



**EMORY**  
UNIVERSITY

**SEARCH FOR THE SENIOR ASSOCIATE DEAN OF UNDERGRADUATE EDUCATION**

**Emory College of Arts and Sciences**

*Atlanta, Georgia*

**THE OPPORTUNITY**

Emory University seeks a dynamic, experienced, and entrepreneurial leader to serve as the next Senior Associate Dean of Undergraduate Education for Emory College of Arts and Sciences (Emory College or the College). Reporting to the Dean of Emory College and a member of the senior leadership team, the Senior Associate Dean will oversee the Office for Undergraduate Education (OUE) for the college that enrolls over two-thirds of all Emory undergraduate students and is the academic core of Emory University.

Founded in 1836, Emory College of Arts and Sciences encompasses a full range of academic departments within the performing arts, humanities, social sciences, and natural sciences. With more than 50 departments and programs, 86 majors, and 63 minors, Emory College's over 5,000 students explore widely and dive deeply into rigorous courses of study that emphasize critical thinking, the nature of evidence from multiple perspectives, and the ability to effectively reason and communicate. The Office for Undergraduate Education supports Emory College students by providing academic services and offering programs designed to help them succeed during their undergraduate years and beyond. Additionally, OUE ensures the College is a thriving liberal arts core of a great research university and helps Emory's dynamic intellectual community of students and faculty continue this tradition.

The incoming Senior Associate Dean will lead an office with deep institutional knowledge and respected staff to ensure the student experience is centered in the pursuit of academic success. Specifically, the Senior Associate Dean will build and deepen connections and partnerships within the College and across campus, strengthen policies and practices that center current students' needs, lead and develop a well-respected team while assessing structures to make OUE's work more efficient, maintain and enhance a strong customer service delivery mindset, and foster a data-driven culture to inform decision-making. The Senior Associate Dean will lead OUE to be a trendsetter and leader in student success through an entrepreneurial, collaborative, and adaptive spirit.

Due to OUE's broad reach, this is an exceptional opportunity for an experienced and demonstrated collaborative leader who can connect offices across campuses and create a smoother experience for Emory University faculty, staff, and, most importantly, students.

Emory University 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.

## **EMORY UNIVERSITY**

Emory University was founded in 1836 by the Methodist Episcopal Church in Oxford, Georgia. In 1915, it moved to its present location in the Druid Hills neighborhood of Atlanta, where Emory College of Arts and Sciences is located today.

Emory is recognized internationally for its outstanding liberal arts college, superb professional schools, and one of the Southeast's leading health care systems. The university's mission is "to create, preserve, teach, and apply knowledge in the service of humanity." To fulfill this mission, Emory supports the full range of scholarship—from undergraduate to advanced graduate and professional instruction and from basic research to the many applications for such research in serving the public good.

Emory University is consistently recognized for its excellence. *U.S. News & World Report* rated Emory 24<sup>th</sup> in their 2024 report of America's best national universities. Emory is a member of the Association of American Universities and is accredited by the Southern Association of Colleges and Schools.

Emory's world-class faculty of more than 4,000 includes exceptional instructors and groundbreaking researchers. Over 95% of full-time faculty members hold the highest degrees in their field; individual faculty excellence includes scholarly achievement, teaching and advising, the potential to create new knowledge, and a clear dedication to service. Notable past and current members of Emory's faculty include former U.S. President Jimmy Carter, CNN Chief Medical Correspondent Dr. Sanjay Gupta, Pulitzer Prize-winning author Hank Kilbanoff, and former U.S. Centers for Disease Control and Prevention Director Jeffrey Koplan.

Emory University maintains a consolidated operating budget of \$7.6 billion, an endowment with a market value of \$11 billion (as of FY 2021), and an economic impact on the state of Georgia of over \$19 billion in 2023. Located approximately six miles from downtown Atlanta, Emory University is the largest employer in the 20-county metro area, with over 45,000 direct employees. *Forbes* has identified Emory as a "Best Employer for Diversity" and a "Best Employer for Women." As a major economic engine, Emory's research has generated 57 Georgia-based startups that have created more than 1,000 jobs.

Emory's community is active, diverse, and committed to making the world a better place. Emory's 8,000 undergraduate student population is roughly 57 percent women and 43 percent men, with 31 percent of them being White, 26 percent Asian, 17 percent international students, 12 percent Hispanic, 9 percent Black or African American, and 5 percent multi-ethnic. Faculty are almost evenly split by gender, with 49 percent women and 51 percent men. Racially, however, they are 63 percent White, 18.4 percent Asian, 10.0 percent Black or African American, and the remaining faculty are either multi-ethnic or identify

otherwise. Emory is ranked #21 in Best Value Schools by *U.S. News and World Report*. Continuing a tradition of prestigious scholarship, since 2020, undergraduate students have been awarded the Rhodes Scholarship, the Truman Scholarship, and 17 have received the Goldwater Scholarship.

With [480 student clubs](#), sports teams, and performing arts groups, Emory is the place for students who want to be a part of it all. Thirteen percent of students are involved in fraternities or sororities on campus, and 80 percent of all students volunteer in the community. From joining student organizations to running for student office, Emory's intercultural student community is just as passionate about making a difference on campus as it is throughout the world. Emory prides itself on the mix of people, beliefs, values, and social circles that make up its campus communities, as well as the University's understanding that everyone offers more than one way to add to the campus diversity.

### *University Leadership*

Emory University is led by [Gregory L. Fenves](#), who was named president in 2020. He led the university through the challenges of a global pandemic by setting priorities and establishing policies to unite the community, bolster public health, and advance learning, teaching, research, and creative expression—all while charting a course for Emory's future. He focused on diversity, equity, and inclusion, launching a series of university initiatives aimed at strengthening Emory's commitment to social justice.

Currently, Emory University is undergoing a search for the next provost and executive vice president for academic affairs. A search advisory committee is currently working to identify a diverse pool of experienced candidates, and the goal is to have a new provost in place by summer 2023. Dr. Lanny Liebeskind will serve as Emory's interim provost, effective January 1, 2025. He is an accomplished scholar and experienced academic leader. As the senior vice provost for academic affairs, he has fostered strong connections across the university and is well-positioned to keep Emory's academic mission moving forward seamlessly.

## **EMORY COLLEGE OF ARTS AND SCIENCES**

Emory College of Arts and Sciences (Emory College), founded in 1836, is Emory University's primary undergraduate division, with more than 5,700 students. Its intensive liberal arts curriculum is backed by the resources of one of the world's top research universities. It is one of the four schools at Emory University that offer undergraduate education ([Oxford College](#), [Goizueta Business School](#), and the [Nell Hodgson Woodruff School of Nursing](#) are the other three).

As the academic core of Emory University, the College is driven by a shared passion for inquiry and discovery. A renowned 590-member faculty bring their path-breaking research and commitment to excellent teaching to the classroom every day. True to its name, Emory College of Arts and Sciences encompasses a full range of academic departments within the performing arts, humanities, social sciences, and natural sciences. With more than 50 departments and programs, 86 majors, and 63 minors,

students explore widely and dive deeply into rigorous courses of study that emphasize critical thinking, the nature of evidence from multiple perspectives, and the ability to effectively reason and communicate. Emory College shares the Atlanta campus with Emory's undergraduate business and nursing programs, as well as the graduate and professional schools. Two-thirds of Emory College students live on campus, including 100% of first- and second-year students.

By every measure, Emory College continues to attract a highly competitive applicant pool, sustaining Emory University's trajectory as an academic community of choice for exceptional students. For the Class of 2025, Emory College had another record-setting year with more than 33,400 applicants, a growth of 18.5% over last year.

Emory College welcomed a record number of African American and Latinx students as part of the Class of 2025. Among first-year students, 13% self-identify as Black or African American, just under 11% identify as Latinx, 23% identify as Asian and 17% are international. Almost 8% of Emory College undergraduates are first-generation college students, and about 20% are Pell Grant recipients.

As an integral part of its research and teaching mission, Emory College faculty also participate in doctoral and master's degree programs administered by the Laney Graduate School. Emory College's Strategic Priorities push forward its liberal arts and sciences mission and commitment to academic excellence with a focus on faculty support and development, an exceptional student experience, and targeted research areas with high potential for broad impact. Further information on the strategic priorities and initiatives of Emory College can be found [online](#).

### *College Leadership*

Emory College of Arts and Sciences is led by a team of experienced scholars/administrators and professional staff who oversee and support the College's undergraduate education and research missions, faculty and staff recruitment and retention, and strategic stewardship of its resources.

Dean Barbara Krauthamer became dean of Emory College of Arts and Sciences in July 2023. She is widely recognized as a leading historian of African American slavery and emancipation in the United States. Dean Krauthamer is an eminent historian of slavery and emancipation in the 19th-century American South, a devoted mentor, and an innovative leader. Her published work includes *Black Slaves, Indian Masters: Slavery, Emancipation, and Citizenship in the Native American South*. Prior to joining Emory University, she was a faculty member and administrator at the University of Massachusetts Amherst. There, she served as dean of the Graduate School from 2017 to 2020 and as dean of the College of Humanities and Fine Arts from 2020 to 2023. She created multiple fellowship programs designed to support the recruitment and retention of traditionally underrepresented graduate students. As a faculty member, Professor Krauthamer worked closely with master's and doctoral students in history and students in Afro-American Studies, Women, Gender, Sexuality Studies, and other departments across campus. She

received her B.A. from Dartmouth College, a master's degree from Washington University in St. Louis, and her PhD from Princeton University.

### *The Office for Undergraduate Education*

The Office for Undergraduate Education (OUE) supports students of Emory College of Arts and Sciences by providing academic services and offering programs designed to help them succeed during their undergraduate years and beyond. Liberal arts education plays a central role in an undergraduate's experience at Emory College. OUE fosters the liberal arts as the heart of a great research university and helps Emory's dynamic intellectual community of students and faculty continue this tradition.

The mission of OUE is to “provide academic advising and resources to help students identify and achieve their academic goals. [OUE] collaborates with faculty to develop and promote challenging academic opportunities that enhance students' education at Emory.” OUE strives to be an exceptional advising and support office that enhances the student academic experience through creative collaboration, intentional communication, effective technology, and evidence-based solutions.

The Office for Undergraduate Education portfolio includes various programs across three main areas: advising and registration, student programs, and faculty resources. OUE is home to over 80 staff members who carry out the following programs:

**Accommodated Testing:** OUE provides proctored test services in College courses for students with documented disabilities.

**Academic Advising:** Academic advising is a key tenet of the Office for Undergraduate Education. All Emory College students are assigned a professional academic advisor in OUE. Advisors assist students with course planning, degree progress, and navigating challenges or concerns that may occur. They can also provide referrals to appropriate campus partners to help students resolve concerns. Housed within Advising is the FirstSTEM program, which provides academic, co-curricular, and advising support to first-generation students in the natural sciences.

**Academic Policies:** OUE works with faculty committees to oversee the development and adherence to academic policies.

**Academic Success:** Academic Success is comprised of academic coaching, learning assistance, and peer tutoring. The mission of Emory's Academic Success is to provide resources, services, and workshops that support all undergraduate student achievements.

**Commencement:** OUE supports the College through the coordination of the Emory College Diploma ceremony at Commencement for over 1,200 College graduates each May and a separate Honors Ceremony recognizing students who complete the research Honors Programs.

**Course Management:** OUE works with college leadership and academic departments to regularly review course offerings, enrollment trends, and teaching needs. This information is used to help academic departments and programs plan course offerings and helps ensure the College's offerings meet the General Education requirements.

**ECS 101:** This required first-year course is coordinated by the New Student Programs team. It has over 80 sections and almost 100 volunteer instructors. The content is revised each year and includes community-building, health and well-being, purposeful reflection, and finding pathways toward personal academic, co-curricular, and extracurricular goals.

**Education Abroad:** Each year, Emory College offers more than 90 semester and academic year programs and over 20 summer programs in 40+ countries. Education abroad programs allow students to learn about new cultures and societies while complementing Emory's academic offerings and disciplines.

**Emory College Woodruff Scholars Program (Emory Scholars):** The Emory Scholars Program strives to empower students to be at the forefront of positive social change in their communities during college and throughout their lives. Emory Scholars are provided with a merit-based scholarship, exceptional programming, and opportunities for growth, as well as engagement with peers, faculty, and alums. Alongside Emory Scholars is housed the Bobby Jones Scholarship program, an exchange agreement of undergraduate scholars between Emory and St. Andrews University in Scotland. OUE manages the selection of Emory scholars to go abroad, the residential hosting duties of housing St. Andrews scholars here, and the robust alumni community of past scholars.

**Emory College Honor Council:** For the last century, a student-initiated honor system has governed integrity in all academic assignments while providing a platform for the fair consideration of allegations. The Honor Council, which includes both students and faculty, strives to be a model for the exceptional administration of a collegiate academic misconduct process.

**Faculty Resources:** Faculty Resources connects faculty, staff, and administrators to resources designed to assist them in their roles. These resources include policies, curriculum, and helpful documents. Each department has a [Director of Undergraduate Study](#) who works closely with OUE.

**Honors Program:** Honors Programs are available to outstanding students in most, but not all, areas of concentration. Administered by a faculty Honors Committee, these programs enable students to do intensive work in a chosen area and, therefore, involve work that extends beyond ordinary course requirements and ordinary standards of performance.

**New Student Programs:** OUE officially welcomes all new students entering the College, including 1,400+ first-year students, 200+ transfer students, and several hundred Oxford Continuees each year. Coordinating efforts across Emory, OUE leads communications with new students and their families

beginning at their admissions deposit and provides extensive programming during the fall semester in conjunction with Campus Life.

**Online Learning and Design:** The Emory College Learning Design team partners with faculty in the College to support excellent learning design in both online and in-person courses. Emory College Online courses are part of the regular undergraduate curriculum, are intentionally designed to be taught in an online environment, and adhere to an approved blend of synchronous and asynchronous content. All faculty designing and teaching online courses complete Emory College Online Teaching Strategies (ECOTS), a cohort-based intensive, and work with instructional designers to develop their courses, resulting in high-quality and highly engaging courses that are built around the best online practices. The learning design team also partners with ECAS faculty and departments who are designing and teaching high-impact in-person courses or integrating new tools and technologies into their course design. Our focus begins with learning outcomes and seeks to balance engagement, creativity, accessibility, and rigor.

**Student Records and Enrollment:** OUE houses the College-based registrar services. Partnering with the University Registrar's office, this area provides infrastructure for student registration and standard academic actions like withdrawal, readmission, degree certification, transfer credit management, and transient study approval.

**Summer School:** OUE centrally coordinates the course offerings for the summer semester, anticipating student needs, directly hiring faculty, and managing enrollment for three in-semester terms. Within the summer school offerings is the [PreCollege Program](#), a residential summer program for high school students for co-curricular and academic credit.

## **THE ROLE OF THE SENIOR ASSOCIATE DEAN FOR UNDERGRADUATE EDUCATION**

Reporting to the Dean of Emory College, the Senior Associate Dean for Undergraduate Education is the leader of the Office of Undergraduate Education and oversees the departments within the OUE portfolio. The OUE has benefited from a long-serving leader with deep institutional knowledge and relationships. The next Senior Associate Dean, who will be part of the 15-member leadership team for the College, will be a campus leader and work closely with colleagues, faculty, students, and staff. The Senior Associate Dean will manage eight [direct reports](#), including six associate deans and two directors.

### **Opportunities and Challenges for the Senior Associate Dean**

The next leader of OUE will be charged with addressing the following opportunities and challenges:

#### ***Build and deepen connections and partnerships within the College and across campus***

Emory College plays a part in the life of all Emory undergraduates; thus, the Senior Associate Dean is an integral part of the broader network of offices that are key to undergraduate student success, and a

collaborative relationship with stakeholders is important. OUE cannot and does not exist in a silo, and the ability and willingness to build collegial and productive relationships will be central to the Senior Associate Dean's and OUE's success. This leader will work collaboratively with the Dean and other Emory College leaders and faculty, in addition to stakeholders outside the College, including the provost's office, campus life, student financial aid, and leaders in other undergraduate schools. Currently, OUE is seen as a place that can help people navigate the silos across Emory; however, this is because a great deal of institutional knowledge lives within OUE. The next Senior Associate Dean will navigate the interconnectedness of these offices, build relationships, and create better bridges, resulting in a smoother experience for all.

An influential leader, the next Senior Associate Dean can solidify student retention and persistence as collective work across campus. To do this well, this person will need to genuinely interface with different communities across campus and compromise while protecting the work best housed within OUE. Additionally, this leader will build connections and credibility with faculty, have an appreciation for shared governance, and understand the faculty's role in undergraduate education and student success.

***Strengthen policies and practices that center today's students' needs to improve student success***

OUE is just one of many offices on campus that students, faculty, and staff go to when a student faces a problem that may impact their academic performance. Because of this, Emory College students may be referred to different offices for support, but there is no standard practice for sharing information between offices, resulting in students sometimes falling through the cracks. The incoming Senior Associate Dean, as a campus leader, will think through operationalizing systems to make the student experience smoother and engage others in this pursuit. This leader will spread institutional knowledge beyond a single person and consider knowledge management systems and policies for all of OUE. Additionally, there is an appetite for data sharing beyond OUE, and the next Senior Associate Dean will think through ways to share data with different parts of Emory College so any staff or faculty member who interacts with a student has a complete picture of the student's need and experience. The incoming Senior Associate Dean should be entrepreneurial and adaptable and understand and implement best practices in undergraduate education from across the field. This leader will keep current on the latest technologies that support student success and know how to navigate cost barriers.

Additionally, a successful leader will engage faculty as crucial in creating and implementing policy and critical partners in the Emory student experience. They will also work closely with [Emory Campus Life](#) to provide a well-rounded undergraduate education and build upon their knowledge and expertise of the student experience.

Under the right leader, OUE, Emory College, and Emory can and should be a leader in student success strategies. Retaining students requires wraparound support, and the Senior Associate Dean should be an example of someone who understands the complexities of a student's life today and what students are doing and facing beyond the classroom. With this lens, the Senior Associate Dean can transform Emory



College into a place known for centering the student experience in the pursuit of students' academic success.

***Lead and develop a well-respected team while assessing structures to make OUE's work most efficient***

The Office of Undergraduate Education is well respected by members of the Emory College community. Many staff members have been in their roles for many years, creating a wealth of institutional knowledge on the team. Frontline academic advisors are praised across Emory College and the University for their knowledge and service to students. Overall, staff have described the culture within OUE as mission-oriented and collaborative. The incoming leader will recognize talent and encourage and empower people to do good on behalf of the College and its students.

Over time, OUE has continued to grow and expand its portfolio to build connectivity between the many things that impact the student experience. Given the breadth of the portfolio, it is not uncommon for many new initiatives to fall within OUE. The incoming leader will have the opportunity to assess the current structure within OUE and consider potential changes to enhance effectiveness. The Senior Associate Dean will also empower the team to lead in their respective areas and support their growth and development, including promoting professional development and engaging in professional associations related to their role. Finally, there are opportunities to enhance the diversity of the leadership team, an opportunity the next leader will embrace. The incoming leader of OUE will build upon the positive, student-oriented culture to take OUE to the next chapter that allows staff to grow professionally while also serving students and faculty in the most efficient and effective way possible.

***Maintain and enhance strong customer service delivery to students, faculty, and staff***

OUE serves students, staff, and faculty and is known as an office that quickly answers questions. The Office for Undergraduate Education has built trust through rapid and robust service delivery and transparency as Emory College and the university have navigated leadership transitions. Through this period of change, the incoming Senior Associate Dean will embrace a customer service mindset, ensure that OUE is responsive to needs, and maintain constituents' trust in the office. Faculty primarily engage with OUE for curriculum-related questions and student issues. Moving forward, the successful leader of OUE will continue to engage with faculty and build upon their collective knowledge and experience to improve the student experience. Students work closely with their academic advisors and see them as a resource as they navigate Emory, a key service of OUE.

***Foster a data-driven culture to inform decision-making***

The incoming Senior Associate Dean will create a practice of using data to measure student progress and inform changes and decisions. This includes producing and sharing data relevant to the undergraduate experience across offices within Emory College and throughout the university, including other schools, the Provost's office, and Campus Life. The Senior Associate Dean can and should assess what data already

exists, implement and/or streamline existing data collection instruments, and partner with others to ensure there isn't a duplication of efforts. While some data are readily available, such as student grades, others, like first-year student surveys, are not. The successful leader of OUE will build a culture that tracks the right data and can operationalize concrete outcomes using data, policy, and methods to create an infrastructure for student support.

## **PROFESSIONAL AND PERSONAL QUALIFICATIONS**

Emory seeks an experienced, collaborative, and dynamic individual to lead the Office of Undergraduate Education and be an influential member of the broader Emory University community. While no one person will embody all the following, the successful Senior Associate Dean of Undergraduate Education candidate will bring many of the following professional qualifications, skills, experiences, and personal qualities:

- An earned doctorate and a record of undergraduate teaching and relevant scholarship;
- An energetic, entrepreneurial, approachable, and collaborative leadership style that inspires faculty, students, and staff and builds pride in and commitment to the college and university;
- Adaptable and able to function effectively in a complex environment and work with all stakeholders within and outside of the institution;
- Proven ability to inspire, lead, support, and champion a team of skilled and dedicated professionals, effectively manage talent, and develop processes for effective teamwork;
- An understanding of the curricular and co-curricular needs of today's undergraduate students;
- An authentic commitment to the goals and values of a liberal arts education that supports and enhances professional preparation and global citizenship;
- Fiscal experience and the ability to advocate for resources that enable the work of OUE;
- Ability to manage change and transition in an evolving university context;
- A visionary with a thorough understanding of the meaning and data-informed best practices in undergraduate education and the ability to meet the challenges facing higher education at the current moment;
- Demonstrated commitment to the fostering of a diverse and inclusive student community;
- A track record of strong administrative experience and managerial acumen in a complex academic environment;
- Commitment to and demonstrated experience and success in advancing diversity, equity, access, belonging, and fostering an inclusive campus environment; and
- Strong interpersonal skills, alongside strong communication and empathy.

## **TO APPLY**

Emory University has retained Isaacson, Miller, a national executive search firm, to assist in this search. All inquiries, nominations, and applications should be directed to:

Keight Tucker Kennedy, Managing Partner  
Janette Martinez, Senior Associate  
Alexis Scott, Senior Search Coordinator  
Isaacson, Miller

**Apply online:** <https://www.imsearch.com/open-searches/emory-undergraduate-education/sr-associate-dean>

*EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER: Emory University provides equal opportunities to all individuals regardless of race, color, religion, ethnic or national origin, gender, age, disability, sexual orientation, gender identity, gender expression, veteran's status, or any factor that is a prohibited consideration under applicable law.*