Heidrick & Struggles

Position Specification

Old Dominion University

Dean of Arts and Letters

2016

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The Institution

About Old Dominion University

Old Dominion University, located in the City of Norfolk in the metropolitan Hampton Roads region of coastal Virginia, is a comprehensive, multicultural, and student-centered university. The region is rich in resources in the arts, health sciences, maritime industry related to the ports and major military installations. The University seeks to provide access for a diverse student population, to elevate the standing of the University among the nation’s public research institutions, to make innovative use of modern learning technologies, and to insist on a broad-based general education for all undergraduates. The University aims to address critical needs in the professions, to increase service to the Commonwealth of Virginia, and to use research and teaching to advance economic development and quality of life in the Hampton Roads area. The University has developed the Innovation Research Park to facilitate partnerships with regional, national, and international businesses and agencies. Fine and performing arts, athletics, and cultural events enrich and celebrate the diverse and multicultural community that surrounds the University.

With 850 full-time faculty and 676 part-time faculty, ODU has grown in stature and reputation with major national and state awards in the professions and higher education in general. Beyond the main campus, Old Dominion University maintains three higher education centers and a network of numerous Distance Learning sites located on community college campuses and military installations. The University provides a variety of undergraduate and graduate academic programs in multiple online asynchronous and synchronous conferencing and streaming technologies. The campus facilities have seen extensive recent expansion and renovation in academic buildings, arts and athletic facilities, and student dining and housing. Old Dominion University has become a truly residential campus supported by the Gordon Art Galleries, restaurants, Foreman Field at S. B. Ballard Stadium, a 20,118-seat multi-purpose stadium, a new sports and recreation center, the new Kate and John R. Broderick Dining Commons and the Ted Constant Convocation Center.

The vision for the University is for Old Dominion to be recognized nationally and internationally as a forward-focused, metropolitan university with a collaborative and innovative approach to education and research that spurs economic growth, focuses on student success, engages civic and community partners, and uses its connections with the military and maritime
industries and its exceptional strengths and leadership in related areas to provide practical solutions to complex world problems.

This vision is supported by its laboratory-style location on the Chesapeake Bay and proximity to extensive military populations and maritime operations from around the world. Per the University’s strategic plan, ODU is well on its way to becoming the recognized leader for the regional arts community; strong support for the arts is provided by many major Virginia professional entities, such as the Virginia Symphony, Virginia Opera, Virginia Stage Company, and the Chrysler Museum.

In June 2016, ODU announced plans for a new art museum that will become an educational and cultural resource for students, faculty, staff and the Hampton Roads community. The Barry Art Museum, to be housed on ODU’s campus, will be built with donations from benefactors Richard and Carolyn Barry valued over time at more than $35 million, the largest gift in ODU’s history. The Barrys will bestow their multifaceted art collection to serve as the museum’s initial foundation, and they will also provide operating support through pledged annual gifts and a permanent endowment from their estates. The Studio Art Glass movement is the focus of the Barrys’ collection, which encompasses more than 100 sculptural objects.

The region also boasts an exceptional array of major local and federal partnerships, such as the U.S. Navy, Atlantic Fleet; the Jefferson National Laboratory; NASA Langley; Virginia Port Authority; Eastern Virginia Medical School; and multiple major healthcare networks. NATO’s Allied Command Transformation (ACT) is also based in Norfolk, very close to ODU’s campus.

**Facts about Old Dominion University**

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<tr>
<th>Enrollment:</th>
<th>24,672 Total; 20,101 Undergraduate/4,571 Graduate</th>
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<tbody>
<tr>
<td>International Enrollment:</td>
<td>1,092 from 105 countries</td>
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<tr>
<td>Alumni:</td>
<td>More than 139,006 in all 50 states and 70 countries</td>
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<tr>
<td>Degree Programs:</td>
<td>75 bachelor's degrees; 40 master's degrees/22 doctoral degrees/2 education specialist degrees</td>
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<tr>
<td>Distance Learning:</td>
<td>More than 100 online programs available through ODUOnline.</td>
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<tr>
<td>Research:</td>
<td>Over $50 million in external research expenditures</td>
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Library: The University Libraries provide online research databases, e-books, thousands of online journals, and more than 3 million items in its physical collections.

Endowment: $205.6 million

About the College of Arts and Letters

The College of Arts and Letters is the largest academic college in the University, with over 220 faculty and approximately 5000 undergraduate majors and almost 400 graduate Students.

The College delivers the greater portion of general education courses and, as such, its faculty touch the lives of every ODU student. *The College offers a cross-section of majors in the humanities, the creative arts, and the social sciences.*

The College has 16 departments and programs: African American and African Studies, Art, Asian Studies, Communication and Theatre Arts, Dance, English, Graduate Program in International Studies, History, International Studies, Interdisciplinary Studies, Music, Philosophy & Religious Studies, Political Science & Geography, Sociology & Criminal Justice, Women’s Studies and World Languages and Cultures. In addition, the College is home to a number of interdisciplinary institutes, including the Institute for Humanities, the Institute for the Study of Race and Ethnicity and the Institute for Jewish Studies and Interfaith Understanding. Finally, the Social Science Research Center is a fully-equipped social science research center with staff expertise in various forms of research methods and data collection including mail surveys, telephone surveys, household interviews, and focus groups; and most conventional forms of data analysis.

Among other activities, the College administers the Gordon Art Galleries; the F. Ludwig Diehn Concert Series and Residency Programs; Dance, Music, Theatre, and Film productions; and the annual Literary Festival. The Literary Festival, in particular, is nationally renowned, having celebrated its 39th year this year.

The College plays a fundamental role in preparing students for their lives as engaged and responsible citizens. It cultivates ethical behavior, including intellectual honesty and a commitment to justice. The College accomplishes its teaching mission for all of the University’s students by:

1. Developing the essential skills of critical reading and thinking, of effective oral and written communication, and of technological proficiency;
2. Providing core knowledge in the arts, humanities, and social sciences for all undergraduates;

3. Fostering global awareness and sensitivity to the breadth and diversity of the human condition, including the roles of gender, race, ethnicity, and culture;

4. Supporting a broad array of cultural experiences that deepen their lives and those of the academic and larger community that surrounds them.

For students enrolled in the College’s undergraduate majors and graduate programs, the College accomplishes its teaching mission by:

1. Offering a diverse range of discipline-based and interdisciplinary programs of study at both the undergraduate and graduate levels that expose students to contemporary scholarly debate and innovation;

2. Providing an atmosphere for the free exchange of ideas among faculty and students true to the ideals of academic and intellectual freedom;

3. Promoting challenging internship and service learning opportunities, research projects, and collaborative learning experiences that connect students with the community, preparing them for the world of work.

The College is committed to scholarly research in the social sciences and humanities and to creative research in the arts. Its faculty members are nationally and internationally recognized for the excellence of their publications, performances, and exhibitions. Their dedication to research informs their teaching, ensuring that students are exposed to the most current developments in all the College’s fields.

**Strengths of the College of Arts and Letters**

The College of Arts & Letters at Old Dominion University is renowned for its excellent faculty, nationally-recognized programs and the advantages of its arts-rich location in Virginia.

Among the College’s many well-regarded programs are its criminal justice program and the nationally-recognized MFA program, whose faculty include Virginia Poet Laureate Tim Seibles. In addition, one of the oldest peer reviewed journals in international conflict and security, *Contemporary Security Policy,* is
published at ODU, and promotes theoretically-based research on policy problems of armed violence, peace building and conflict resolution. Likewise, The Journal of Race and Policy was conceived at Old Dominion University in Norfolk, Virginia in 2004 and provides an interdisciplinary forum for the presentation of research on public policy issues and initiatives in areas such as education, employment, health care, political participation, social welfare, and social justice. Finally, ODU’s Graduate Program in International Studies (GPIS) recently became the first American master’s degree program to be accredited by the North Atlantic Treaty Organization (NATO), which accredited the degree program as a "Selected Program" to further the education and training of NATO personnel.

The College of Arts & Letters generates significant creative and scholarly research that impacts both academia and local, regional, national and global citizens, businesses, and government institutions. Over the past five years, its faculty has published 54 books and 485 journal articles as well as mounted 216 adjudicated exhibitions and performances. They have received 106 Awards and 81 grants totalling $8,081,033.

The curricula in the social sciences, humanities, and arts are diversified and well-grounded in both undergraduate and graduate offerings that include an international focus. In fact, international education is a major strength at both levels with a Model United Nations program, scores of Fulbright-sponsored students, sponsored grants with international focus, highly successful job placement of international studies graduates, and outreach around the globe. At the same time, though, the College has a strong regional emphasis, given the richness of its connectivity to local organizations and the diversity of the community. The College also has programs in collaboration with other colleges at the University, such as a number of teacher preparation programs in partnership with the Darden College of Education (as teacher candidates must major in their content versus education in the Commonwealth of Virginia).

The College has had major recent success in the area of fundraising, especially in the area of the arts. Construction of two new buildings and an amphitheater were completed in 2015, creating a new “arts district,” which serves as a vibrant destination for members of the College, University, and broader community. In addition, as detailed above, the College recently secured $35 million—the largest gift in the University’s history—to build a 24,000 square-foot art museum. The Barry Art Museum is expected to open in 2018.
As a pioneer in the distance education movement, the University continues to make major investments in multiple instructional delivery systems. The College offers students and faculty a wide variety of ways to enhance their teaching and educational experience. The major investment in distance education systems by the University has enabled the College faculty to extend its influence across the Commonwealth and beyond. Old Dominion University and the College of Arts and Letters have an excellent reputation in integrating technology into the learning process, especially in such programs as the Ph.D. in English and the undergraduate criminal justice program.

Diversity and location are also strengths of the College and the University. ODU was recently certified a Minority-Serving Institution (MSI), and the College is among the most diverse in the University in terms of its student body, faculty and staff.

Challenges facing the College of Arts and Letters

As the home of ODU’s arts, humanities and social sciences communities, the College plays a critical role in shaping students’ attainment of a liberal arts education and serving as an anchor of the University’s culture. However, in part because of its broad-based foundation, the College has struggled to crisply define and market its identity successfully to the ODU community and beyond. Part of the next Dean’s role will be to galvanize the College community around a vision that is inclusive of the College’s various majors but also captures the College’s uniqueness.

As ODU continues to evolve and place increased emphasis on research and market-responsive programs (particularly in STEM), the College will need to advocate vigorously for the importance of the arts, humanities and social sciences. This challenge, not unique on college campuses, will require strong advocacy and leadership from the Dean’s Suite to support faculty hiring, new facilities (including a much-needed performing arts center for music performance) and the prioritization in University funding and development efforts.

The acquisition of additional major resources from private philanthropy, contracts, and research grants will help the College to support its undergraduate and graduate students with additional financial aid and assistantships. In the next few years, the College will benefit from the growing ability of the University to attract private gifts and grants to supplement tuition revenues and state resources.
The facilities for the College of Arts and Letters at the University have grown in scope and quality over the past decade with additional buildings currently being constructed. However, there are still critical needs with regard to facilities, including for music performance. Likewise, offerings in music, art, and related disciplines need to be more clearly linked with locally-based and state-wide professional entities. Greater success in promoting and resourcing the campus-based arts programs will improve relations with the broader community and assist with acquiring additional resources.

Finally, like other colleges at ODU and at universities across the country, graduate enrollment continues to slide; the College will need to be responsive and reflective of this trend.
The Position

Position Title: Dean of Arts and Letters

Location: Norfolk, Virginia, United States

Reports to: Provost and Vice President for Academic Affairs

The Role

The Dean is the chief academic and administrative officer of the College of Arts and Letters, with overall responsibility for defining its strategic priorities and providing leadership to the faculty, staff, and students. The Dean will have accountability for the College’s academic programming including recruitment and retention of highly-qualified and diverse faculty; recruitment, retention, and graduation of undergraduate and graduate students; operations, expense and revenue budgeting; fostering interdisciplinary programs and collaboration; maintaining and growing existing partnerships and cultivating new partnerships with external government and non-government organizations; supporting the development of online programs; and developing strong relationships with alumni and supporters. The Dean serves on the Dean’s Council, and will work in close collaboration with the other Colleges on interdisciplinary initiatives, including building collaborations with other Colleges at ODU.

Externally facing, the Dean will have great opportunities to raise the College even further. The region is home to a number of state arts organizations and organizations of consequence—including the NATO Allied Command Transformation, the Virginia Opera, Virginia Symphony, Virginia Stage Company, the Chrysler Museum, the Hermitage Museum and Gardens, the NEON Arts District in Norfolk and the Museum of Contemporary Arts in Virginia Beach, as well as the forthcoming Barry Art Museum on campus. Likewise, there are many regional social justice and advocacy programs (including the Virginia Center for Inclusive Communities and the Crispus Attucks African American Cultural Center), partnerships with the City of Norfolk (the Gaming Hub, Mapping Lambert’s Point, Birth of an Answer) as well as local media (WHRO, WAVY 10, etc.). With all of these organizations, the Dean serves as the chief ambassador and partnership-builder, in conjunction with relevant faculty. The new Dean will recognize and support innovative local interventions and partnerships that help improve quality of life in Hampton Roads and raise its profile.
Finally, the Dean serves as the chief fundraiser for the College, and will work with the central University development office, Provost and President on coordinated strategies to support philanthropic support of the College.

The Person

Qualifications & Experience

The College of Arts and Letters has enjoyed excellent leadership since its founding and has high expectations for the leader of the largest college in the University. The combination of humanities, social sciences, and the arts provides a rich array of programs for the leader to administer within the College while the same leader is expected to represent well the interests of such programs within the Deans’ Council. The following are attributes that the faculty, students, and administration seek in the new Dean:

1. A well-credentialed scholar, eligible for tenured appointment at the rank of full professor in one of the disciplines within the College, who brings a broad understanding and personal achievement in scholarship, teaching and research.
2. A confident and capable leader who will be a strong spokesperson and advocate for the humanities, social sciences, and arts within the College, the University, and the community at large.
3. An experienced leader in fundraising and grant work who can cultivate donors to support the arts, humanities and social sciences, as well as guide the professional staff and work within the University development structures to bring significant outside resources to the College.
4. A person of high integrity and honesty.
5. A person who is able to reach beyond the University to build relationships with the broader community of Hampton Roads.
6. A person who values diversity and pluralism to support the extensive international offerings and outreach of the College, as well as local research, service learning and community engagement.
7. A capable and imaginative leader who has a history of collaboration with other colleges in the University and works to integrate the humanities, social sciences, and arts into all phases of University life and the life of the broader community.
8. A personality that embraces openness and transparency and can balance the requirements of research, teaching, and
the many demands on faculty that will empower rather than limit creativity and scholarship.

9. An experienced academic leader who supports undergraduate and graduate education and understands how to maximize the potential of having all levels of educational attainment managed by one structure.

10. A person with ability to formulate strategic plans, implement strategies in a collegial and persuasive fashion, and work with accreditation agencies in a professional manner.

11. Active connector of key people within and outside ODU, facilitating excellence in communication and collaboration.

12. Commitment to developing a world-class, professionally run arts organization at ODU.

13. Ability to build on recent physical additions to the arts district by pursuing corresponding staffing and programming.

14. Possess or desire to gain nuanced understanding of production-related implications when considering approval of proposed arts initiatives.

15. Committed to ensuring workload and compensation equity.

16. Supportive of Arts@ODU becoming inclusive of domestic and international folk and traditional arts both in curricula and public programming.

Nomination/Application Information:

Review of nominations and applications will begin immediately and will continue until the position is filled. Old Dominion University will be assisted by Jackie Zavitz and Julia Salem of Heidrick & Struggles, Inc. Nominations and applications should be directed to oduartsandletters@heidrick.com.

It is the policy of Old Dominion University to provide equal employment, educational and social opportunities for all persons, without regard to race, color, religion, sex (including pregnancy), national origin, gender, age, veteran status, disability, political affiliation, sexual orientation or genetic information. Minorities, women, veterans and individuals with disabilities are encouraged to apply.
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