



An Invitation to Apply for the Position of

DEAN OF THE COLLEGE OF ARTS AND SCIENCES

The University of Scranton

Scranton, Pennsylvania

THE SEARCH

The University of Scranton, a private, Catholic and Jesuit institution, seeks an innovative and collaborative leader for its next Dean of the College of Arts and Sciences (CAS). The University of Scranton is a close-knit community, deeply committed to its Catholic and Jesuit mission. At Scranton, the Jesuit ideals are not only understood, they are lived. University faculty and staff work tirelessly to provide a deep, purposeful education to students to ensure a transformative experience during their years at Scranton. From the classroom to the far reaches of the globe, students learn what it means to care for others. As people devoted to the Jesuit maxim of *Cura Personalis* – focusing on individual attention to students and respect for the uniqueness of each person – students go on to effect change in the world. The University of Scranton community takes pride in the well-rounded individuals students become and has faith that they will “go forth and set the world on fire.”

The next Dean of the CAS will join the university and the provost’s academic affairs administrative team to bring creative leadership and growth to an eager and engaged community. With the recent installation of its 29th president, Joseph G. Marina, S.J., and Provost Michelle Maldonado, the University of Scranton is energized and poised to take on the challenges facing higher education today and in the future. A highly committed and collaborative faculty and staff await the new Dean, with opportunities to work together to ensure that academic opportunities and student support are mission focused. The next Dean will lead the largest college on campus and will work closely with the Provost, faculty, and staff to implement a new core curriculum, and to ensure the College’s programs, enrollment, and initiatives are aligned with the institution’s strategic plan.

This is an outstanding opportunity for a strategic thinker who lives the values rooted in the mission of the University of Scranton. The ideal candidate will bring extensive academic administrative leadership; the ability to engage others in developing and implementing an academic vision; a commitment to shared governance; and demonstrated success with diversity and inclusion efforts. The University seeks a leader who will partner with the provost and the faculty to develop and launch innovative programs of outstanding quality for graduate and non-traditional students, as well as strengthen retention efforts and foster a more transfer-friendly culture within the College. The Dean will have astute financial management skills, and a proven capacity to inspire and engage faculty, students, staff, and alumni.

Isaacson, Miller, a national executive search firm, has been retained to assist in the recruitment of the next Dean. Applications, nominations and inquiries should be directed in confidence to the firm as indicated at the end of this document.

ABOUT THE UNIVERSITY OF SCRANTON

Mission: The University of Scranton is a Catholic and Jesuit university animated by the spiritual vision and the tradition of excellence characteristic of the Society of Jesus and those who share in its way of proceeding. The University is a community dedicated to the freedom of inquiry and personal development fundamental to the growth in wisdom and integrity of all who share in its life.

Vision: The University will provide a superior, transformational learning experience, preparing students who, in the words of Jesuit founder St. Ignatius Loyola, will “set the world on fire.”

In 1888, The University of Scranton was founded as Saint Thomas College by the Most Reverend William G. O’Hara, D.D., the first Bishop of Scranton. The College was staffed by diocesan priests and seminarians until 1896 and then, for one year, by the Xaverian Brothers. From 1897 until 1942 the institution, renamed The University of Scranton in 1938, was administered for the Diocese by the Christian Brothers. In 1942, the Jesuits were invited to administer the University. The University has flourished under the Jesuits, growing from what was primarily a commuter college with fewer than 1,000 students to a broadly regional, comprehensive university with a total enrollment of approximately 5,300 students.

Spirituality is at the core of Scranton’s mission as a Catholic and Jesuit institution of higher learning, delivering a meaningful education that challenges its students morally, spiritually and intellectually. The chief characteristics embedded in the Ignatian vision include the concept of the *Magis*, or a restless pursuit of excellence grounded in gratitude; *Cura Personalis*, individual attention to students and respect for the uniqueness of each member of the University community; seeking God in all things; liberal education; service of faith and the promotion of justice; and contemplation in action.

Scranton students engage in the classroom and with the world thanks to the deep-rooted Jesuit tradition, the strength of its academics, and focus on service and extraordinary mentorship. Motivated by the *Magis*, much is expected of Scranton students. The University challenges them both intellectually and spiritually and helps pave their path to success in college, their careers and their lives.

In addition to the College of Arts and Sciences, academics include the nationally recognized Kania School of Management (KSOM) and The J. A. Panuska College of Professional Studies. KSOM excels at supplying the tools students need to succeed in the increasingly global and technological world of business. Panuska College students receive exemplary preparation for the profession of their choice. Students of both colleges receive a solid education in the liberal arts and sciences. Overall, Scranton offers 69 bachelor’s degree programs, 35 master’s degree programs, 50 minors and 39 undergraduate concentrations and tracks. Additionally, it offers a Doctor of Physical Therapy, Doctor of Nursing Practice and a Ph.D. in Accounting. The University has accreditation from 16 different accrediting agencies, including Middle States Commission on Higher Education.

Teaching and service are interwoven at Scranton. With an undergraduate student-to-faculty ratio of 12:1 and an average class size of 20, Scranton retains 273 full-time faculty, of whom 85% are tenure track and 88% hold doctoral or other terminal degrees in their fields. Four members of the faculty are Jesuits. In 2023, 10 faculty members were honored with the Provost Faculty Enhancement Awards for excellence in teaching, scholarship or service, nominated by academic leaders across the campus.

Among the accolades given to the University, *U.S. News & World Report's* **Best Colleges** has ranked The University of Scranton among the 10 top master's universities in the North for 25 consecutive years; in the 2022-23 editions, Scranton placed fifth. In the most recent edition, the University was also recognized for "Best Undergraduate Teaching" (No. 14). In national rankings, U.S. News included Scranton among America's "Best Undergraduate Business Programs," "Best Undergraduate Engineering Programs," (where a doctorate is not offered); and among the nation's "Best Undergraduate Nursing Programs." Scranton students have found recognition in their own right. Since 1972, 160 graduates have earned a Fulbright or other international fellowship awards to support a year of study outside of the United States. In the last 15 years, Scranton students earned five Truman Scholarships, 12 Goldwater Scholarships, and a Mitchell Scholarship. The Loyola Science Center was among "The 50 Most Impressive Environmentally Friendly University Buildings" in the world recognized by Best Masters Degrees, an education and career website for prospective graduate students.

Scranton's deep commitment to social justice is evident both inside and outside the classroom. The University's Center for Service and Social Justice has a roster of 2,850 students who perform over 170,000 service hours annually and is one of just 24 colleges in Pennsylvania to be listed under the Carnegie Classification for Community Engagement in 2015.

In fall 2022, the University of Scranton enrolled approximately 4,737 students, with 3,593 undergraduates primarily from Pennsylvania, New York and New Jersey. Additionally, over 174 international students hail from 29 countries.

A tuition-dependent institution, the University's annual operating budget is \$252 million with a current endowment of over \$275 million. While University finances are strong, in light of the expected traditional student demographic downturn, University leaders are working to ensure the long-term financial sustainability of the institution. The University has engaged in a strategic enrollment planning exercise as part of its broader strategic planning which generated considerable programmatic creativity. After two years of decreases due to the pandemic, fall 2022 enrollment has successfully rebounded with the most diverse class in University history.

Scranton is at the midpoint of our comprehensive five-year strategic plan. [*The Strategic Plan 2020: Our Core, Our Community, Our Commitments*](#), is focused on addressing the challenges within higher education and building on the institution's strengths to develop innovative paths forward. The central goals of the plan, which are well underway, will advance Scranton as a more diverse, welcoming community that enhances external partnerships. They will also provide students with personal attention that supports their unique educational journey, help them to explore their faith, and ensure that the Scranton student experience is transformational, integrated and grounded in the humanities as a pathway to understanding the human experience in its many dimensions. Scranton is also looking to the future and engaging in new ways to educate and support an ever-changing, diverse landscape of students in ways that are affordable, relevant and innovative.

Leadership

On June 14, 2021, Joseph G. Marina, S.J., became the 29th president of The University of Scranton. Prior to becoming Scranton's 29th president, Father Marina served as provost and vice president for academic affairs and professor of education at Le Moyne College from 2016 through the spring of 2021. His responsibilities included overseeing the Jesuit college's three academic schools, honors program,

library, campus life, student housing, conduct and Title IX compliance, diversity and inclusion programming, global education, student success and support services, disability services, and other areas. Father Marina served as acting president at Le Moyne from December 2020 to February 2021.

Michelle Maldonado, Ph.D. became Provost and Senior Vice President for Academic Affairs in February 2023. She began her tenure at the University in 2020 as Dean of the College of Arts and Sciences, and in 2022 served as Interim Provost and Senior Vice President for Academic Affairs. Before she arrived at Scranton, she was Professor of Religious Studies, Assistant Provost of Undergraduate Education, and Executive Director of the Office of Academic Enhancement at the University of Miami. In that role, she implemented substantial revisions to Miami's general education requirements and worked with their Enrollment Management division on recruitment strategies with an emphasis on historically underrepresented and first-generation students, among other duties.

Shared Governance

The Board of Trustees, comprised of 28 members serving three-year terms, is deeply committed to serving an institution founded in the Catholic and Jesuit tradition. The primary duties of the Board include the oversight of the institution's budget, the establishment of fundamental institutional policies, and the selection and appointment of the University's President. The Board also sets overall directions and institutional objectives for the University. The current Chair of the Board is Vincent Reilly, Esq., class of 1980.

The campus works together under a strongly valued and closely adhered to shared governance system that includes four distinct bodies: the University Governance Council, the Faculty Senate, the Staff Senate, and the Student Senate. The Faculty Affairs Council (FAC) is the faculty union at The University of Scranton. FAC represents all full-time faculty members and serves as a local chapter of the American Association of University Professors (AAUP). In addition, the Faculty Affairs Council also sits at the table on matters related to wages and working conditions, including changes to the Faculty Handbook.

The University defines governance as a system of consultation, communication and decision-making that produces institutional policies. The governance process is designed to ensure that all members of the University community – faculty, staff, and students – have the opportunity to participate in this process. Governance also plays a key role in creating essential communication venues for cross-campus dialogue on issues important to our life as a University.

Student Life

Scranton has a rich tradition of fostering an experience in which students, both residential and commuter, are actively involved. Student life is vibrant and varied, from ministries-based programs and leadership initiatives to student-run activities, and clubs and organizations. The Division of Student Life supports the academic mission of the University by providing services and programs that enhance classroom experiences. Within the Division, several departments, including the Center for Student Engagement, the Gerard R. Roche Center for Career Development, and the Office of Residence Life provide meaningful opportunities to develop crucial skills necessary for their success in their endeavors both as students and alumni. The Dean of CAS will work closely with colleagues in Student Life to ensure integration of activity in and outside of the classroom.

Scranton students have experienced great success in cultivating their lives as students and as alumni. Eighty-six percent (86%) of the Class of 2022 reported completing at least one experiential learning opportunity during their education at the University of Scranton, a significant increase from 78% of the Class of 2021. Internships, research, student teaching, observations, clinicals, externships, and residencies are included in the definition of experiential learning. The Class of 2022 completed internships at 927 organizations in 27 different states, plus the District of Columbia, Belgium, Canada, China, England, Germany, Panama, Spain, Sweden, and Vietnam. The 2022 graduating class boasts a 99% placement rate, with 47% continuing their education and just over 50% securing employment. Alumni from the University of Scranton continue to report high levels of success after graduation each year.

Location and Campus

The University is located in the City of Scranton, the sixth largest city in Pennsylvania and a vibrant college town, home to five colleges and universities. Situated off Interstates 81 and 84 in Pennsylvania's Pocono Northeast region, The University of Scranton is easily reached by car and air. Driving time to New York City, Philadelphia, and Syracuse is just two hours, with Boston and Washington, D.C., less than five hours away. Known as the Electric City — the first U.S. city to have an electric-powered streetcar — Scranton today finds its energy from many other sources, namely popular coffeehouses, eateries, festivals, minor-league sports teams, and a well-known *Office*, Dunder Mifflin.

In recent years, the University has invested more than \$260 million in campus improvements, either completed or underway. In 2011, Pilarz and Montrone Halls, which house nearly 400 upper-class students and a fitness center, opened. The new Loyola Science Center was completed in two phases in 2011 and 2012. Edward R. Leahy Jr. Hall, which houses the departments of physical therapy, occupational therapy and exercise science, was dedicated in September 2015. The Rev. Kevin P. Quinn, S.J., Athletics Campus, the new \$14 million, 11-acre home for the University's soccer, lacrosse, field hockey, baseball, and softball Division III NCAA teams, was dedicated in May 2018.

THE COLLEGE OF ARTS AND SCIENCES

"Situated at the heart of The University's Catholic and Jesuit Mission, the College of Arts and Sciences is a liberal arts college that provides transformative and experiential education in Behavioral and Social Sciences, Humanities, and STEM disciplines to cultivate academic excellence, intellectual and spiritual formation, meaningful contributions to local and global communities, and attentiveness to the critical problems of the world." Mission Statement

The [College of Arts and Sciences](#) is the oldest and largest college within The University of Scranton, with almost 1687 students and 16 academic departments. CAS has 156 faculty, of which 90% are tenured or are on the tenure track and 92% of the CAS Faculty hold doctoral or other terminal degrees.

CAS promotes the value of a Scranton education, in which students are encouraged to view their education as the pursuit of knowledge for both their own personal advancement and as a resource to the broader human community. In keeping with the Jesuit commitment to education of the whole person, CAS emphasizes teaching as mentoring, excellence in research, and service to others. The College draws upon the best of Ignatian education by emphasizing the promotion of social justice and the formation of students as women and men with a sense of stewardship for themselves, others, their environments and their communities. CAS encourages students to engage the complexity of a diverse and globalized world

through careful and critical analysis. Within its 16 academic departments CAS offers more than 40 majors, 5 Graduate programs, as well as a wide range of minors, concentrations and interdisciplinary programs led by 26 faculty who serve as Program Directors. The Dean oversees the University's Prison Education Program, the recently launched Center for Ethics and Excellence in Public Service, the Pre-Medical and Pre-Health Professions Program, the Pre-Law Advisory Program, and the University Honors Program, the Magis Honors Program in STEM, and the Special Jesuit Liberal Arts Program. The College also offers an accelerated five-year Bachelor's/MBA program in collaboration with the Kania School of Management.

CAS is responsible for the vast majority of courses included in the General Education program, the core courses taken by all University students. Scranton is currently undergoing a comprehensive review and revision of the undergraduate general education curriculum, in an effort to further reaffirm and reinvest in the liberal arts and expand interdisciplinary offerings.

To learn more about the College of Arts and Sciences, please visit the College [website](#).

THE ROLE OF THE DEAN/ OPPORTUNITIES AND CHALLENGES

The Dean of the College of Arts and Sciences is the principal administrator of the College, reporting to the Provost/SVPAA. The Dean oversees a budget of \$27 million. The College of Arts and Sciences is supported by over 30 staff members with 5 reporting directly to the Dean. The next Dean will have the unique opportunity to lead, motivate and inspire a passionate and committed academic community in the spirit of shared governance. Specifically, the Dean will be expected to address the following opportunities and challenges:

Provide Visionary Academic Leadership

The Dean will be an inspiring leader with a strong academic vision, a deep humanity, and a passion for the importance of leading a meaningful life. The successful candidate will promote a climate of rigorous intellectual inquiry that cultivates and challenges the mind and encourages open, productive discussion across disciplines and co-curricular experiences in furtherance of Catholic and Jesuit values. Working closely with the faculty, the Dean will demonstrate a deep commitment not only to the liberal arts but also to the distinctive elements of a Scranton education. The Dean will engage the faculty in a conversation about academic excellence combined seamlessly with mission, what current and future students need from a Scranton education and how that will impact the strategic direction of the College, including the development of new academic programs. The Dean will engage the students to achieve academic excellence and integration in the college. The Dean will also work with staff of the College of Arts and Sciences Academic Advising Center to ensure services are robust and the needs of students are being addressed, particularly as related to student retention. The Dean will ensure and promote the value of a Scranton education to prospective students, parents, potential partners, and other audiences.

Balance Administration Collaboration and Advocacy

As a member of senior leadership, the Dean will work with administration, the provost, and other deans to ensure the University provides a deep and purposeful education to students. The Dean will garner the trust and respect of faculty and senior colleagues and will serve as a partner for the provost and senior leadership on strategic and institutional decisions, particularly as they relate to the academic enterprise. The Dean will work collegially with the other three academic affairs deans and find opportunities for

creative collaboration across administrative and educational units. The Dean will operate as an unwavering advocate for the academic mission of the University and of the College of Arts and Sciences and the shared governance structure of the University. As the head of the CAS, the Dean will be a passionate advocate for the academic programs, the liberal arts, and CAS faculty, students, and staff.

Ensure Academic Quality and Distinction

Like all of academia, Scranton must address key issues facing American higher education at this critical time, particularly with the major demographic shifts already being felt. Scranton has an excellent faculty and strong academic programs. Working closely with the faculty, the Dean will focus on supporting conditions for quality instruction, innovation, and creativity. The Dean will partner with the faculty to create an intellectual environment that continues to boast outstanding classroom teaching, promotes research and scholarly excellence, and spurs innovation within the curriculum. The Dean will lead the faculty in exploring academic initiatives, launching new innovative credit and non-credit programs, and strengthening existing ones, resulting in a distinctive array imbued with Jesuit values, programmatic excellence, and more strongly integrating community-based learning. The Dean will have a role in current faculty-led general education revisions to inspire creativity, outstanding teaching, and a strong culture of scholarship. The Dean will also prioritize faculty development, investing in them as individuals and in their scholarly endeavors and participation in the relevant affairs of their disciplines.

Financial Stewardship

An effective steward of resources, the Dean will exercise oversight and direction of budgets and allocation of resources. As a tuition-dependent institution, additional resources are needed to sustain the mission of the University as it moves into the future. While this Dean may not have an existing track record of fundraising, the Dean must have the energy and enthusiasm to inspire donors and the alumni community. The Dean will work with the faculty to ensure they have the support needed to pursue grants to further their research and scholarship and to engage more students in these efforts. The Dean will need to be entrepreneurial in resource development and strategic in resource allocation as well as all areas of financial management to ensure the division of funds is efficient and purposeful in support of the mission of the University.

Diversity, Equity and Inclusion

Core to Scranton's mission as a Jesuit/Catholic university is a true dedication to building an inclusive community, to equipping students to serve in an increasingly diverse world and to providing a safe and nondiscriminatory educational environment. The next Dean will partner with University leadership and the Office of Equity and Diversity to ensure the University is welcoming for all students and actively addresses racial and ethnic disparities for student success. As Scranton strives to increase campus diversity, the Dean will bring a deep personal commitment to diversity, equity and inclusion and a strong track record of addressing barriers to success in the areas of gender, race, ethnicity, national origin, religion, age, veteran status, gender identity or expression, sexual orientation and disabilities.

Professional and Personal Qualifications of the Dean

While no one person will embody all of them, the successful candidate will bring many of the following personal qualities and professional qualifications:

Minimum Education Requirements:

- Ph.D. or terminal degree in a discipline appropriate to the college

Minimum Job Experience Requirements:

- Teaching and academic leadership experience that may include, but is not limited to, serving in the role of dean, associate dean, or department chair in an accredited college.
- A record of outstanding teaching, significant scholarship, and active and substantial service commensurate with appointment at the rank of full professor with tenure at the University of Scranton
- Demonstrated commitment to an Arts and Sciences curriculum that will bolster our programs of study and courses supporting the University's Liberal Arts General Education grounded in the Catholic and Jesuit traditions.

Additional Requirements:

- Appreciation of and commitment to the Jesuit education tradition and commitment to academic excellence
- Effective interpersonal and communication skills
- Experience working with university curricula, policies, and procedures
- Appreciation of and commitment to shared governance procedures.

Preferred Qualifications:

- Ability to speak about the Catholic Jesuit mission of The University of Scranton in a compelling way
- Experience in academic program development at the undergraduate and master's levels
- Knowledge of the market and anticipation of opportunities for innovative and relevant academic programs
- Engagement with University Advancement to support academic initiatives
- Successful experience leading assessment efforts in higher education
- Understanding of and commitment to accreditation processes
- Experience with decision making areas of academic planning, program prioritization, and faculty reappointment, tenure, and promotion.
- Demonstrated ability to provide decisive and innovative leadership, integrity, and vision, and to foster a collaborative, collegial, and productive work environment
- Strong advocate for the Arts & Sciences, with a demonstrated appreciation of the Humanities
- Record of efforts to enhance diversity, equity, and inclusion in prior work environment or community
- Demonstrated successful administrative experience supervising staff
- Understanding of emerging trends in the higher education landscape, and engagement in national conversations on issues affecting universities
- Budgeting and effective resource management
- Experience working in a collective bargaining/unionized faculty environment
- Commitment to increasing faculty diversity, diversity in college programs, and global thinking

- Engagement with alumni and the wider community
- Visibility and engagement in college, university, community, and alumni events
- Commitment to being approachable to faculty and students
- Experience with conflict resolution
- Experience championing community-based learning
- Ability to lead the College of Arts & Sciences Advising Center and faculty advisors to implement innovative, evidence-based strategies focused on student retention and degree completion.

The essential duties of the Dean are as follows:

- Coordinate the planning, development and budgeting of CAS programs by supervising the implementation of undergraduate and graduate academic programs and periodic review and evaluation of these programs; establish appropriate academic standards by supervising the development of new courses, and by review and recommendation of course offerings each semester
- Manage and support student advising center staff and faculty advisors, and monitor the academic status of students, including students on probation and student retention; help students address problems with courses and/or faculty when appropriate
- Oversee, with academic departments, faculty recruitment and orientation; facilitate faculty development and evaluation by developing recommendations concerning reappointment, rank, and tenure of faculty; establish and monitor faculty workload; allocate research-released time and resources; help faculty mediate student concerns when appropriate
- Annually review the College's strategic plan; serve as the college budget administrator and approve budget requests for all departments in the College
- Supervise the staff of the dean's office and throughout the College, and oversee the work of the departmental chairpersons of the college; coordinate appropriately with the other colleges of the University and University offices/centers; meet regularly with chairs through the Dean's conference of the College; chair or serve on committees as delegated by the Provost or President, such as the Faculty Handbook Committee and the Provost's Council.
- Supervise the development and maintenance of external certifications and accreditation; represent the college to external constituencies; appropriate involvement in securing external funding for projects and programs

TO APPLY

Confidential inquiries, nominations, referrals, and resumes with cover letters should be submitted in confidence through the Isaacson, Miller website to the attention of:

Pamela Pezzoli, Partner
Iliana Gonzalez, Senior Associate
Emily Willis, Associate
Melissa Barravecchio, Search Coordinator

<https://www.imsearch.com/open-searches/university-scranton/dean-college-arts-and-sciences>

The University of Scranton is an Equal Opportunity Employer/Educator. See our website for full nondiscrimination statement: <https://www.scranton.edu/equity-diversity/non-discrimination.shtml>

The University of Scranton is committed to developing a diverse faculty, staff and student body. It embraces an inclusive campus community that values the expression of differences in ways that promote excellence in teaching, learning, personal development and institutional success. The University encourages women, veterans, individuals with disabilities, and people from diverse racial, ethnic, and cultural backgrounds to apply. The University of Scranton is an EEO Employer/Educator.

The University of Scranton is committed to providing a safe and nondiscriminatory employment and educational environment. The University does not discriminate on the basis of race, color, national origin, sex, disability, religion, age, veteran status, gender identity or expression, sexual orientation, or other status protected by law. Sexual harassment, including sexual violence, is a form of sex discrimination prohibited by Title IX of the Education Amendments of 1972. The University does not discriminate on the basis of sex in its educational, extracurricular, athletic, or other programs or in the context of employment.