



CLEVELAND STATE UNIVERSITY

Dean of the College of Arts and Sciences

Leadership Profile

January 2022



WittKieffer

Executive Summary

Cleveland State University seeks an inclusive, student-centered, collaborative leader to serve as its inaugural dean of the College of Arts and Sciences.

Founded in 1964, Cleveland State University (CSU) is a public, urban research institution that provides a dynamic setting for engaged learning. Serving a diverse population of nearly 16,000 students, CSU is the No. 1 public university in Ohio for social mobility. Approximately 80-percent of CSU graduates stay in Northeast Ohio, creating a talent pipeline with expertise and skills that align with high-demand fields.

Under the leadership of [President Harlan Sands](#) and [Provost Laura Bloomberg](#), Cleveland State is reimagining its future with [CSU 2.0](#), an aggressive, growth-oriented plan for emerging from the global pandemic a stronger, more focused institution. This exciting vision sets a goal of serving an additional 4,500 students and hiring 200 new faculty members by 2025. CSU 2.0 outlines multimillion-dollar investments in research, faculty positions and initiatives to advance student success, develop new programs and build new partnerships.

Among the priorities outlined in CSU 2.0 is the [College Realignment plan](#), which reimagines the current structure of CSU's colleges to better reflect the University's unique strengths, create recruiting and investment opportunities, streamline administrative support and reduce costs where possible. The College of Arts and Sciences is one of the new colleges that will form as a result of this plan. The College will include the following departments: anthropology; art & design; biology, geology and environmental sciences; Black studies; chemistry; English; film & media arts; history; mathematics; music; philosophy & comparative religion; political science; physics; psychology; theatre & dance; and world languages, literatures & cultures.

The incoming dean of the College of Arts and Sciences will lead faculty, student and staff during this time of great change at Cleveland State. The dean will champion the success of CSU students as they establish a vision and strategic priorities for the newly developed College in alignment with CSU 2.0. The dean will develop strategies to recruit, develop and retain distinguished and diverse faculty, administrators and staff. The dean will strengthen and promote collaborations both externally and across the University, and find innovative ways to advance scholarship and research. As the individual responsible for the College's resources, the dean will work to identify new revenue streams through private philanthropy and other sources as well.

The successful candidate will be a leader of people and programs, with the ability to energize the College around a vision for its future within the context of CSU 2.0. The new dean will be an experienced administrator, with five or more years of leadership experience at the departmental level or higher. The dean will be a strong communicator and collaborator with experience working across and being a fierce advocate for the disciplines in the College. The dean will possess a distinguished scholarly reputation and strong record of academic and teaching accomplishments, commensurate with appointment as a full professor, including an earned doctorate or terminal degree in a discipline housed within the College.

For more information on how to apply or submit nominations, please refer to the section, "Procedure for Candidacy" at the end of this document.

Role of the Dean of the College of Arts and Sciences

Reporting to the provost and senior vice president for academic affairs, the dean serves as the chief academic officer of the College of Arts and Sciences. The dean oversees a newly created large and complex College that has 16 academic departments. With approximately 150 tenure-line faculty, 40 lecturers and 50 staff, The College of Arts and Sciences will be the largest college at Cleveland State University. The dean will have responsibility for administering a budget of approximately \$35 million. The departments housed in the new College of Arts and Sciences, as defined by the [CSU 2.0 College Realignment plan](#) are as follows:

- Anthropology
- Art & Design
- Biology, Geology and Environmental Sciences
- Black Studies
- Chemistry
- English
- Film & Media Arts
- History
- Mathematics
- Music
- Philosophy & Comparative Religion
- Political Science
- Physics
- Psychology
- Theatre & Dance
- World Languages, Literatures & Cultures

The dean's responsibilities include but are certainly not limited to:

- Provide inclusive and collaborative leadership, direction, advocacy, communication, coordination and assessment of the College as a whole, and the departments and subunits within it. Advance diversity in relation to curriculum, events, faculty and staff.
- Oversee the College promotion, tenure, review and merit processes to ensure an engaged, diverse, quality faculty for the future of the College.
- Work cooperatively in establishing and monitoring a budget, which enhances and supports the mission of the College. Ensure funds are allocated to meet the programmatic priorities of the College and the University.
- Responsible for establishing and managing a coherent, realistic strategic plan, which advances the mission of the new College as a whole, aligned with the priorities outlined in CSU 2.0.
- Supervise, evaluate and support Departments, the Dean's Office and other direct reports in a manner that promotes excellence in instruction, scholarly productivity and service at CSU.
- Build strong relationships with prospective donors. Motivate and encourage fundraising in support of the College's goals and the goals of its department and programs, as well as outreach and public service efforts.

- Lead the process of College administrator selection and overseeing the processes of faculty and staff selection and retention; evaluating College administrators and staff in consultation with College faculty and staff.
- Cooperate and collaborate with university colleagues (e.g. other deans, provost's office staff and staff from other units) to advance the University-wide mission as defined in Cleveland State University's mission statement and strategic plan.



Opportunities and Expectations for Leadership

The inaugural dean of Cleveland State University's College of Arts and Sciences will join the University at a pivotal moment. As the academic leader for the College, the dean will champion the arts, sciences and humanities, unapologetically and persuasively, articulating their nature and value to many constituencies: students, other university leaders, donors, alumni, foundations, governing bodies and community members. The dean will be asked to address the following critical leadership issues, among others:

Champion the success of Cleveland State's diverse student population

The dean will support the College's and the University's commitment to student success by working with administrators, faculty and staff to ensure high-quality academic offerings with intellectually rich experiences and to enhance high-impact practices that produce transformational educational experiences for students. The College serves students with diverse personal and family backgrounds, unique pathways to higher education and varied academic interests and experiences. The next dean should foster an inclusive learning environment that serves all of CSU's students, ensuring they have what they need to be successful in obtaining their degrees.

The next dean will lead the College's faculty, staff and students in championing and supporting diversity in all forms. The dean's overall strategic direction should be informed through an inclusive diversity and equity lens. Likewise, the dean should employ strategies to ensure the College of Arts and Sciences is a place where all have a sense of belonging and an opportunity to thrive.

Establish a vision and strategic priorities for the newly developed college in alignment with CSU 2.0.

As Cleveland State begins the implementation of CSU 2.0 – an aggressive, growth-oriented plan aimed at emerging from the pandemic as a stronger, more focused institution – the College Realignment plan is imperative to its success. The realignment will better reflect CSU's unique strengths, create recruiting and investment opportunities, streamline administrative support and cut administrative costs where possible. The dean will arrive in the early stages of implementation, and will be responsible for shepherding students, faculty and staff through this time of immense change at CSU.

In concert with the College's many stakeholders, the dean will establish a vision and strategic plan for the College aligning with CSU 2.0's four strategic themes: distinction as a leading public urban research university; differentiating on student success and engaged learning; strengthening CSU's anchor mission and becoming a beacon institution; and building financial strength and strengthening the campus community. The dean will identify areas of particular strength in the College of Arts and Sciences that will allow the College to provide great impact on these initiatives.

Recruit, develop and retain distinguished and diverse faculty, administrators and staff

Working in partnership with department chairs and other College leaders, the dean will develop strategies to recruit and retain a diverse and exceptional faculty, administration and staff, investing appropriately in mentorship and professional development to facilitate individual and collective excellence and success.

The dean will ensure faculty are supported and have every opportunity for successful tenure and promotion. To accomplish this, the dean will develop the infrastructure in the new College that supports faculty engagement and scholarly productivity. The dean will advocate on behalf of faculty, administrators and staff to create a more supportive and equitable environment.

Advance scholarship and research

CSU faculty embrace a teacher-scholar model where faculty advance new knowledge and creative activity and integrate their research and scholarly endeavors into the learning experiences of students. As the University advances its research mission as an R2 institution, the environment for research in the College of Arts and Sciences and the desire of faculty to pursue it are strong. The new dean should be prepared to identify innovative ways to fund, sustain and build an ongoing commitment to knowledge creation at the College and work to support such efforts. The dean will play a key role working with faculty, the provost and other administrators to establish a high standard for scholarly inquiry and productivity.

Strengthen and promote collaborations both externally and across the University

Cleveland State is the largest landowner in Cleveland, and enjoys many close partnerships throughout the city. Students have the opportunity to intern or co-op at world-renowned organizations such as the Cleveland Clinic, the NASA Glenn Research Center and within the arts scene in Playhouse Square, the country's largest performing arts center outside of New York City. The proximity of these venues provides faculty and staff with the opportunity to collaborate and partner with many top organizations in Cleveland, and work to steward and develop these relationships on an even deeper level. The College will play a critical role in the [Cleveland Innovation District](#), as Cleveland State has received a significant endowment from the state of Ohio and JobsOhio to recruit, educate and graduate the skilled talent needed to fuel growth in post-pandemic health care careers, emerging technologies, life sciences and data-intensive fields. Deepening regional partnerships to advance the mission will require the dean to also forge and sustain collaborative partnerships across all CSU colleges.

Identify new revenue streams through private philanthropy and other sources

The dean bears responsibility for managing the College's resources wisely and productively. The next dean will be charged with diversifying and creating new sources of revenue. The dean must be proactive and entrepreneurial in identifying compelling priorities for support and developing productive and enduring relationships with internal and external constituents. To that end, the dean must be willing to personally engage with donors, alumni and the local community, in order to identify, solicit and steward individuals and institutional donors, in support of the College's continued growth.

Professional Qualifications and Personal Qualities

The dean of the College of Arts and Sciences is a leader of people and programs, with the ability to energize the College around a vision for its future within the context of CSU 2.0. The new dean will be an experienced administrator, with five or more years of leadership experience at the departmental level or higher. They will be a strong communicator and collaborator with experience working across advocating for the disciplines in the College.

In addition, the ideal candidate will possess the following professional qualifications and personal qualities:

- **Academic stature:** A distinguished scholarly reputation and strong record of academic and teaching accomplishments commensurate with appointment as Full Professor, including an earned doctorate or terminal degree in a discipline housed within the College, is required.
- **Leadership and vision:** The ability to engage stakeholders to understand the College and collectively envision opportunities for the future. A successful track record of shaping, implementing and assessing a strategic plan through a collaborative approach.
- **Collaboration and commitment to shared governance:** An inclusive, participative, collaborative leadership style and the ability to listen and communicate effectively to build consensus across a diverse range of constituencies. A commitment to transparency and partnership with faculty, staff and students through shared governance. Experience involving faculty, staff and students in decision-making, the ability to communicate decisions and a history of generating consensus.
- **Commitment to diversity, equity and inclusion:** A track record of leadership acting on these core values and a deep personal understanding of the essential roles they play in education. An ability to work effectively in a diverse campus and community setting.
- **Multidisciplinary orientation:** Evidence of collaborative relationships across diverse academic disciplines. Interest and intellectual curiosity in disciplines beyond one's own. Capacity to understand the issues, varying research grant realities, opportunities and challenges in unfamiliar areas of study in order to collaborate and advocate on their behalf.
- **Commitment to high-quality pedagogy:** An understanding of various pedagogical approaches and demonstrated support for faculty innovation and development in teaching. A strong supporter of academic freedom for faculty in the classroom and curriculum.
- **Broad and inclusive view of scholarship and research:** Open-minded approach to supporting scholarly and creative activity, and an appreciation of the diverse forms that intellectual and artistic pursuits can take and the value they hold, whether in the lab, library, studio or on stage. A strong supporter of academic freedom for faculty in their research and scholarly pursuits.
- **Effective advocacy, interpersonal and relationship-building skills:** Experience building strong relationships internally with faculty, staff, administrators and students, as well as externally with

community organizations, corporate partners, government agencies and other stakeholders. The dean should also have a demonstrated track record of advocating effectively for a liberal arts education.

- **Ability to manage existing resources and identify new resources:** A track record of success aligning resources with priorities to accomplish organizational goals. Demonstrated success in securing new funding through new academic programs, grants, fundraising and other revenue streams.
- **Commitment to student engagement:** A record of commitment to enhancing student engagement and success. An ability and willingness to support and promote faculty-student engagement to enhance the student experience. An understanding of the diverse student populations that Cleveland State serves.
- **Operational and administrative acumen:** Successful administrative and management experience in a higher education environment. Experience managing personnel; complex budgets; and facilities, IT and other infrastructure. Experience with a unionized faculty is preferred, but not required. An ability to empower a team and make informed, principled decisions.
- **Adaptability and agility:** An ability to lead and manage multiple initiatives and projects simultaneously and effectively. The capacity to pivot, change frames and respond nimbly to an ever-changing environment.



About Cleveland State University

Overview

Founded in 1964, Cleveland State University is a public research institution with nearly 16,000 students and more than 175 academic programs.

According to the Brookings Institution, CSU is No. 18 in the U.S. among public universities that fulfill a critical dual mission: providing upward mobility and conducting impactful research. CSU is the only Ohio university in the top tier of the Brookings list.

U.S. News & World Report consistently lists CSU among America's Best Colleges and Universities.

Bucking a national trend of declining college enrollment, Cleveland State University's overall undergraduate and graduate Fall 2021 enrollments increased about 1% over last year. Graduate enrollment at CSU soared by more than 20% to 4,352 students, and the University welcomed 1,834 new freshmen to campus, a 5% increase from Fall 2020. CSU's student-success initiatives save time and money for students. The average CSU graduate's debt is nearly \$2,000 below the state average, and CSU's average student debt per borrower is the second lowest among Ohio public universities.

Engaged Learning connects CSU students with 3,000 co-ops, internships and other experiential learning opportunities with employers in virtually every industry, ensuring they graduate fully prepared to succeed in their chosen professions.

CSU recently was ranked No. 1 in the nation for increases in research expenditures, according to the National Science Foundation.

Our dynamic campus in the heart of downtown Cleveland continues to evolve. The Center for Innovation in Medical Professions opened in 2015 with state-of-the-art simulation labs and clinical spaces. In 2018, we opened a striking addition to CSU's Washkewicz College of Engineering and unveiled CSU's new School of Film & Media Arts in the Idea Center at Playhouse Square. CSU has strengthened its ties to Cleveland through a series of forward-thinking partnerships. Campus International School and MC2STEM High School provide pathways to college for young people, by way of the Education Park that CSU has created with the Cleveland Metropolitan School District. CSU has teamed up with Case Western Reserve University to lead the way in evolving the internet of things.

ENGAGE: The Campaign for CSU exceeded its goal – two years ahead of schedule – and raised more than \$114 million, largely to benefit scholarships and student success programs.

CSU President Harlan M. Sands, who took office June 1, 2018, is the seventh president in the history of the University. A highly regarded and widely respected higher education leader, President Sands comes to CSU from The Wharton School at the University of Pennsylvania.

For more information, visit [About CSU – AT A GLANCE](#).

History

Established as a state-assisted university in 1964, Cleveland State University assumed a tradition of excellence when it adopted the buildings, faculty, staff and curriculum of the former Fenn College, a private institution of 2,500 students that was founded in 1929.

Cleveland State University's historical roots go back to the 19th century. During the 1880s, the Cleveland YMCA began to offer day and evening courses to students who did not otherwise have access to higher education. The YMCA program was reorganized in 1906 as the Association Institute, and this in turn was established as Fenn College in 1929. A significant contribution of Fenn College was its pioneering work in developing internships for students in engineering and business. These internships, as joint ventures between the college and local businesses and industries, provided students with professional contacts and experience as well as an affordable education. Historic Fenn Tower, now student housing, still stands as a reminder of the early years, when Fenn College was known as the "Campus in the Clouds."

The Cleveland-Marshall College of Law traces its origins to 1897 when the Cleveland Law School was founded. It was the first evening law school in the state and one of the first to admit women and minorities. Another evening law school, John Marshall School of Law, was founded in 1916. In 1946, the two schools merged to become the Cleveland-Marshall School of Law. Cleveland-Marshall became part of Cleveland State University in 1969.

Academics

Cleveland State is a student-focused center of scholarly excellence that provides an accessible and exceptional education. A leader in innovative collaboration with business, industry, government, educational institutions and the community, Cleveland State is a critical force in the region's economic development.

Founded in 1964, Cleveland State University is a public research institution with nearly 16,000 students, 10 colleges and schools and more than 175 academic programs

Colleges (newly realigned as of Fall 2022)

- [Cleveland-Marshall College of Law](#)
- [College of Graduate Studies](#)
- [College of Arts and Sciences](#) (*name to be confirmed by March, 2022)
- [College of Health Professions](#) (*name to be confirmed by March, 2022)
- [Mandel Honors College](#)
- [College of Urban Affairs and Education](#) (*name to be confirmed by March, 2022)
- [Monte Ahuja College of Business](#)
- [Washkewicz College of Engineering](#)

Leadership

Harlan M. Sands, President



MBWA - Management by Walking Around - is something Harlan Sands learned in the military, and it is a practice he has carried into his career in higher education. Whether he is walking and talking with students on campus, visiting staff in their offices, or more recently, “zooming” into remote classrooms, his high-energy, hands-on approach demonstrates his passion and commitment to the Cleveland State University (CSU) community.

As president of CSU, Cleveland’s only public research university, since 2018, Sands has accelerated the University’s upward trajectory as a Carnegie high research institution nationally recognized for quality, access, affordability and social mobility. Additionally, the Brookings Institution ranked CSU 18th in the nation among public universities that provide social mobility for their students and conduct vital research that benefits society. Since joining CSU, overall enrollment and progression rates are stronger than ever, boasting the largest fall freshman class in history in 2019, an increase in graduate enrollments in 2020, and increases in retention and graduation rates across the board for all student groups.

Under Sands’ leadership, CSU has significantly strengthened its financial statement and balance sheet, invested in student coaching and direct financial support, and implemented new international and regional recruitment and marketing strategies. In addition, CSU has established three new local enrollment partnership pipelines with Cuyahoga Community College, Lorain County Community College and Lakeland Community College, established a ground-breaking Living-Learning Community for Cleveland Metropolitan School District students through a partnership with Parker-Hannifin, and secured additional multi-million dollar gifts from several major contributors, setting new records in both giving and donor participation.

Throughout his academic career, all at urban-serving universities, Sands has always focused on meeting the unique needs of his students. Earning two of his degrees part-time at night for six years while serving full-time on active duty in the U.S. Navy, he understands the challenges faced by many non-traditional students, and is fully invested in CSU’s Engaged Learning approach that transforms lives, connects students to career opportunities, and contributes to the growth and vibrancy of the community.

Sands came to CSU from the Wharton School of Business at the University of Pennsylvania, where he served as Wharton’s Chief Financial Officer and Chief Operating Officer. Prior to his time at UPenn, his more than 20 years of experience as a higher education thought leader, academic administrator, business process transformer, teacher and student advocate also included leadership positions at the University of Louisville, the University of Alabama at Birmingham and Florida International University.

Prior to his career in higher education, Sands practiced law as an assistant public defender in Miami, where he litigated more than 50 trials in state and county courts representing indigent clients.

He also served on active duty for more than a decade in the U.S. Navy, including service as a Surface Warfare Officer on the USS Guam (LPH-9) and several tours of duty as a Naval Intelligence Officer. He received two Naval Commendation Medals during Operation Desert Storm.

He holds a B.S. in Economics from the Wharton School of Business at the University of Pennsylvania, an M.B.A. with a major in Finance from George Washington University and a J.D. from George Mason University.

Sands is a native of Wantagh, New York. He and his wife Lynn have two sons, Samson and A.J.

Dr. Laura Bloomberg, Provost and Senior Vice President for Academic Affairs



Dr. Laura Bloomberg was appointed Provost and Senior Vice President for Academic Affairs at Cleveland State University as of September 1, 2021. Prior to that Bloomberg served eight years as Dean and [prior] Associate Dean of the Humphrey School of Public Affairs at the University of Minnesota. In that capacity Bloomberg led the global expansion of the school, established a national pathway program for college students underrepresented in public policymaking, launched an Internationally-focused Human Rights degree and developed the Mandela Washington Fellowship program to support young leaders from countries across Africa. She successfully led the Humphrey School's \$20M *Leading Together* fundraising campaign.

Dr. Bloomberg is a three time recipient of awards for graduate level teaching and advising. Her academic research focuses on community-based leadership, program evaluation, creation of public value and P-20 educational policy. She is co-editor of the award winning books: *Public Value and Public Administration*, and *Creating Public Value in Practice: Advancing the Common Good in a Multi-Sector, Shared-Power, No-One-Wholly-in-Charge World*. Dr. Bloomberg has published dozens of peer reviewed papers and made over 150 keynote and conference presentations about her work.

Bloomberg is the 2020-21 President of the international Network of Schools of Public Policy, Affairs, and Administration (NASPAA), considered the global standard in public service education. In 2019 she was inducted as a lifetime fellow to the National Academy of Public Administration (NAPA). Bloomberg holds a bachelor's degree in special education from St. Cloud State University, and master's degrees in psychometrics and educational psychology from Cornell University. She received her PhD in educational policy and administration from the University of Minnesota.



Cleveland

One of the largest cities in the Midwest, Cleveland delivers on everything you'd expect from a major metropolitan area. Legendary institutions, such as the Rock & Roll Hall of Fame, the Cleveland Orchestra and the Cleveland Museum of Art, attract millions each year. Eclectic neighborhoods offer inspired cuisine from a number of nationally recognized chefs. We're home to three professional sports teams — MLB's Cleveland Guardians, NFL's Cleveland Browns and NBA's Cleveland Cavaliers — as well as Playhouse Square, the largest performing arts center in the nation outside of New York City. The world renowned Cleveland Clinic, with headquarters and research labs just down the street from CSU, has earned #1 U.S. News ranking in Cardiology for 26 consecutive years and a top 5 overall hospital ranking for 22 consecutive years.

Plus, we're nicknamed Forest City because of our award-winning park system, Cleveland Metroparks, and its 23,000 acres of nature preserves and 300+ miles of walking, biking and bridle trails. Given Cleveland's appeal, it's no wonder that nearly 60 percent of all U.S. Fortune 500 companies have a presence in Cleveland and top employers like Cleveland Clinic, Progressive and Sherwin-Williams are headquartered here.



Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Cleveland State University in this search. For fullest consideration, candidate materials should be received by March 7, 2022.

Application materials should be submitted using WittKieffer's [candidate portal](#).

Nominations and inquiries can be directed to:

Zachary A. Smith, Ph.D., Lauren Bruce-Stets and Kimberly Migoya
CSUArtsandSciencesDean@wittkieffer.com

Cleveland State University is an Affirmative Action/Equal Opportunity Employer, committed to nondiscrimination. Males, Females, Individuals with Disabilities and Veterans are encouraged to apply for our vacant positions.