



**AUGUSTA**  
UNIVERSITY

# LEADERSHIP PROFILE

Augusta University

**Dean of the College of Education**



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*Leaders Connecting Leaders*

## The Opportunity

Augusta University seeks a Dean of the College of Education to lead its evolution and bring it to a new era of distinction.

The University is a dynamic institution in Augusta, Georgia, with a proud history of academic excellence in both undergraduate and graduate studies. Since its founding in 1828, the University has been a public research university and medical center dedicated to training the next generation of innovators, leaders and health care providers. With locations throughout Augusta and at satellite campuses in Athens, Albany, Rome and Savannah, the University's 10 colleges and schools have a truly statewide impact in Georgia.

Reporting to the provost, the Dean will serve as the chief academic and administrative officer of the College and its three departments: Advanced Studies and Innovation; Kinesiology; and Teaching and Leading. The Dean will set the standard for intellectual engagement and accomplishment, provide strategic vision and operational leadership to all aspects of the academic and scholarly programs, and assure that the College continues to serve its students with academic programs of the highest quality, promoting excellence as well as diversity in all its programs. In concert with the faculty, the Dean will be responsible for student and faculty recruitment, retention and diversity.

The College of Education seeks distinguished and accomplished scholars and teachers who are committed to the success of its students, with the leadership experience and talents to define, along with faculty, the future of the college. Additional information about the College of Education may be found [on its website](#).

Recruitment will continue until the position is filled. Information about how to nominate a candidate or to apply for this outstanding opportunity can be found later in this document in the section entitled "Procedure for Candidacy."

## The Role of the Dean, College of Education

As the chief academic officer for the College, the Dean sets the standard for intellectual engagement and accomplishment, provides strategic vision and operational leadership to all aspects of the academic and scholarly programs and creates an environment and community that support the College's faculty and students. In particular, the Dean assures that the College continues to serve its students with academic programs of the highest quality and effectiveness, promoting excellence as well as diversity in undergraduate and graduate degree programs. In concert with the faculty, the Dean is responsible for student and faculty recruitment, retention and diversity. Supporting the College's research mission, the Dean promotes opportunities to advance the scholarly activities of the faculty and – when appropriate – works to establish new programs, including the opportunities that interdisciplinary approaches afford.

The Dean serves as the principal steward for the College's resources – faculty, staff and students – and oversees the College's finances and facilities. The Dean leads the development effort on behalf of the College as part of University-wide fundraising goals and works closely with the Vice President for Development to attract external funding from federal agencies, corporations, foundations and interested donors to support the College's mission. The Dean represents the College broadly, serving as emissary and advocate to both internal and external constituencies.

In addition to reporting directly to the Executive Vice President for Academic Affairs and Provost, the Dean works collaboratively with the President, vice presidents, deans and department chairs at the University.

## Opportunities and Expectations for Leadership

Paramount priorities for the Dean will include the following:

### **Articulate a Vision for an Emerging College Identity**

In alignment with the University's strategic plan, *Beyond Boundaries*, the Dean will lead the College in a planning process that will result in an overall strategy for its future development. With the active engagement of the faculty, the Dean will lead a dialogue within the College – and in conversation with other deans – to identify priorities and directions for future growth and innovation.

The Dean will need to demonstrate a keen awareness of the rapidly changing county, state and national educational landscape; understand how those initiatives will impact the College of Education; and possess the practical and political skills necessary to work within the county and state systems to address them. The local and national context for teacher education may require a re-conception of the strategy of the College. The College needs simultaneously to respond to external pressures and lead with the creation of practical solutions to the challenges that our graduates face in their career settings.

The Dean will help articulate the distinctive needs and opportunities of the College, from curriculum to scholarship and research, from facilities to student advising, reinvigorating faculty and students alike. Existing strengths will be identified as well as new opportunities for disciplinary and interdisciplinary innovation and enhancement. With the faculty, the Dean will define and realize a vision in which the

preparation of P-20 educators and counselors in a diverse community create a model of teacher and counselor preparation for a rural and urban environment that then becomes an opportunity to develop research on practice. The College's new plans and priorities for teacher, counselor and kinesiology education will need to take shape in the context of the College's goal to use resources both efficiently and effectively.

The Dean and the faculty will need to build consensus around a vision; it then will be the Dean's charge to realize it with deft leadership and strong management and organizational skill. Transparency in decision-making is also essential to preserve the sense of shared mission that characterizes the College.

Augusta University and the College of Education places high value on interdisciplinary work and collaborations. A number of faculty members are active in collaborations across disciplinary and college lines. The new Dean will lead the effort to create attractive opportunities for interdisciplinary teaching and research. The Dean will achieve success by collaborating with the other deans and supporting the effort to attract resources for the faculty from external sources.

The Dean will also explore and identify opportunities to pursue innovative partnerships with schools across Augusta and Georgia to enhance the field-based experiences for students and equally important, with the state as alternative education initiatives and new teacher certification requirements are developed.

### **Recruit and Retain a Distinguished Faculty**

A high priority for the Dean is to assure the continued quality, diversity and success of the faculty. The College maintains an environment that strongly encourages its faculty to be a part of the community. In recent years, the College has successfully recruited both senior and junior faculty of high quality. The College will need to continue to place a top priority on the recruitment and the retention of distinguished faculty at all levels, particularly because a significant fraction are at or will reach traditional retirement age in the next five years. The young faculty who join the College will require carefully planned mentoring to achieve their full potential.

### **Build Enrollment and Strengthen an Environment Focused on Student Success**

Undergraduate enrollment in Augusta University is in a strong growth phase. The Dean will work with the faculty, enrollment management and the Division of Communication and Marketing to attract talented students and to cultivate an environment and infrastructure that assure their success. The College provides scholarly resources and technology to ensure that faculty are using contemporary pedagogies to enrich their exchanges with students. A stronger advising system and a plan to ensure that classes are available, so that students can complete their degrees in a timely way, are essential.

### **Curriculum and Program Development**

Working with the faculty and provost, the Dean will assess current undergraduate and graduate programs, evaluating them in relation to current and future professional needs in the field, resources available and the current and future expertise of the faculty. The Dean will also assess the College's ability to offer all required courses on a schedule that allows students to complete their programs and graduate in a timely manner.

In contrast to the undergraduate level, enrollment at the graduate level has declined by a significant amount, largely a function of competition with for-profit and online programs and limited options in the College for graduate degrees. That impact is felt throughout the College, as those preparing for secondary school teaching also take courses in other disciplines to fulfill licensure requirements.

The College has been engaged modestly in distance learning. It plans to expand its offering of hybrid and online courses and develop programs offered entirely online. The Dean's leadership and support of these initiatives, where appropriate, will be crucial to their success.

### **External Funding**

As is true in both public and private institutions across the nation, the Dean will need to raise external funds to help realize new initiatives and complement the resources provided by the state and tuition revenues. The need for financial support for graduate students is especially critical in order to compete effectively for excellent students. The Dean will establish an advisory board for the College to support and strengthen all advancement efforts and foster important external partnerships. The University's Vice President for Development will work closely with the Dean in his/her advancement efforts. A strong history of securing external funding, through individual or program level grants and/or donor gifts, is desirable.

### **Serve as the Public Voice**

Within Augusta University, the community and the state, the Dean will bring the College's faculty, students and academic programs to a greater level of visibility and prominence. The Dean is expected to maintain a significant public role in the current national dialogue relating to education, particularly public education. The College of Education has the opportunity to strengthen its role as a critical resource and catalyst in the state and the Augusta community. The Dean will be expected to lead efforts to forge and strengthen the College's strategic partnerships and building new ones with state and federal education policymakers will also be a priority.

## **Personal Qualifications and Personal Qualities**

The successful candidate will be an energetic, academic leader of stature, able to inspire the faculty and students with a sense of pride and purpose. Qualified candidates will possess an earned doctoral degree in a relevant discipline; demonstrate an outstanding record of teaching, research and service that will warrant appointment as a full professor; and will have significant senior-level experience in managing complex units in higher education. A significant publication history reflecting research and scholarship in a relevant discipline— whether practical or theoretical – is essential. More specifically, the candidate will possess:

- significant senior-level experience in administrative management;
- skill in budget preparation and fiscal management
- ability to identify and implement creative revenue-generation plans, programs and initiatives
- strong management and organizational skills;

- a strong record of leadership
- the ability to serve as an advocate for the College and Augusta University contexts;
- the ability to articulate and build consensus for a compelling vision for the College and a plan to achieve it;
- the ability to bring creative academic leadership to the College and its programs, exercising thoughtful academic judgment and continually seeking opportunities to advance academic excellence;
- a commitment to supporting and cultivating a distinguished, accomplished and diverse faculty;
- deep respect for and engagement with students and a commitment to attracting highly qualified and diverse students at both undergraduate and graduate levels;
- clear appreciation for and demonstrated commitment to all matters of equity among faculty, staff and students;
- intellectual leadership to foster and encourage the scholarly pursuits of the faculty and students;
- the ability to effectively oversee curriculum and program development at both undergraduate and graduate levels;
- a demonstrated commitment to interdisciplinary programs;
- a demonstrated ability to lead and execute effective development and fundraising activities;
- the ability to articulate the College's vision, goals, accomplishments and needs to a broad range of external constituencies, including alumni, academic, cultural and social institutions and the business and industrial communities;
- experience in managing growth and change, resolving conflict and building consensus, demonstrating a willingness to seize opportunities while assuming responsibility for appropriate risks;

This is an exceptional opportunity for individuals with the drive, skill and experience to bring creative leadership to the organization and to play a meaningful role in shaping its future. The new Dean will embrace these opportunities and help realize the full potential of the College of Education. The selected candidate will make a meaningful and lasting difference at the institution.

## About Augusta University

Located in Augusta, Georgia, Augusta University is a public research university and medical center dedicated to training the next generation of innovators, leaders and health care providers.

Home to four campuses in Augusta and various satellite locations across Georgia, Augusta University is at the forefront of groundbreaking research focused on improving and enriching the human experience.



Offering undergraduate programs in the liberal arts and sciences, business and education as well as a full range of graduate programs and hands-on clinical research opportunities, Augusta University is Georgia's innovation center for education and health care.

The combination of nationally ranked business and nursing schools as well as the state's flagship public medical school and only dental school makes Augusta University a destination of choice for the students of today and the leaders of tomorrow.

### Colleges, Schools and Libraries

With locations throughout Augusta and at satellite campuses in Athens, Albany, Rome and Savannah, the University's 10 colleges and schools have a truly statewide impact in Georgia.

The College of Education is located on the historic Summerville Campus, which was built in and around a former United States arsenal and is home to the University's liberal arts curriculum. In the shade of ancient trees, professors from the [Katherine Reese Pamplin College of Arts, Humanities and Social Sciences](#); the nationally ranked [James M. Hull College of Business](#); the [College of Education](#); and the [College of Science and Mathematics](#) prepare students for a lifetime of critical thinking, creativity and entrepreneurial success.



Augusta University's Health Sciences Campus is at the forefront of health care innovation. Located in beautiful downtown Augusta and housing the state's largest [College of Nursing](#), the comprehensive [College of Allied Health Sciences](#), [The Graduate School](#) and the state's only dental school, [The Dental College of Georgia](#), the Health Sciences Campus is also home to the state's only public academic medical center, formerly known as the Medical College of Georgia.

Opened in 1991 on AU's Forest Hills campus, Christenberry Fieldhouse houses 11 of the Augusta Jaguars' 13 competition sports. In addition to housing all administrative and support staff for the [Augusta University Department of Athletics](#), CFH also houses the College of Education's [Department of Kinesiology](#). The Forest Hills Campus, on which CFH is located, also houses a full-size golf course, baseball, softball and soccer fields and serves as the home of the Jaguars' nationally recognized NCAA Division I golf team.

Nestled along the Savannah River, the Riverfront Campus is located in Augusta's growing cybersecurity corridor and houses the state-owned and Augusta University managed [Hull McKnight Georgia Cyber Center for Innovation and Training Center](#), a state-of-the-art cyber center comprised of the university's [School of Computer and Cyber Sciences](#), a cutting-edge cyber range, a 340-seat auditorium, secure briefing space, incubator space for innovation and entrepreneurship, and classrooms; as well as proximity to industry professionals and innovative start-ups.



The College of Education is committed to excellence in the preparation of teachers, counselors and administrators for service with diverse populations in a wide variety of P-16 educational settings. The College also prepares students in pre-physical therapy and for careers in exercise and sport science. A new undergraduate degree in Health Promotion is in the approval process.

The College of Education is organized into three academic departments. The Department of Advanced Studies and Innovation offers an M.Ed. program in Counselor Education (with concentrations in School Counseling and Clinical Mental Health Counseling), an Ed.S. program in Curriculum and Instruction and a CPED Ed.D. program in Educational Innovation. Also nested in the department are the research and foundations courses that serve the entire College of Education and the Gifted Education endorsement program. The Department of Kinesiology offers a B.S.K. with four Concentrations and a M.S.K. that will be offered completely online starting in Fall 2019. Also, the department offers an online Sports Coaching Certificate at the graduate level. The Department of Teaching and Leading offers undergraduate and graduate degrees for initial teacher certification and advanced graduate degrees in Instruction and Educational Leadership, as well as endorsements and certificates.

The College's curriculum emphasizes current and critical knowledge and skills for entering these professions. Courses, related practica and field experiences focus on standards from state, regional and national accrediting agencies, best practices and relevant research. All programs in the College provide extensive clinical and field experiences to prepare graduates to work with diverse populations. These



are conducted under the supervision of practicing professionals who work in schools, the community and other agencies.

The College is committed to relevant research and scholarly activities that lead to the advancement of knowledge and good practice, not only in the learning and schooling process of children but also in varied areas of counseling and kinesiology.

The College of Education enrolls students in both undergraduate and graduate programs. Five undergraduate degree programs prepare students for teaching and for a variety of careers in fitness and health care. At the graduate level, the College offers the Master of Arts in Teaching degree with eight concentrations, a Master of Education degree with eight majors, a Master of Education in Leadership, a Master of Science in Kinesiology degree and an Education Specialist degree with two majors. The College offers the Doctor of Education in Educational Innovation with concentrations in Educational Leadership and Curriculum and Instruction. The College graduate endorsement programs include Gifted Education, Teacher Support Specialist, STEM, ESOL, Computer Science and Reading.

The Professional Standards Commission of the state of Georgia accredits the preparation programs offered by the College of Education. This accreditation includes basic and advanced levels of professional education programs offered at Augusta University through the College of Education and the collaborative programs with the Pamplin College of Arts, Humanities and Social Sciences and the College of Science and Mathematics. The Council for the Accreditation of Counseling and Related Educational Programs (CACREP) accredits both the School Counseling and the Clinical Mental Health Counseling programs.

## Augusta, Georgia

The city of Augusta is a saxophone riff on a cool, moonlit evening—the sort of smooth, storybook town that melts into the soul and leaves you feeling so good. Georgia's second-oldest and second-largest city, Augusta strides that fine line between big city bustle and small-town charm, mixing retro-urban regality with just a pinch of hometown pride.

A visit to Augusta is a life-altering lesson in Southern hospitality. While other places have undergone cultural revolutions, Augusta underwent a cultural evolution instead, trading big city lights and loud, busy streets for cold sweet tea and a shore-side view of the Savannah River. Downtown, locally owned shops and restaurants mingle in the shade of memorable hangouts and state-of-the-art galleries beckon artists, lovers, thinkers and dreamers alike to [the South's "Garden City."](#)

But Augusta is so much more than just a cozy place to live. Spearheaded by the next generation of musicians, foodies, artists and go-getters, the old city comes to life at night, offering live music, theater shows and a wealth of hole-in-the-wall eateries built to please. In addition to serving as a haven of technology and the arts, Augusta is also home to some of the nation's most beautiful lakes and trails, offering year-round outdoor adventures.

Sporting life is synonymous with the Augusta name and the city proper is home to a number of professional baseball, roller derby and rugby teams. Several annual sporting events take place in and around Augusta, including the [Ironman 70.3 Augusta](#) triathlon, the [Augusta Futurity](#) and the always exciting [Augusta Southern Nationals](#), dubbed by those in the know as the "World's Richest Drag Boat Race."

Oh, and did we mention golf?

On top of world-class entertainment and outdoor sporting, Augusta is also world-renowned as the home of [The Masters](#) - an annual golf tournament sometimes dubbed the "Super Bowl" of golf. Every year during the first full week in April, Augusta becomes the golf capitol of the world, welcoming local legends and long-time favorites back to the prettiest course on Earth.

So, whether you're a lover of the arts, the sciences, the outdoors or the out-of-this-world, Augusta is the place to be. Join us and you'll soon see: There's a reason we all feel so good!



## Procedure for Candidacy

Confidential inquiries, nominations and applications are invited. Confidential review of applications will begin immediately and continue until the position is filled. Candidates should provide, as three separate documents, a curriculum vitae, a letter of application that addresses the responsibilities and requirements described in this Leadership Profile and a list of five references. References will not be contacted without prior permission. Confidential inquiries, nominations and questions may be directed to the Witt/Kieffer consultants supporting this search: Mercedes C. Vance & Kim Brettschneider at [AugustaDean\\_COE@wittkieffer.com](mailto:AugustaDean_COE@wittkieffer.com).

*Augusta University takes pride in being an equal opportunity and equal access employer. We actively recruit and hire the very best employees without regard to race, religion, sex, national origin, age, marital status, sexual orientation, veteran status, disability or other protected characteristic.*

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Augusta University documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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