, seven undergraduate program directors, a University Innovation Alliance Fellow, and the UAA coordinator. Overall, the Vice Provost and Dean will oversee nine teams and over 90 staff members.

## KEY OPPORTUNITIES AND CHALLENGES FOR THE VICE PROVOST AND DEAN

### **Develop and execute a strategic vision for the Division of Undergraduate Academic Affairs centered on inclusive excellence.**

The Vice Provost and Dean, as the leader of UAA, will set a vision that supports the division's mission of leading and connecting to the UMBC community by coordinating university-wide initiatives designed to support students. The Vice Provost and Dean will also exemplify the collaboration within UAA by working with other senior leaders and academic and support units across campus. Internally, the Vice Provost and Dean will support and enhance the cohesive environment within UAA. This work includes leading the vision for any future programming, the organizational model, and any other structures that will further facilitate student success across campus.

### **Strategize and collaborate with academic and other units across the university to scale up proven strategies that increase student success.**

UMBC is nationally recognized for its programs that have increased graduation rates among various student groups, including underrepresented students. Currently, several programs at UMBC, such as the Meyerhoff Scholars program, STEM BUILD, honors program, and living-learning communities, have positively impacted student success; however, these initiatives currently serve only a small percentage of the student population. The Vice Provost and Dean will work closely with leaders across the university to scale up the programs that have positively impacted students. They will play a leadership role in bringing these programs together and finding opportunities to scale up, acting as a connector and strategic coordinator. The Vice Provost and Dean will bring their knowledge and expertise of student success, and more importantly, they will coordinate the efforts of UMBC's experts to ensure programs remain successful, even as they grow.

### **Assess and address structural, organizational, and policy barriers that hinder student success.**

To live up to its core value of inclusive excellence, UMBC must consider the barriers students face in the pursuit of excellence. The Vice Provost and Dean will play an important role in assessing and addressing the structural barriers that make it difficult for students to enroll, persist, and graduate from UMBC. Currently, students in specialized programs receive substantial support when they come upon a structural barrier, such as issues enrolling in a specific course or receiving fines, for example. However, most students are not in a specialized program and have more difficulty resolving issues. The Vice Provost and Dean, with input from leadership, faculty, staff, and undergraduates across all colleges, will work to address barriers so that all students have a seamless experience, not just those in specialized programs. Additionally, the Vice Provost and Dean will support their team in supporting the colleges and their efforts to improve student success, functioning as a true partner and expert to enhance current practices and enabling colleges to update policies. These efforts are especially important as UMBC enrolls more

students from Baltimore City, Pell Grant-eligible students, and adult returning students, and the campus should be ready to support them through graduation.

### **Create and implement data infrastructures that facilitate student success.**

UMBC has a strong culture of data collection, and the next Vice Provost and Dean will build upon that foundation to create a culture and infrastructure that enables faculty and staff to turn student data into action. Despite having numerous homegrown systems, there is no comprehensive student success database accessible to everyone working with students. Additionally, UMBC finds itself "swimming in data," but it's not always clear how to turn that data into action. The Vice Provost and Dean will set a clear strategy and work with their leadership team to execute the strategy, including training staff to leverage data and identify gaps, all aimed at enhancing student success. Additionally, the Vice Provost and Dean will support the work to identify what data points are missing so that everyone working with students will have the same full picture of their students.

## **QUALIFICATIONS AND CHARACTERISTICS**

While no one person will embody all the following, a successful candidate will possess many of the following professional qualifications, skills, experiences, and personal qualities:

- A scholarly record, including a PhD or other relevant terminal degree, sufficient for a faculty appointment with tenure at the rank of full professor;
- A proven record of effective academic leadership and managerial experience, including the ability to manage undergraduate academic programs and services collaboratively;
- An inspirational commitment to and vision of inclusive excellence for undergraduate education and student success;
- Experience working in a highly collaborative and transparent manner in partnership with campus leaders in various units;
- A record of transparent, strategic, and successful fiscal management and the ability to manage a complex budget efficiently and effectively;
- Engagement and connection to national initiatives and trends related to undergraduate education, student success, high-impact practices, honors programming, curriculum, and faculty development;
- Leadership in undergraduate success programming, general education, and academic policy;
- Ability to serve as an effective advocate for the Division of Undergraduate Academic Affairs and its programs;
- Skill and comfort with data and its use in tracking and communicating success as well as identifying, uncovering, and remedying inequitable policies and practices; and
- A demonstrated commitment to public higher education access and an active record of removing systemic barriers.



## APPLICATIONS, INQUIRIES, AND NOMINATIONS

The University of Maryland, Baltimore County has retained Isaacson, Miller to assist in this search. The target salary range is \$250,000 to \$280,000 and will be commensurate with experience. Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website: <https://www.imsearch.com/open-searches/umbc/vice-provost-student-success-and-dean>. Electronic submission of materials is strongly encouraged.

**Keight Tucker Kennedy**, *Managing Partner*

**Janette Martinez**, *Senior Associate*

**Alexis Scott**, *Senior Search Coordinator*

**Isaacson, Miller**

*The University of Maryland, Baltimore County, values safety, cultural and ethnic diversity, social responsibility, lifelong learning, equity, and civic engagement. Consistent with these principles, the UMBC does not discriminate in offering equal access to its educational programs and activities or with respect to employment terms and conditions on the basis of a UMBC community member's race, creed, color, religion, sex, gender, pregnancy, ancestry, age, gender identity or expression, national origin, veterans status, marital status, sexual orientation, physical or mental disability, or genetic information.*