



# UNC GREENSBORO

## College of Arts and Sciences

### Search for the Dean of the College of Arts and Sciences

The University of North Carolina at Greensboro  
Greensboro, North Carolina

#### THE SEARCH

The University of North Carolina at Greensboro (UNCG or the University) seeks a passionate, innovative, and strategic leader to serve as the next Dean of the College of Arts and Sciences (CAS or the College). This is an exciting opportunity to join a community fiercely passionate about student success, access, research, scholarship, diversity, service, and community engagement. UNCG has been providing access and excellence since its founding in 1891 as a women's college (and as one of the three original institutions of the University of North Carolina System) and now as a public, coeducational, doctoral-granting, residential university, serving a vast array of students. The University community is comprised of approximately 18,000 students, including more than 3,600 graduate students and over 2,500 faculty and staff. The University holds two classifications from the Carnegie Foundation for the Advancement of Teaching: a "doctoral university with high research activity" and a university with deep "community engaged high research activity." Among the strengths of UNCG is its consistent ranking as the top university in North Carolina for social mobility (#1 on the Wall Street Journal list two years in a row; and #2 on U.S. News and World Report list). This category highlights the most successful institutions that enroll and graduate students from economically disadvantaged backgrounds. In addition, the Wall Street Journal listed UNCG as providing the best college experience in North Carolina without the concomitant price tag, as evidenced by the New York Times ranking UNCG as the most affordable university in the state.

Across various dimensions, UNCG is one of the most diverse campuses in the state. Half of UNCG's student body is first-generation, Pell-eligible, and/or identifies as students of color, which federally qualifies the campus as a Minority-Serving Institution. It also has the highest total percentage of Hispanic and Latinx enrollment in the UNC system at 15%, with the expectation that it will achieve status as a Hispanic-serving institution in the future. The student blend on UNCG's campus is a source of pride, as is its recognition as a military-friendly institution. UNCG is also included in the U.S. News "National Universities" and "Top Public Schools" ranking lists. No other public university in the state provides paths to prosperity for as many first-generation and lower-income students.

Reporting to the Provost, with CAS being the largest and most diverse college at UNCG, the dean will lead the college with a forward-thinking strategy, representing CAS as its chief academic and administrative officer. Representing 32% of the total student body, CAS has an operating budget of close to \$40 million dollars. The College of Arts and Sciences has a current enrollment of 5,886 students (5,290 undergraduates and 596 graduates), over 400 world-class faculty, and is made up of over 25 departments with over 125 educational programs.

Guiding a robust educational, scholarship, and research agenda, the Dean of CAS will play a key leadership role in advancing the mission of CAS and emphasizing the significance of a liberal arts education within the institution and with external stakeholders as its chief advocate. The University's recent academic program review had an impact on the programs within the college, eliminating some with low student enrollment and interest. Working collaboratively across UNCG, the dean will champion interdisciplinary collaboration, curriculum innovation, and promote a culture of excellence in undergraduate and graduate education as well as in teaching and research. The dean will work closely with other senior university administrators to provide leadership in furthering both the mission and vision of UNCG in addition to establishing and implementing university-wide priorities. The dean will continue to lead discussions on resource allocations and program support going forward. The dean must also pay particular attention to the developing of relationships with alumni and donors as a passionate and inspiring champion to generate support for the endeavors and continued growth of CAS.

The University has retained the services of Isaacson, Miller, a national executive search firm, to assist in conducting this important search. All inquiries, applications, and nominations should be directed in confidence to the search firm, as indicated at the end of this document.

## **UNIVERSITY OF NORTH CAROLINA AT GREENSBORO**

[UNCG](#), located in the Piedmont Triad region of North Carolina, is one of only 40 doctoral institutions recognized by the Carnegie Foundation for both [high research activity](#) and [community engagement](#). Founded in 1891 and one of the original three [UNC System](#) institutions, UNCG is one of the most diverse universities in the state, with over 18,000 students and 2500 faculty and staff members. Its academic portfolio includes 69 majors in over 130 areas of study, as well as 52 master's, 26 doctoral programs, and 73 graduate certificates. UNCG is consistently recognized nationally among the top universities for academic excellence and value, with noted strengths in business, health and human sciences, visual and performing arts, nursing, education, and more.

For the 25th year, UNCG was recognized as one of the nation's best institutions for undergraduates and one of the best regional colleges in the south by the Princeton Review. It is also one of 12 institutions named to the Association of Public and Land-grant Universities' Southeastern Cluster, dedicated to

improving the transfer student experience. UNCG consistently ranks as the top university in North Carolina and the nation for social mobility.

For additional information, please visit [uncg.edu](https://uncg.edu).

## THE COLLEGE OF ARTS AND SCIENCES

Ranked number one in North Carolina for social mobility, the mission and goals of the College of Arts and Sciences (CAS) build on the [University's Mission](#) regarding the promotion of discovery and learning through cutting-edge research, rigorous inquiry, and interdisciplinary scholarship. A modern liberal arts education is at the heart of the College of Arts and Sciences, working to create a big impact on the world around us.

Representing 32% of the total student body, CAS is the largest and most diverse college at UNCG with an operating budget of close to \$40 million dollars. The College of Arts and Sciences has a current enrollment of 5,886 students (5,290 undergraduates and 596 graduates). The student body is comprised of 65% of students who identify as female and 38% of students who are the first in their families to attend higher education. Approximately 75% of students are matriculated full-time, and 8.3% of students are from out-of-state, with the majority of students coming from states including Virginia, Maryland, South Carolina, Florida, New York, and California.

When it comes to research, CAS works hard to bring the excitement of research into the classroom, providing students at both the undergraduate and graduate level opportunities to engage in cutting-edge research programs in addition to supporting faculty in their research endeavors to make a global impact within their areas of expertise. Students are supported through the Office of Undergraduate Research, and faculty in CAS are supported in their research by both the [CAS Office of Research \(OOR\)](#) and the [UNCG Office of Research and Engagement](#). The college boasts \$12.9M in research funding and is host to a number of [centers and institutes](#) within the college. In FY 23, CAS was proud to have had 74 external research grants awarded to members of their faculty and research groups totaling almost \$12.5 million dollars. In FY 24, CAS had 60 external research grants awarded totaling almost \$14.3 million dollars. Recently, a \$300,000 grant from the USDA's National Institute of Food and Agriculture, a \$10,000 grant from the North American Pollinator Protection Campaign, and a \$1.1 million dollar award from the NIG's National Institute of General Medical Sciences were awarded to faculty members within CAS. Four students were also named fellows in the prestigious National Science Foundation (NSF) Graduate Research Fellowship Program, which is only awarded to 16% of applicants and supports outstanding graduate students who have demonstrated the potential to be high-achieving scientists and engineers. Students in the College of Arts and Science benefit from a \$5M grant from the Mellon Foundation that was awarded to implement a five-year paid internship and educational program for humanities students called "[Humanities at Work](#)".

The College believes in inclusive excellence and student success. Faculty and staff at both the university level and college level provide unparalleled student support. The University has a demonstrated track record of assisting students from all backgrounds to realize their fullest academic and professional potential and has done so by responding to the individual and collective needs and experiences of each student.

## Programs

The College of Arts and Science is made up of over [25 departments with over 125 educational programs](#) that range from pre-med to interior architecture, many of which are highly ranked. More than 50% of courses are taught by over 400 world-class faculty, many of whom are experts in their field. The college offers [37 undergraduate degrees, 45 undergraduate minors](#), and [Master of Science, Master of Art, and Doctor of Philosophy degrees](#) across most areas of study, as well as several post-baccalaureate certificates. With UNCG being named one of America's Top Online Colleges 2024 by Newsweek, ranking #1 in North Carolina and #6 in the U.S., CAS has been proud to offer several fully [online degree programs](#) for students. The College of Arts and Sciences is the primary provider of the university's general curriculum, with faculty teaching a considerable percentage of the general education courses. Given the high proportion of courses and credit hours in every undergraduate program that is taken within CAS, the dean plays a major role in leading the undergraduate general education curriculum for UNCG. For more information about the academic offerings of the College of Arts and Sciences, please visit <https://cas.uncg.edu/academics/>.

## GREENSBORO, NORTH CAROLINA

[Greensboro](#) is a historic, thriving, and diverse city with a population of over 300,000 and seven institutions of higher education. Located in the Piedmont Triad region of North Carolina and between the larger cities of Charlotte and Raleigh, Greensboro offers a wide range of cultural, culinary, and arts opportunities, including a new performing arts center. Greensboro's public parks, gardens, greenway, bike trails, and easy access to the coast and mountains offer a rich variety of recreational opportunities. The local metropolitan area (which includes the cities of High Point and Winston-Salem) has a population of over 1.7 million and boasts a low cost of living and an excellent quality of life. Nearly 80% of UNCG alumni have stayed in North Carolina, highlighting the institution's impact on the state's economy.

## ROLE OF THE DEAN

Reporting to the Provost, the dean will lead the college with a forward-thinking strategy, representing CAS as its chief academic and administrative officer. Guiding a robust educational, scholarship, and research agenda, the Dean of CAS will play a key leadership role in advancing the mission of CAS and the emphasizing of the significance of a liberal arts education within the institution and with external stakeholders as its chief advocate. Working collaboratively across UNCG, the dean will champion

interdisciplinary collaboration, curriculum innovation, and promote a culture of excellence in undergraduate and graduate education as well as in teaching and research.

The dean will work closely with other senior university administrators to provide leadership in furthering both the mission and vision of UNCG in addition to establishing and implementing university-wide priorities. Providing direct oversight to three associate deans, one assistant dean, and one university program manager, the dean will strive to prioritize empowering, supporting, and building strong relationships with faculty, staff, and students within the college. The dean must also pay particular attention to the developing of relationships with alumni and donors as a passionate and inspiring champion to generate support for the endeavors and continued growth of CAS.

### **KEY OPPORTUNITIES AND CHALLENGES FOR THE DEAN**

To ensure the continued growth, impact, and distinction in an area of increasing competition, the dean will be empowered to address several key opportunities and challenges:

#### ***Provide insightful leadership for the College of Arts and Sciences***

The next Dean of CAS has an exciting opportunity to serve as a champion of all disciplines within the college. The dean must demonstrate a deep understanding and appreciation of disciplinary excellence in the college and work to foster interdisciplinary collaboration to encourage innovation that utilizes the skills of faculty, staff, and students within CAS. With a goal of inclusive excellence across the board, it will be essential for the dean to understand the strengths and areas of opportunity of the college with an ability to communicate the value of the college, a liberal arts education, and to be able to champion their importance to senior leadership, external stakeholders, alumni, and donors.

In all activities, the dean must be persistent, collaborative, and entrepreneurial; they must encourage whole institutional thinking and demonstrate an abiding commitment to the mission and vision of UNCG. By creating space for the voices that make up the CAS community, the dean's thoughtful, collegial, and action-oriented leadership will advance the university's mission of being an inclusive, collaborative, and responsive institution that is making a difference in the lives of students and the communities that it serves.

#### ***Develop, communicate, and execute a mission and strategic vision for CAS.***

In leading the largest and most diverse college at UNCG, it will be important for the dean to develop a mission and forward-thinking strategic vision for CAS that aligns with the greater UNCG institutional mission and fosters the next iteration of the college. While the dean will lead the development of this next mission and vision, partnership and collegiality across the entire CAS community will be key to successfully realizing a common vision. In keeping with CAS's commitment to building an inclusive community and aligning with UNCG's next strategic plan, the dean will work to grow and expand the impact of CAS in their

exploring of methods to increase enrollment and retention of the student body, taking into consideration the pending “enrollment cliff” and the shifting changes in student populations, the increasing and enhancing of marketing within the college, the growing of the research enterprise, and curriculum enhancement and development.

***Lead, Develop, Motivate, and Support talented faculty and staff members***

The ability to hire and retain a diverse group of high-quality faculty and staff is critical to the long-term success of any university. CAS is fortunate to have passionate, talented, and student-centered faculty and staff members dedicated to the success of students within the college. The next dean will contribute to shaping the CAS community by leading efforts to recruit and retain excellent teacher-scholars (both junior and senior faculty members) in arts and sciences as well as exceptional staff members who all embrace UNCG’s desire to create transformational experiences for its students and prepare them for meaningful lives and engaged citizenship. Simultaneously, the successful dean will develop targeted strategies to foster the retention of all faculty (tenure-track and non-tenure track) and staff members through motivation, recognition, and ongoing professional development. The dean will work to create a community of trust, support, appreciation, accountability, and open and clear communication within CAS where faculty and staff are engaged, when appropriate, in decision-making processes and feel that their voices are heard, recognized, and respected. It will also be important to ensure that members of the CAS community remain well-versed in the latest advancements or changes occurring across the university. The dean will recognize the importance of shared governance in maintaining transparency and openness of communication within their work and finding ways to implement change efficiently and effectively.

***Generate and develop the resources for CAS***

As the lead ambassador for CAS, the dean must be a financially astute leader who provides strategic management of the college’s resources and leads efforts surrounding the continued development of revenue streams that are in line with the values and strategic goals of UNCG and CAS so that the college continues to operate sustainably. The dean will position CAS structurally and programmatically to fully realize its potential and maintain transparency and open communication with respect to budgeting processes and decisions.

An enthusiastic fundraiser, the dean will be a visible presence beyond the boundaries of CAS. Advocating on behalf of CAS and its faculty, staff, and students, the dean will compellingly communicate CAS’ priorities, needs, and challenges to the university community, alumni, and potential donors and articulate its contribution to the success of the institution’s mission. The successful dean will promote and champion the work of CAS on the local and national stage, creating relationships across the university and beyond. Additionally, the dean should be prepared to enthusiastically strengthen donor relationships, working with the [CAS Advancement Council](#), by soliciting engagement with alumni, foundations, corporations, and philanthropists in order to share CAS’s accomplishments, needs, and dynamic vision for the future.

***Enhancing of curriculum, instruction, and research within CAS***

With the changing landscape of higher education nationwide and in North Carolina, the shaping and enhancing of curriculum and diverse research agendas within CAS will be an essential role of the incoming dean. With 25-degree offerings and over 200 degrees and concentrations, the scope and scale of CAS present tremendous opportunities for the dean to spend considerable time working with faculty to strengthen existing programs as well as the quality of instruction within the classroom. The academic program review presents an opportunity for the College as it considers the programs that will interest current and future students. The dean will also serve a key role in enhancing CAS's academic program by encouraging and helping to develop new programs that will continue to foster CAS's inclusive curriculum, drive enrollment, and successfully prepare students to enter and be competitive in the workforce upon graduation. In the enhancement of the academic program, the dean will place particular focus on the ongoing development of CAS's graduate and online programs and the college's work around student competencies. The dean will take advantage of the vast number of opportunities to work collaboratively across the college to actively create interdisciplinary programs that utilize the skills of faculty, staff, and students across the departments emphasizing the importance of innovation, collaborative scholarship, and creative activity. When it comes to research, it will be essential for the next dean to build on the strong foundation that already exists and enhance research activity for both faculty and students in exploring diverse research agendas including [community-engaged scholarship](#). The dean will support faculty members in competing for external research funding across all disciplines, their pursuit of a variety of research and publication opportunities, and the creation of additional centers and institutes within CAS to add to the college's research profile.

***Supporting a diverse student population through to success***

UNCG prides itself in being ranked #1 in North Carolina for social mobility in U.S. News and World Report and the Wall Street Journal, as well as being recognized as both a military-friendly and a Minority-Serving Institution. With CAS being the largest college at the institution, it is essential for the dean to lead efforts, working with faculty and staff to ensure that CAS maintains, if not increases, the social mobility of its students, ensuring that education remains an accessible pathway to success for all students while focusing on excellence in undergraduate and graduate education. The dean will ensure that proper support structures are in place for students, including first-generation and underrepresented groups, to be successful in their academic pursuits. The dean will find opportunities to embed an inclusive understanding of the lived experience and aspirations of CAS students into the culture of CAS and will incorporate student feedback to do so, for all faculty and staff members to be prepared to best support students. The dean will reinforce a college culture where every student's unique identity is supported and



celebrated, contributing to a holistic educational experience that values and respects the plethora of perspectives within its diverse student population.

### **QUALIFICATIONS & CHARACTERISTICS**

The College of Arts and Sciences seeks in its next dean a transformational leader with the vision, energy, integrity, and humility to lead CAS to an even higher level of excellence, success, and prominence. The successful candidate will possess many of the following skills, credentials, and personal qualities:

- An outstanding scholar, qualified for hire as a full-tenured professor, with a deep appreciation and commitment to a liberal arts education and to the University's mission and vision; a commitment to being an advocate for the College of Arts and Sciences.
- Significant leadership and administrative experience in a large, complex organization; strong transparent management skills; including stewardship of fiscal and human resources.
- Evidence of successful involvement in development initiatives.
- An understanding of the unique advantages and complexities of a regional public university with a highly diverse student population; experience collaborating across university divisions.
- Proven ability to encourage, develop, and evaluate teaching, scholarly research, and creative activity across CAS with a commitment to interdisciplinarity.
- Demonstrated success in supervising and evaluating professional staff; proven ability to hire and inspire an enthusiastic and dynamic team.
- An understanding of the disciplinary differences across CAS and UNCG and the importance of balancing consistency in practices with disciplinary-relevant flexibility in the approach to policy and procedure, including promotion and tenure.
- Experience working with and ensuring the success of a diverse student body and workforce.
- Demonstrated aptitude in addressing concerns specific to a diverse community of domestic and international students, faculty, and staff.
- Strong and dynamic leadership skills, including experience leading in an environment that values shared governance.
- Demonstrated evidence of strong written and oral communication, interpersonal, and relationship-management skills; an ability to build and maintain relationships with multiple stakeholders, including campus partners, alumni, families, and employers.
- Effective presenter in formal and informal settings with the ability to articulate the distinctive benefits of a UNCG education to students, parents, employers, and other key stakeholders.
- Results-driven and adept at using data to inform decision-making and storytelling.
- Proven ability to foster and sustain innovation, collaboration, shared decision-making, and strategic partnerships; takes initiative and has sound judgment.
- Highest terminal degree within a College of Arts and Sciences discipline from an accredited institution.

### **APPLICATIONS, INQUIRIES, AND NOMINATIONS:**



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 for the search: <https://www.imsearch.com/open-searches/university-north-carolina-greensboro-college-arts-and-sciences/dean>. Electronic submission of materials is strongly encouraged.

Jackie Mildner, Partner (she/her)  
David Grimes, Senior Associate (he/him)  
Pamela Carty, Senior Search Coordinator (she/her)  
Isaacson, Miller

*UNCG provides reasonable accommodation so that qualified disabled applicants may participate in the selection process. Please advise the Department of Human Resources of any accommodations you require in order to express an interest in a specific opening by emailing [hrs@uncg.edu](mailto:hrs@uncg.edu) or calling (336) 334-5009. Please state your reasonable accommodation request for assistance in your message. Only reasonable accommodation requests related to applying for a specific position within UNCG will be reviewed at the e-mail address and phone number supplied. Thank you for considering UNCG for your next career opportunity.*

*UNCG has been and will continue to be committed to equality of employment opportunities and does not discriminate against applicants or employees based on race, color, religion, sex, sexual orientation, gender identity, or national origin, political affiliation, genetic information, or age. Men, women, and members of all racial and ethnic groups are encouraged to apply. For more information, please refer to our Recruitment website and our Policies.*