



**University of Louisville  
College of Arts and Sciences  
Dean**

**THE SEARCH**

The University of Louisville (UofL) is seeking a visionary, collaborative, and strategic leader to serve as the next Dean of its largest academic unit, the College of Arts and Sciences (A&S). This is an exciting opportunity for a distinguished scholar and accomplished administrator to guide the College forward at a time of tremendous promise.

Reporting to the Executive Vice President and University Provost, the Dean serves as the chief academic officer for the College, providing leadership for its approximately 6076 undergraduate students, 705 graduate students, 624 full and part-time faculty, and 139 full and part-time staff. More specifically, the Dean is tasked with overseeing the College's planning and operation and will be responsible for executing a strategy to ensure that its educational excellence, research productivity, connections to the wider community, and national reputation continue to improve.

Founded in 1907, the College of Arts and Sciences has a storied history of education in the liberal arts and sciences. Through cutting-edge methodologies, innovative research and creative activities, engaged teaching using 21st Century tools, and rigorous scholarship, A&S is advancing knowledge and preparing the next generation of leaders, thinkers, dreamers, and doers. Instructing nearly half of the student body at UofL, the College of Arts and Sciences offers bachelor's, master's, and doctoral degrees. A&S has over 90 degree programs, including 42 major degrees and concentrations, 13 doctoral programs, and 22 master's programs. In addition to housing 21 departments in more than 20 buildings across Belknap Campus, A&S is the home of the Military Science program (Army ROTC), the Aerospace program (Air Force ROTC), the University Honors program, the University Writing Center, and many other assets that benefit the University, the community, and the globe. 76% of all UofL's student Fulbright Awards since 2000 have gone to A&S majors. The College of Arts and Sciences is closely connected to the city of Louisville, a thriving metropolitan city boasting both Midwestern sensibility and Southern charm.

The next Dean will lead a diverse and well-respected college with a first-class faculty, dedicated staff, and intellectually curious student body. While operating from a position of great strength, due in part to new and exciting leadership that is transforming the strategic vision, climate, and day-to-day operations of the University as a whole, the Dean of A&S will nevertheless confront a set of challenges that come with the breadth of a college of its size. Currently, the A&S student body is comprised of approximately 59% women and 30% students of color. There are over 46,000 living A&S alumni, 53% of whom live in the Greater Louisville area.

The Dean will be expected to articulate and execute a coherent vision for the future of the College of Arts and Sciences; bolster its financial standing through development, programmatic growth, and funded

research; provide robust support for staff and faculty; and prioritize diversity, equity, and inclusion across the College, while strengthening internal and external partnerships. Building on past success, the Dean will be poised to position the College at the forefront of liberal arts education and novel research.

The University of Louisville is assisted in this recruitment by R. William Funk & Associates, a national executive search firm. Inquiries, nominations, and applications should be directed in confidence to the firm. Contact information is provided at the end of this document.



## **THE CITY OF LOUISVILLE**

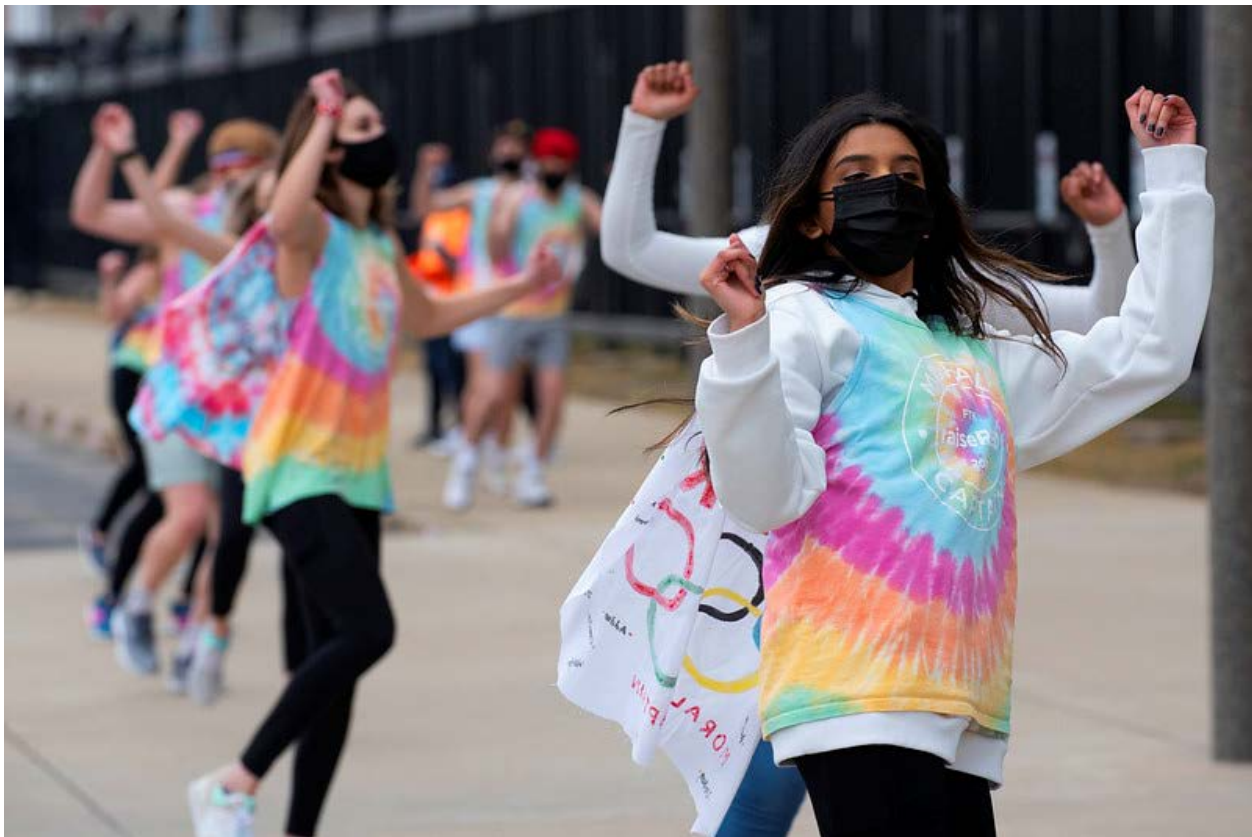
Located in the heart of Kentucky’s largest metropolitan area, the Greater Louisville Metropolitan area has a population of approximately 1.4 million while the city of Louisville has a population of approximately 620,000. Founded in 1778, Louisville is one of the oldest cities west of the Appalachian Mountains and has a rich history that is still reflected in the growing metropolitan area. Today, the city is a vibrant center of cultural activity, boasting great foods, sports, concerts, and cultural events. Offering aspects of both an urban and rural location, Louisville is known as the home of the Kentucky Derby, Louisville Slugger Baseball bats, the Muhammad Ali International Airport, Muhammad Ali Center, and three of Kentucky’s six Fortune 500 companies. The city takes immense pride in supporting UofL and its Cardinals athletic teams.

## **THE UNIVERSITY OF LOUISVILLE**

Spreading across three campuses, the University of Louisville is a state-supported research university that is accredited by the Southern Association of Colleges and Schools Commission on Colleges. With an enrollment of 23,194, its academic programs attract students from every U.S. state and from countries all over the world. UofL offers graduate, professional, baccalaureate, and associate degrees, as well as certificates in over 215 fields of study. With more than 163,000 alumni residing in the United States and

around the world, UofL's reach extends far beyond the region in which it resides. Through the efforts of its faculty, staff, and students, UofL is one of only 69 universities in the United States to achieve Carnegie Foundation Research 1 and Community Engagement classifications and is also ranked among the nation's best universities for African American and LGBTQ+ students.

The University of Louisville's mission is to pursue excellence and inclusiveness in its work to educate and serve its community through 1) teaching diverse undergraduate, graduate, and professional students to develop engaged citizens, leaders, and scholars, 2) practicing and applying research, scholarship, and creative activity, and 3) providing engaged service and outreach that improve the quality of life for local and global communities. The University is committed to achieving preeminence as a nationally recognized metropolitan research university. The new 2022-25 Strategic Plan has been unveiled to the campus community, focusing on the ways in which UofL is a great place to learn, work, discover, and connect. <https://louisville.edu/strategic-plan/docs/draft-of-the-2022-25-strategic-plan>



### ***Students and Student Life***

UofL has approximately 16,000 undergraduate and 6,500 graduate students. The student body is 54% women and 46% men, and students of color account for 29% of the student population. Approximately 72% of students are state residents of Kentucky, though the University draws students from all 50 states and 89 foreign countries.

UofL hosts over 400 student organizations covering a wide variety of student interests including service, faith-based, multicultural, music, and academic organizations. UofL is also home to 30 chapters of national and international fraternities and sororities, intramural and recreational sports, and 21 varsity Atlantic

Coast Conference (ACC) sports teams. UofL encourages all students to seek campus involvement in activities outside the classroom to help achieve well-rounded personal development.

### **Academics**

Accredited by the Southern Association of Colleges and Schools Commission on Colleges, UofL awards bachelor's, master's, specialist, doctoral, and first-professional degrees (DMD, JD, MD, and PhD) through 12 schools. Students are offered a plethora of internship, co-op, service learning, and research opportunities. The University also features the new Center for Engaged Learning and Digital Transformation Center.

Faculty at UofL are among the top researchers and scholars in their fields. The student-faculty ratio is 13:1, and 43% of UofL classes have fewer than 20 students, facilitating close relationships between students and faculty and enabling students to do advanced independent work. Of UofL's 2,789 faculty members, 48% are women, 52% are men, and 22% are persons of color.

### **Athletics**

UofL is also known for its athletics programs, many of which are among the most successful in the country. Since 2005, the Cardinals have made appearances in: 12 football bowl games, including the 2007 Orange Bowl (BCS, champions) and 2013 Sugar Bowl (BCS, champions); the College Baseball World Series 2007, 2013, 2014, 2017 and 2019; the women's basketball NCAA Final Four in 2009 (runner-up), 2013 (runner-up), 2018 and 2022; the men's basketball NCAA Final Four in 2005 and 2012-13 (later vacated); the women's volleyball NCAA Final Four in 2021; the women's field hockey NCAA Final Four in 2020; and the men's soccer NCAA championship game in 2010. That is in addition to numerous individual All-Americans and national champions across several sports, including 13 individual champions from men's and women's swimming since 2012 and nine from track and field since 2005, among many others.

### **Campuses**

The 287-acre Belknap Campus is three miles from downtown Louisville and houses eight of the University's 12 degree-granting colleges and schools. The Belknap Campus has expanded in recent years, with the purchase and redevelopment of land that previously housed abandoned factories. The campus proper also includes the football stadium (Cardinal Stadium), softball stadium (Owsley B. Frazier Cardinal Park), Cardinal Track and Soccer Stadium, Bass-Rudd Tennis Center, and the baseball stadium (Jim Patterson Stadium).

The Health Sciences Center (HSC) is located east of downtown Louisville in the heart of the Louisville Medical Education District (LOUMED) <https://louisvillemedicaleducationdistrict.com/>. The HSC includes the University's Schools of Medicine, Dentistry, Nursing, Public Health and Information Sciences, as well as inpatient and outpatient clinical care facilities and numerous research buildings. The HSC is also home to 15 Centers and Institutes conducting cutting-edge research in fields ranging from cancer and spinal cord injury to cardiovascular medicine and the geriatric population.

The 243-acre ShelbyHurst Campus is located in eastern Jefferson County. Originally the site of the Kentucky Southern College, the University acquired the land which now houses business offices and technology endeavors on the 60-acre academic core. The academic core is also the location of the Center for Predictive Medicine (a Level 3 biosafety facility) and the Information Technology Resource Center for

the US Department of Homeland Security. The other 183 acres are leased to, developed, and managed by the University of Louisville Foundation for the benefit of the University.

## **THE COLLEGE OF ARTS AND SCIENCES**

In 1907 the University of Louisville, a semi-private institution at the time, established the Academic Department, which contained the College of Liberal Arts and the Graduate School of Liberal Arts. With 104 students, 15 departments and three undergraduate and graduate courses of study, the College was first located at 119 West Broadway in a converted private home that once belonged to steamboat Captain Silas Miller.

In 1923, the University acquired the property for Belknap Campus and A&S moved to Gardiner Hall. Built in 1872, it is the oldest surviving building on campus. Roughly 25 years later, Louisville Municipal College (LMC), a separate and racially segregated four-year liberal arts college administered by the UofL Board of Trustees, closed. Most LMC students entered the College of Arts and Sciences.

The University of Louisville entered the state university system as Kentucky's second-largest public university in 1970. This had a profound effect on the University and on A&S and, by the 1980s, A&S enrollment had almost doubled.

### ***Mission, Values and Vision***

Consistent with the University's mission statement and strategic plan, the mission of the College of Arts and Sciences is to improve life in the Commonwealth and particularly in the greater Louisville urban area, creating knowledge through its research, sharing knowledge through its teaching, and guiding all its students to realize their potential.

The College of Arts and Sciences believes that an excellent education in the liberal arts and sciences is the best preparation for life and work in a world of increasing diversity and ever-accelerating change because it prepares graduates to be informed and critical thinkers, creative problem-solvers, culturally competent leaders, engaged citizens and confident communicators.

A&S students learn by doing: they conduct research and express their creativity, include ethical considerations in their thinking, and experience the world from the perspectives of other cultures. The College brings the heritage of the intellectual tradition to bear on the challenges of the future.

### ***Academic Programs***

As the home of the liberal arts and sciences, A&S provides more than 90% of the courses students need for their general education requirements. More than 47% of total courses at UofL are taught by A&S faculty. A&S welcomed 1526 first-year students in Fall 2022 – representing over 50% of the incoming class – 39% of whom identify as first-generation college students. Beginning in 2018, all students are required to meet the requirements of the Cardinal Core program<sup>1</sup>, which prepares students to do the advanced work needed for their baccalaureate degrees while also preparing them to contribute to society

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<sup>1</sup> <https://louisville.edu/provost/ger>

throughout their lives through their professional work and civic engagement. Through Cardinal Core, students have a solid foundation of core competencies that they need to succeed in their degree program. The Cardinal Core program provides multiple viewpoints, as well as the technologies and approaches that are important to solving real-world problems and to breaking down barriers of the past.

A&S boasts the first and only accredited graduate program in African American Theatre in the nation as well as the Malcolm X Debate Team, which has national prominence and recognition as one of the strongest in the country.

The Honors Program at UofL is housed in the College of Arts and Sciences. The essence of the Honors Program is embodied in the spirit, intelligence, drive, creativity, and commitment of its honors students. Beyond coursework, the hope is to engage students in relationships with like-minded students, establish connections with people in their future profession, familiarize themselves with other cultures, and enjoy the rigor.



### ***Arts & Culture Partnerships***

The Arts and Culture Partnership Initiative is a master plan whose mission collaboratively enhances learning and research opportunities for UofL faculty, staff, and students. Through programmatic initiatives that facilitate access to the University's intellectual capital through programs, shared endeavors, and resources of its arts, cultural and historical partners, the Initiative aims to enhance these partnership institutions, the University community, and greater metropolitan area.

The Center for Arts and Culture Partnerships is a manifestation of the University's metropolitan mission to foster engagement in the diverse cultural communities of Louisville. Although located in the College of Arts and Sciences, the Center serves the entire University. Programmatic initiatives range from workshops for arts and cultural partners, an annual symposium on aspects of the history of Louisville, and research project engagements that reflect the customs, oral histories, and traditions of the diverse cultures and ethnic populations in the surrounding metropolitan communities.

## **Research and Scholarship**

A&S is home to twenty-one departments and more than a dozen centers and institutes reflecting research and scholarship in various disciplines, and the college actively fosters student and faculty entrepreneurship and innovation. Examples of excellence include the Commonwealth Center for Humanities and Society, the Institute for Intercultural Communication, and the Center for Regulatory and Environmental Analytical Metabolomics. Students and faculty participate in innovative programs such as the regional and national NSF I-corps program, and A&S faculty produce more than 400 refereed articles, publications, books, and book chapters per year. Faculty within A&S are leading-edge researchers in their fields who receive grants and awards from federal and state agencies such as NIH, NSF, USDA, DOD, DOE, NIJ, NASA EPSCoR, the National Endowments for the Humanities, and from foundations, and industry partners, and receive on average more than \$5 million in research grants annually. In the past five years, A&S has raised more than \$25 million for research and creative activities. The college fosters an interdisciplinary and collaborative spirit, with faculty from A&S collaborating among departments and with nearly every other college on campus. The college boasts a record number of university-wide Distinguished Faculty Awards for Research and Creative Activity and frequently earns professional-peer recognition accolades, NSF Graduate Fellowships, and Fulbright honors.

## **THE DEAN OF THE COLLEGE OF ARTS AND SCIENCES**

The next Dean will enter the College at a transformational point in the University's history, when the strategic makeovers of the University and the College are taking place at the same time the city of Louisville is undergoing a full remake of its economic development plan. As the College's chief executive and academic officer, the Dean is responsible for ensuring the vitality and long-term success of the College, working in an environment of state-mandated, performance-based funding and metrics, and engaging with the broader University community and the city of Louisville to advance an agenda of improved research, teaching, and engagement. The College of Arts and Sciences' department chairs and associate deans report to the Dean and are part of the dean's leadership team. Although the Dean will determine the optimal leadership structure, the current leadership structure is depicted at:

<https://louisville.edu/artsandsciences/about/files/ASDeansOfficeOrgChart.pdf>

In coordination with the Provost and Executive Vice President, the Dean oversees the College of Arts and Sciences' operating budget of approximately \$62 million. While the College receives robust support from the University, the Dean is expected to actively pursue opportunities in the development space, lead and inspire a talented faculty to create new academic programs, and seek out ways to grow the research enterprise.

The new Dean will demonstrate a true commitment to diversity, equity, and inclusion through accomplishments in previous positions. It is also essential that the new Dean be willing and able to balance their leadership of the College with a concurrent obligation as a leader and citizen of the larger University. They should actively embrace the external aspects of the position such as student recruitment, philanthropic advancement, and external collaborations.

## **OPPORTUNITIES AND CHALLENGES**

The next Dean of the College of Arts and Sciences will assume the leadership of a college with a solid foundation of excellent and committed faculty and staff. The Dean will be expected to lead the College of Arts and Sciences—its faculty, staff, and students—towards realizing its full potential to be a nationally

recognized college of arts and sciences, connected to its community, enrolling and retaining A&S students, contributing to cutting-edge research, and supporting and elevating graduate and undergraduate education, including innovation in teaching. In particular, the next Dean will have a unique opportunity to address several concerns of importance to the College's faculty, staff, and students, including:

***Create and communicate a vision that supports and sustains the College of Arts and Sciences***

The next Dean will be expected to embody the value of both undergraduate and graduate education, foster high-level research, and provide resources and creative solutions to the challenges created by the breadth of the College. The Dean will need to be conversant with and undeterred by the challenges facing higher education, research universities, and the humanities and fine arts, and knowledgeable about how to address these challenges successfully. With faculty and staff, the Dean will facilitate open and transparent conversations that result in a clearly expressed set of priorities that guide the College's future and result in exciting, innovative programmatic offerings that manifest the intellectual vitality and impact of the arts and sciences. With colleagues across the University, the Dean will identify and target opportunities for collaboration that enrich, strengthen, and broaden the College's existing curriculum and research portfolio.

***Effectively secure resources to support continued development and financial stability***

Given limited state funding, there is an ever-present need to extend the financial strength and stability of the College while lessening the financial burden on students. Collaborating closely with leaders from the development and alumni offices, the Dean will proactively identify resource needs within the College, relating these to donor interest while making the case for the inherent impact of philanthropic support on current and future students and, by extension, the greater public good in the city of Louisville and beyond. Possessing strong financial acumen, the Dean is expected to exercise creativity and ingenuity to lead large-scale fundraising efforts for the College of Arts and Sciences, and work to establish valuable revenue streams. The Dean must support and guide faculty efforts to establish new, cutting-edge academic programs, while also fostering the conditions for growth in funded research. Finally, the Dean will engage in this important work as the University introduces a new budget model that incentivizes academic units through a decentralized approach.

***Lead, develop, and retain excellent faculty***

The ability to hire and retain high-quality faculty is critical to the long-term success of any university. The next Dean will lead efforts in the College of Arts and Sciences to recruit and retain excellent and diverse scholar-teachers who embrace the University's mission. The Dean will work closely with the provost and fellow Deans to further strengthen the systems for hiring, developing, and retaining faculty. The Dean will attend to the ongoing needs and professional development of all members of the College and will identify opportunities to strengthen support both for nontenure and tenure-track faculty.

***Support the growth, professional development, and contributions of staff***

A hardworking and dedicated staff supports the mission and all the activities of the College of Arts and Sciences. The next Dean will ensure that staff members are supported, enabled, and



encouraged to contribute to the growth and improvement of the College. With a careful eye towards diversity, equity, and inclusion, the Dean will work closely with the staff to understand and support their professional goals and to make sure that their invaluable contributions to the College are recognized and rewarded.

***Promote and enrich diversity in student and faculty populations***

Diversity is a closely held community and academic value in both the College of Arts and Sciences and the University. Like many institutions, however, the University is not without its challenges in this area. The Dean will foster a culture of diversity, equity, and inclusion within the College and will champion initiatives to address the realities of systemic disparities and imbalances in terms of women and underrepresented groups within A&S. The Dean will advance current efforts to build diversity by recruiting thoughtfully, focusing actively on retention efforts for women and underrepresented groups, and by fostering a culture in which all faculty, students, and staff are valued and supported.

***Advocate, internally and externally, for the arts and sciences***

The incoming Dean will articulate, promote, and champion the ambitions of A&S on campus and in the broader community. The Dean must both contribute to and demonstrate the value of A&S—as a driver for excellence in teaching and learning, as the College that provides a unifying and foundational educational experience for the University's undergraduates, and as a force for innovation in instruction, research, and graduate education. Internally, the next Dean will have the opportunity to think at a systemic, University-wide level, anticipating how institutional decisions can present opportunities for A&S departments and faculty. Moreover, the Dean must be a dialogic leader, partnering with fellow deans to strengthen preexisting relationships and interdisciplinary efforts such that the schools and colleges across the University recognize the various strengths of A&S and, as a result, actively seek out additional opportunities to collaborate. Externally, the Dean should promote the relevant work of A&S while seeking out new opportunities to partner with the greater Louisville community.

**THE SUCCESSFUL CANDIDATE**

The College of Arts and Sciences seeks an inspiring, intellectual, thoughtful, and entrepreneurial leader to set it on a dynamic course for the future. The new Dean will bring high academic standards, a record of scholarship, strong management and leadership skills, and an appreciation for transparency and shared governance. They will possess superior communication skills, political aptitude, entrepreneurial energy, and the capacity to represent the College effectively to local, national and international constituencies.

The new Dean will bring a successful record of leadership experience in a university setting. They must possess a terminal degree and the qualifications for an appointment as a tenured full professor in the College of Arts and Sciences. They will have a proven track record in advancing diversity, equity, and inclusion. While no one person will embody all of them, the successful candidate will exemplify many of the following qualifications and attributes:

- A person of high energy, absolute integrity and enthusiasm, with the perseverance to bring initiatives to fruition;

- An adept communicator who can inspire, cultivate key external constituencies, attract partners, raise funds, generate excitement among alumni and obtain commitments to support the college;
- An experienced academic administrator with a history of success in a complex college or similar organization; an astute understanding of finances and relationship between academic priorities and the budget, and the ability to work collaboratively with other campus leaders;
- A demonstrated commitment to diversity, equity and inclusion;
- A dedication to the mission and vision of Louisville and the College of Arts and Sciences; a tireless advocate for access, experiential learning and teaching, and community engagement; and
- An open and consultative leader; an excellent collaborator who can partner with and inspire faculty, staff and students to elevate the College of Arts and Sciences to heightened levels of success.

The University of Louisville has retained R. William Funk & Associates, a national executive search firm, to assist the Dean of the College of Arts and Sciences Search Committee in its identification and review of candidates.

Inquiries, referrals, and resumes accompanied by a cover letter will be held in strict confidence and should be sent electronically to:

**Louisville Arts and Sciences Dean Search**  
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*~The University of Louisville is committed to and will provide equality of educational and employment opportunity for all persons regardless of race, sex, age, color, national origin, ethnicity, creed, religion, disability, genetic information, sexual orientation, gender, gender identity and expression, marital status, pregnancy, or veteran status. The University strongly encourages and invites applicants from Diverse backgrounds to apply.~*