



November 1, 2022

Search Committee for Dean, College of Arts & Sciences
University of Louisville
c/o R. William Funk & Associates
2911 Turtle Creek Boulevard - Suite 300
Dallas, Texas 75219

Dear Search Chair and Committee Members,

I am writing with great enthusiasm to confirm my strong interest to serve as Dean of the College of Arts and Sciences (A&S) at the University of Louisville. My academic background and proven administrative leadership have uniquely prepared me to step into this role with a high degree of poise and skill to successfully facilitate the college in its continued pursuits of excellence. My experience aligns well with the expectation of the next leader to deliver a bold and actionable vision for student and faculty success, research excellence, an inclusive and collaborative learning environment, and inspired innovation. After many years of broad campus experiences at senior and executive levels of an R1, land-grant institution, I have arrived at this point in my professional trajectory from roots as a first-generation student – whose father was a Ghanaian immigrant to the United States and whose mother's last days of her formal education ended early into her ninth grade year. Despite the challenging and complex circumstances that limited their personal pursuits, my parents' persistent advocacy of education was the north star as they raised me in a village of support and determination.

I strongly believe my strengths as a dynamic, collaborative, and strategic leader are well matched to the position of Dean of the College of A&S to advance interdisciplinary connections, strengthen institutional collaborations, and lead in sustained innovation born of the college's academic areas of strength. With a record of managing an increasing portfolio of complex areas, I have diligently learned the importance of listening carefully and seeking the counsel of others on-and off campus for guidance through the challenging terrains of higher education to achieve the mission of creating a more humane, livable, and sustainable world. I will be a strong champion for the College of A&S at every stop. Hence, I emphatically welcome the opportunity to serve beside university and A&S leadership along with the faculty, students, and staff to embrace and embolden the college's mission and vision to proudly stand as the intellectually radiant cornerstone of the University of Louisville.

Deeply Committed to a Teacher-Scholar Model

As a professor in the Ethnic Studies Department at Colorado State University, I have strived to create a learning environment that purposefully invites students to examine the many ways race, class, gender, ethnicity, sexuality, and social differentiations within our society have and continue to play a role in the constructions of our lived experiences. I utilize interdisciplinary and comparative approaches in my teaching and research to develop greater understandings of how to grapple with the manifestations and entanglements of power, privilege, and social justice particularly throughout America's history. Thus, I am profoundly committed to an interdisciplinary education, rooted in the liberal arts that encourages students to develop a critical, complex comprehension of our world for which they may choose to act upon.

The instructional design of my courses has aimed to guide students through a climate of learning that stimulates a reflective analysis of the often-charged intersections between matters of race, sport, and society. The ambitions of my teaching have been to trouble students' worldviews and perspectives to co-construct critical knowledge. It has been my goal to promote a learning environment within classrooms that inspires and encourages students to engage with and in rigorous scholarship through modes of learning and discovery by doing. As I have moved into and through various administrative roles to lead several academic programs beyond my own academic discipline and training, I have continued to lead and demonstrate these pedagogical values to assist faculty in these programs. My leadership in this manner has facilitated faculty to develop teacher-scholar learning environments that encourage listening and reflection, constructive discussion and debate, and discovery whereby an uncompromised sense of belonging can be experienced by all.

A Nimble, Seasoned Leader

I have had the great fortune to develop as an administrator in several substantial administrative roles while journeying through the processes of tenure and promotion as faculty. In addition to my faculty appointments, I have concurrently served as the founding director of an interdisciplinary Sport Management program established in the College of Liberal Arts, as a Senior Associate Athletics Director, an Assistant Vice President for Student Affairs, and Assistant Vice Provost for Academic Affairs. In 2014, I was approached by the then Provost and the Vice Provost for Undergraduate Studies to develop and direct a sport management program that could be uniquely positioned within our College of Liberal Arts. I initially founded this program as an interdisciplinary minor program structured by a curriculum that remains accessible to our undergraduate students across several university colleges. As a result, the sport management program is one of the fastest growing, and self-funded programs in the college and with over 170 undergraduate students and over 65 graduate students in fall 2022.

At present, I concurrently serve as the Interim Chief of Staff for the university and Associate Dean & Executive Director in the College of Liberal Arts. I oversee three flourishing academic programs including Public Policy & Administration (graduate program), Arts Management (graduate program), and Sport Management (undergraduate minor and graduate program). My direct oversight of these programs includes budget management, curriculum design, hiring faculty and staff, accreditation review, tenure and promotion, facilities and space utilization, and fundraising. I have hired and managed the development of both tenure-track and continuing-contract adjunct faculty in these programs aligned with the strategic goals of the college. A key responsibility as Associate Dean in our college is to oversee complex strategic initiatives that the college is pursuing. One of the focused initiatives that I have been tasked with has been to construct and facilitate a path toward the creation of academic schools that will exist within the organizational structure and standing capital projects of our College of Liberal Arts. This consist of organizing and facilitating deliberate college-wide discussions, synthesizing feedback, working with campus partners in facility space design and planning as well as working closely with university leadership such as the provost's office.

As Chief of Staff, I am responsible for the central coordination of the direction of activities for the Office of the President of Colorado State University. I provide counsel as a close confidant and administrative partner for the President in promoting and supporting the mission of the university. I manage and provide administrative support for the president's commissions and working groups focused on institutional wide efforts. I oversee the Presidential Fellow program that promotes faculty and staff development. Supervision of this fellows program also includes oversight of the institution's thematic year initiatives which have focused on health for the 2022-2023 academic year and will highlight democracy in the 2023-2024 academic year. I work closely with system-level leadership to review and report on state and federal legislative matters. I assist the president as well as several high-level institutional leaders in strategic planning, university and division incremental budgeting, policy development and problem resolution. I continue to also oversee all matters of student-athlete academic success with a direct report line to the director of student-athlete support services. In the Ethnic Studies department, I have served on our scholarship committee, the college curriculum committee, and as the departmental representative to Faculty Council within CSU's shared governance model. I have served as the chair of multiple search committees for faculty and staff across academic departments and divisional areas of the campus.

As a campus leader, I have managed complex matters such as student performance and behavior, legal claims and investigations, personnel grievances, budget reductions, conflicts of interest in research activities, system-led audits, student academic misconduct and integrity, Title IX reports, incidents of bias, on and off campus safety matters, and many more. I have experience coordinating and engaging in crisis communication with university and department leads to deal with contentious issues. I am a firm believer that with great opportunities comes great responsibility. My experience as a campus leader has taught me the value of establishing a culture of open-door accessibility, being a strong listener, and responsibly assessing decisions with measured patience.

I am blessed and honored that my skillsets as a leader have been seen as a valuable resource to call upon in times of change and transition. In this vein, Colorado State University recruited me to lead its diversity, equity, and inclusion (DEI) efforts, as not only the first Senior Associate Athletics Director for DEI, but also as the first in the nation in 2013. When a vacancy of leadership occurred in student athlete support services, the Provost and Vice President of Students Affairs appointed me to lead this unit, comprised of academic and student affairs responsibilities, with a charge to develop a new leadership structure and strategic plan for the division. As program chairs departed from their positions, the current Dean of the College of Liberal Arts selected me to step in and lead in a more expansive role. When our university experienced a change of leadership at the helm, interim president, Dr. Rick Miranda, appointed me to step into a leadership role as chief of staff for the university. I am humbled to be seen as the right leader for these roles and the many more outlined in my curriculum vitae. Moreover, I am honored to have been recognized as a dependable, competent leader to improve organizational capabilities in times of change and transition.

Relational, Radical Collaborator

I am no stranger to the world of philanthropic development and cultivating corporate partnerships in higher education. As a long-standing member of the executive leadership team with the Colorado State Athletics Department, donor cultivation was a staple responsibility and expectation of the role; all of which I enjoy. While a Senior Associate Athletics Director, I actively sought to develop relationships with a wide variety of donors and supporters. A combination of nurturing these relationships as well as my active participation in the promotion of numerous development campaigns targeting annual fund giving, capital project initiatives, student development and student success programming initiatives, alumni giving, and discretionary budget funds yielded significant giving to the department during my nine years as a senior athletic administrator.

Similarly, as Associate Dean & Executive Director, I have worked closely with the college's advancement team to meet with many of our college alumni to encourage philanthropic giving, particularly to our annual fund and endowment opportunities. CSU's College of Liberal Arts has generated over \$11.1mil in merit-based scholarships, \$3.2mil in needs-based scholarships, and nearly \$19.5mil in programmatic research support. Two liberal arts initiatives of note are our Liberal Arts Development Council, whose members actively demonstrate an ongoing commitment to philanthropy with their annual gifts to the College and our [Great Conversations initiative](#). I meet periodically with members of this development council to show appreciation for their support and inform them of ongoing opportunities to advance college initiatives. Another exciting philanthropic initiative that I have proudly participated in for many years is our Great Conversations which brings together a diverse community of engaged donors to the college who receive unique access to liberal arts faculty, explore the latest scholarship from the college, and participate in active discussion around topics of local, national, and global significance.

Most recently, I have led the efforts to rebrand our interdisciplinary Sport Management program through a new partnership agreement with major league baseball's Colorado Rockies. This partnership includes a multi-year contract securing co-curricular and curricular events and activities, student employment opportunities, funded research, multi-media rights and corporate partner activation for the institution and the College of Liberal Arts. Additionally, I collaborated with our College of Liberal Arts' development team to secure a modest \$100k from a donor family to advance diversity through a scholarship aid fund as well as student experiential learning opportunities. I have also developed and led multiple education-abroad experiences taking students to Petersfield,

Jamaica, and Earth University in Costa Rica. These education-abroad experiences have stimulated donor giving to establish multiple endowment funds for continued support of education abroad. This fall semester, I have organized and chair an institution-wide activation team to manage the annual fund allocations – currently more than \$2 million – generated by the naming rights and sponsorship agreement with our institutional corporate partner, Canvas Credit Union.

A particularly rewarding aspect in my roles as Chief of Staff and Associate Dean & Executive Director at Colorado State is working in partnership with exceptionally strong teams of colleagues and professionals to support our students, faculty, and staff. It has been a rewarding experience to have collaborated with undergraduate and graduate student groups, faculty members, student affairs directors and staff, state classified staff, department chairs, deans, research offices, vice presidents, the executive vice president & provost, the president, and the system's board of governors. I have worked intimately with several units on campus including athletics, student affairs, academic affairs, external relations, university advancement and alumni development, international programs, admissions, undergraduate advising units, Access and Enrollment, the Office of the Vice President for Research, Planning and Effectiveness, University Learning Communities, the Graduate School, and the Office of Inclusive Excellence. As a result of working with students that span our colleges, the academic affairs initiatives that I have led, overseen, and participated in have required a close and collaborative relationship with faculty, key learning communities, orientation and transition programs, research coordinators, and academic success coordinators/advisors. I value humility, listening, a collaborative spirit, critical thinking, communication, and an orientation to serve others. My values are the most durable links to sustain my collegial relationships and abilities to collaborate and manage effectively. My opportunities to work with such a broad range of campus constituents have come by invitation just as much as the natural assignment of a project. As such, the many professional relationships I have developed, I hope, are an indication of my values in action.

Transformational

Like all institutions of higher education, UofL is situated within a national higher education enterprise that has never been more challenged or mired in contradictions. Matters of student enrollment management, fiscal management, identifying new revenue streams, talent recruitment and retention in an environment of economic flux, decreases in state funding of higher education, attending to the wellbeing and wellness of students, faculty, and staff, and delivering on the value proposition of higher education to yield an engaged citizenry equipped to advance society are all but just a few of such challenges that we must aptly address. These challenges do not exist within a vacuum. They are woven into the many enduring challenges such as eliminating food insecurities, ending war, promoting human rights, as well as protecting and advancing the health of communities. I do not doubt that these challenges are not only magnified, yet also uniquely acute in various ways in the A&S at UofL as the college navigates how best to support the multitude of its disciplines spanning the natural and physical sciences, the social and behavioral sciences, and the arts and humanities. While we live in a challenging educational landscape, on the other side of these challenges lie vast opportunities. My journey, filled with opportunities to be a strategic leader while asked to wear multiple hats of responsibility, has prepared in me a keen awareness and measured temperament essential to lead the A&S at UofL, in all its scale and scope, to confront these challenges boldly and skillfully.

I am extremely moved by and drawn to the opportunities that the UofL has. Good ideas are not the purview of a gifted few, but the domain of the informed many. As your next Dean of the College of A&S, I am committed to engaging and modeling radical collaboration across the broad range of degree programs within the college and beyond. Our priorities will be led by a focus on partnering with students to co-construct a meaningful experience that has prepared them to become the best versions of themselves. With a committed focus on being a student-centered college, we will strengthen the college's opportunities to advance industry partnerships, attract and retain high quality faculty, enhance our relationships with alumni, and provide a mechanism for expanding scholarly research and philanthropic giving. I am excited to join a team of leaders in the president, the executive vice president & provost, deans, and faculty to promote and engage in a model of shared governance that advances the mission and reputation of the University of Louisville. I will be a more than an eager partner to work closely with university advancement as well as the executive vice president & provost and president to creatively foster friend-

raising and fundraising that elevates the College A&S as we *cultivate engaged citizens, scholars, and leaders prepared to advance our global society thoughtfully, knowledgeably, and ethically.*

An interdisciplinary, liberal arts education is at the heart of preparing each generation to confront the nuanced complexities of their day. The centrality of such education provided by the College of A&S is evermore salient to our students today and how they will engage in a deep level of critical thinking to problematize and problem-solve complex matters in real-world settings. Students are empowered to think critically, communicate clearly, and contextualize difficult issues in ways that signal solutions to constructively transform lives by way of an education in the A&S. Simply, I believe the consequence of this form of education is transformative, liberating, and indispensable to the well-being of community and to the inspiration of the human spirit!

In closing, I would like to reiterate that it will be a privilege to serve as your next Dean of the College of A&S. My passion, record, and reputation joined by a strong work ethic position me to be an asset for the College of A&S at the University of Louisville. I have enclosed a copy of my curriculum vitae per your request. You will also find a statement of my commitment to diversity, equity and inclusion enclosed. Thank you for your full consideration of my application. I welcome the opportunity to discuss my experience and vision for the position as the search process proceeds.

Sincerely,

A handwritten signature in blue ink, reading "Albert Bimper".

Albert Y. Bimper, Jr., PhD. (he/him/his)
Interim Chief of Staff | Office of the President
Associate Dean & Executive Director | College of Liberal Arts
Professor, Ethnic Studies
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Encl. - *Statement of Commitment to Diversity, Equity, and Inclusion*

Statement of Commitment to Diversity, Equity, and Inclusion

I am committed to doing the work of diversity, equity, and inclusion. This work is not easy. This work has not been easy for me. And never have I expected such work to be so. However, I have committed my life's work to championing diversity, equity, and inclusion in all that I do because I believe each effort in this vein, no matter how big or small, creates a better society for us to learn from one another, to grow with one another, and to author a robust investment in our collective humanity. The sweat equity required to champion diversity, equity, and inclusion requires courage, self-reflection, deliberate strategy, intentional design, critical-thought, leadership, an investment in life-long learning, community engagement, data-driven decision making, and the maturity to actively listen. I believe a commitment to this work requires holding ourselves accountable while showing grace for us to learn from our mistakes. I have committed to embracing all that makes us different to strategically create opportunities for all to have access and ensuring that we all feel affirmed and valued in our collective pursuits of excellence. This is the work of diversity, equity, and inclusion. It is not and will not be easy-going in this work as we stand at the crossroads of power, privilege, and justice. I am imperfect in this work. And I remain committed to stand in its gaps to pass on a better society to our next generations.

As a leader, it is imperative to foster an environment for which those I serve see themselves reflected in the planning, the implementation, the decision-making, and the growth of our endeavors. For me, taking the time to invite and listen to multiple perspectives, to have my own thoughts constructively challenged, to engage qualitative and quantitative data so to make informed decisions is critical and fundamental to my leadership styles. Thus, I find it paramount to establish processes by which effectively include opportunities for input, deliberation, and communication. It has not been my experience that effective leadership requires consensus-by-committee. Rather, it has been my experience that leadership requires finding ways to allow others to contribute, offer their voice into the conversation, and feel heard. While most decisions, in my experience, come with some degree of compromise, effective leadership is most appreciated when we have had an opportunity to be authentically heard even if the decision may not have gone completely in our favor. Where some may have a vision clouded by challenge and conflict, I believe it is vital that we keep our sights on opportunities to grow understanding and civic dialogue.

I am a strong advocate for mentorship. Mentors have guided me as a student, faculty, and administrator all along my own personal and professional journeys. As a first-generation college student, I can say that mentorship has and continues to be a lifeline that I am tremendously grateful for. I have participated in numerous opportunities to create mentoring relationships for many of my own students and colleagues. I have served on faculty and staff development task forces to develop programming and panel presentations to promote mentorship for tenured and untenured faculty. I am often tapped by students, faculty, and staff to participate in formal and informal mentorship roles. I simply have a passion for pouring into others as others have graciously poured into me. As Dean of the College of Arts and Sciences, I look forward to working with our leadership team, students, staff, and faculty to advance and enhance opportunities for mentorship to meet the professional, career, and personal needs of our college. In this role, I can see that mentorship will play a critical role in the development of our faculty. Such mentorship would aim to guide them appropriately through tenure and promotion processes; offer constructive feedback mechanisms to enhance their pedagogy in the classroom; and create opportunities for them to engage in service and/or other engaged scholarship activities that are especially meaningful and fruitful to their professional ambitions.

I am also a strong advocate for engaging in the work of diversity, equity, and inclusion through curriculum and pedagogy. I have led the design and introduced courses and curriculum that thoughtfully engage students with course content, concepts, ideas, readings, and learning activities centering diversity, equity, and inclusion. I have led efforts to develop core curricula at the undergraduate and graduate level of course plans that explicitly encourage the students' exploration of the concepts and practice of diversity, equity, and inclusion. I have also worked with my faculty colleagues to redesign their courses (and my own) to include new learning objectives, modern readings, the adoption of new texts, peer-to-peer instruction, case studies, and other instructional techniques to enhance inclusive pedagogical methods as well as enhance the classroom climate. The work described here has reflected the domains of inclusive pedagogical practices, curricular alignment, and classroom climate as part of the Teaching Effectiveness Framework from The Institute of Learning and Teaching for which I have employed as part of my

own professional development. Students have expressed greater learner satisfaction from and understanding of course/assignment learning aims with these course enhancements.

Beyond emphatically stating that I am committed to doing the work of diversity, equity, and inclusion, I hope that you will see that my body of work, as demonstrated by some of what I have described here and more that is outlined in my curriculum vitae, makes this statement better than I. The work of diversity, equity, and inclusion is challenging work. And I am glad to be trying to do such work better and better each day.