



CLEVELAND STATE UNIVERSITY

Dean of the College of Health Professions

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 Health Professions (CHP).

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 (online and on-campus) 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 Health Professions is one of the new colleges that will form as a result of this plan. The College will include the following units: communication sciences and disorders; community health; exercise science; health sciences; music therapy; nursing; occupational therapy; physical therapy; public health; social work. For Fall 2022, the College's approximately 100 full-time faculty, 25 administrative and professional staff, and a cadre of part-time faculty will serve approximately 3600 students (2700 undergraduates and 900 graduate students). In addition, a range of clients and community members are served through on-campus clinics, programs and service-learning activities.

Reporting to the provost, the inaugural dean is expected to be a key contributor to the implementation of CSU's strategic plan, CSU 2.0, to position CSU as the top choice for students, faculty, staff and community partners. Building upon the multiple strengths within the departments that comprise this new College, as well as throughout CSU, the dean will engage the faculty in developing a vision and corresponding plan that will result in the CHP being recognized nationally as a leader in the preparation of superior providers of health care. The successful candidate should have an earned doctorate and academic credentials commensurate with a tenured appointment at the level of associate professor or clinical associate professor or higher in a discipline within the health sciences. The dean of CHP is required to have a deep commitment to the success of students, faculty and staff in addition to a record of accomplishment in building strong partnerships with numerous constituents on and off campus. A strong orientation to team and collective success is critical.

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 Health Professions

The dean of the College of Health Professions (CHP) will be an innovative, service-oriented, highly collaborative leader who will engage students, faculty and staff in new ways. The dean will partner with colleagues across the College and CSU to continue developing and implementing a bold vision for the CHP. It is expected that the dean will be an active advocate for resources and infrastructure, as well as an impassioned representative for the CHP on campus, within the community and at the national level. Under the leadership of President Harlan Sands and Provost Laura Bloomberg, the dean will join CHP during an exciting time as it plans for the future. For a talented, dynamic and innovative health science professional, this is a transformational position in which they will be an integral member of CSU's leadership team. This is an exciting opportunity to grow the CHP research enterprise, interprofessional education, enhance interactions with other colleges at CSU and take calculated risks to propel the CHP to the next level of national and international reputation. The units housed in the new College of Health Professions, as defined by the [CSU 2.0 College Realignment plan](#), are as follows:

- Communication Sciences and Disorders
- Community Health
- Exercise Science
- Health Sciences
- Music Therapy
- Nursing
- Occupational Therapy
- Physical Therapy
- Public Health
- Social Work

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

- Creating a shared vision and a collaborative culture for the new College.
- Providing inclusive and collaborative leadership, direction, advocacy, communication, coordination and assessment of the College as a whole, and the units and subunits within it. Advancing diversity, equity and inclusion in relation to curriculum, events, faculty and staff.
- Overseeing the College promotion, tenure, review and merit processes to ensure an engaged, diverse, quality faculty for the future of the College.
- Working cooperatively in establishing and monitoring a budget, which enhances and supports the mission of the College. Ensuring funds are allocated to meet the growth and 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.

- Supervising, evaluating and supporting academic units, the Dean's Office and other direct reports in a manner that promotes excellence in instruction, scholarly productivity and service at CSU.
- Building strong relationships with prospective donors. Motivating and encouraging fundraising in support of the College's goals and the goals of its department and programs, as well as outreach and public service efforts.
- Developing and supporting faculty scholarship and research efforts.
- Leading 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.
- Cooperating and collaborating 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

Build a bold vision for the future and engage the support of the faculty, staff, students, alumni and the community

The inaugural dean, in collaboration with the faculty, will articulate a shared vision for CHP that fosters a culture of innovation and service. The dean will engage faculty and senior leadership within CHP to develop a vision and corresponding plan for the College within the University's strategic plan that supports excellence and appropriate growth. This plan should move the College toward becoming nationally recognized among the premier health professions colleges committed to academic and clinical excellence. The dean will promote interprofessional and interdisciplinary partnerships, collaborating with other CSU colleges and schools to identify opportunities for program development and research.

The dean will engage faculty in the process of continuous improvement of the curriculum and the identification of changes, enhancements and additions that address both current and anticipated demand. The dean will identify opportunities to increase student enrollment and the College's revenue and funding. This will include engaging the faculty in identifying ways to increase the diversity of CHP's students, working closely with the CSUonline initiative to grow online enrollments, seeking opportunities to recruit students from beyond the immediate Cleveland region and identifying programs that encourage under-represented minorities to pursue a career in the health professions.

In the current climate of competition for students and faculty in the health professions, it is imperative that the dean determine the key differentiators that set CHP apart in order to articulate and disseminate the College's uniqueness. The dean will establish initiatives related to expanding/enhancing the student pipeline, working with CSU's marketing department to aggressively explore opportunities to attract students. With the added concern of a diminishing incoming undergraduate student population, CHP will need to determine its niche for outstanding graduate and undergraduate programs that position graduates for success in the workplace.

The dean will invigorate the faculty through the creation of a vibrant vision for a distinguished and contemporary College of Health Professions. The new dean must develop a cohesive team among the faculty and staff, building an "esprit de corps" and making all members feel they are an essential part of CHP by seeking their input and by continuing to advance a culture based upon respect, compassion and trust. The dean will set clear expectations, holding faculty and staff accountable to established measures.

The dean will maintain a culture in which all stakeholders share a commitment to and accountability for upholding diversity, equity and inclusion as core values, modeling fairness and respect for all. The dean will foster a community that inspires and empowers each of its members to achieve their full potential, enabling CHP as a whole to do the same.

Recruit and retain a distinguished and diverse faculty

The dean will need to continually recruit, retain and develop an outstanding and diverse group of faculty. The dean must have the intellectual stature, interpersonal skills and broad talents to help attract and retain outstanding new faculty members. The dean will establish the highest standards in faculty recruitment, appointment, tenure and promotion to support consistent excellence in teaching, research

and clinical practice. This will include identifying recruitment needs to support curriculum changes and program expansion at the junior, mid-level and senior faculty levels; retaining and recruiting faculty with strong records in education, clinical practice and research. The dean will support the ongoing professional development of the faculty, in particular, mentoring junior faculty, encouraging faculty to be active and valued participants in curriculum evaluation and new program development.

Advance scholarship and research

The dean will establish and maintain a strong culture of scholarship activity and research, broadly defined, among the CHP's faculty, providing a supportive environment that fosters such activity, facilitates achieving sponsored research funding and promotes new research programs. This will include providing mechanisms to support early career investigators developing programs of research and mentoring junior faculty in their research efforts. The dean will identify opportunities for interdisciplinary collaboration with other colleges and schools within CSU, as well as with clinical partners and other external organizations, fostering the development of synergistic relationships that will advance CSU's research enterprise.

Clinical and community partnerships

The dean will further develop and maintain collaborative relationships with the leadership of local, regional and national hospitals, health systems and other health care organizations, health-focused community organizations, and private practitioners to provide sites for student clinical rotations, other field experiences and research partnerships.

The dean is also expected to establish a strong partnership with senior leadership of CHP's clinical partners, demonstrating entrepreneurship and innovation regarding how CHP can help to address the region's, as well as the state's health care needs through education, practice and research. This will include proactively identifying opportunities to expand the College's programs that will address the region's workforce demands as well as for research and other activities that address community needs.

Act as the "face and voice" of the College

The dean is expected to bring prominence to CHP by actively participating in local, regional, state and national health care and academic organizations (*e.g.* local hospitals, health departments, accrediting bodies and professional organizations in health disciplines at the state and national levels). The dean will lead efforts to identify ways in which CHP can increase its visibility to prospective students and faculty regionally as well as nationally, which includes enhancing the College's digital footprint.

The dean will seek opportunities to increase philanthropic support to provide scholarships and to support research, playing a significant role in fund raising and friend raising for CHP. The dean will actively participate in development efforts in order to increase private support from individuals, foundations and corporations for initiatives that promote the quality of education as well as the continued quality of faculty scholarship and clinical practice. The dean will build new strategic alliances and create a culture of philanthropy among alumni.

The dean is expected to be viewed within the state of Ohio as a leader and advocate for health sciences education, positioning CHP to be on the leading edge of the policy debate on meeting the state's health care needs, with emphasis on addressing health care disparities, and to participate in influencing health

policy for the city, region and state. This will include establishing strong partnerships with the CHP's clinical partners and proactively identifying opportunities to expand the College's programs that will address the region's workforce demands.



Professional Qualifications and Personal Qualities

Education

- Doctoral degree or equivalent in the health professions;
- Experience and scholarship compatible with appointment as Associate Professor or Clinical Associate Professor or higher with tenure at Cleveland State University.

Experience

- Keen insights into the range of key issues and opportunities in the health professions, health professions education, research, health policy and health care delivery with the ability to position the College to meet the challenges inherent in health reform;
- A vision for the continued growth of the College, including growth of quality online and face-to-face programs, clinical activities and research with a broad understanding of health as a holistic concept, built on a foundation of arts and sciences;
- Minimum of five years' experience in academic health professions and/or five years in higher education administration;
- Ability to work well at all levels within a university environment, fostering a spirit of collaboration with faculty, colleagues and administrators;
- Demonstrated understanding of the importance of interprofessional education and interdisciplinary research;
- History of scholarship and sponsored research, a demonstrated ability to successfully facilitate the growth of scholarship and research and a desire to expand the research portfolio of the College;
- Experience with accreditation bodies, understanding and appreciation of the demands of accreditation and licensure standards in the health professions;
- Experience in the leadership and financial management of a complex and large organization with multiple stakeholders, and a commitment to build the infrastructure that supports the training and development of staff;
- A commitment to transparency in administration and shared governance;
- Ability and experience to be nimble with a wide lens for future opportunities;
- Sophisticated understanding of and demonstrated experience with leading through contemporary enrollment management issues;
- Experience in the oversight, growth and marketing of educational programs including online programs;

- Experience building and sustaining the clinical partnerships necessary for the work of the College;
- Demonstrated commitment to cultivating a positive and supportive culture within the workplace;
- Experience in fundraising and alumni relations;
- A demonstrated commitment to centering educational excellence and fostering conditions that allows students to thrive;
- Commitment to interdisciplinary collaboration and creating partnerships across the University and with multiple external stakeholders including government, community organizations and the business sector.

Personal Characteristics

- **A transformational and strategic leader** who can establish an inspiring vision for CHP's future and who is committed to growing and developing faculty and staff, achieving prestige through the success of the College and its members.
- **A diplomat** who demonstrates a collaborative approach in working closely with CSU's leadership and faculty, with faculty and leadership within CHP, administration of regional health care organizations, as well as other outside organizations and individuals.
- **A persuasive communicator** who is an empathetic, respectful listener and who can create an atmosphere that allows individuals to be proactive within the context of the CHP's plan.
- **A skilled negotiator** who is able to work collaboratively yet decisively while focusing on what is optimum for CHP and CSU.
- **A confident manager** with business skills who knows how to achieve challenging performance goals in complex, evolving environments, including balancing his or her own strengths and weaknesses with complementary associates.
- **An innovator** who can take necessary risks and effectively lead the continued growth of the College with sensitivity to its potential impact on CSU, its culture and individual staff members, who recognizes the value in what the College and CSU have accomplished and builds upon those strengths.
- **A mentor** with strong coaching skills to nurture the development of the College's faculty into accomplished researchers and teachers.
- **A teacher** who enjoys interchange with students, fellows and faculty.
- **An individual of the highest integrity** with high levels of energy, maturity and flexibility and a reputation for fairness and idealism.

- **A builder** of organizations and programs; a developer and promoter of the strengths of colleagues; and a fundraiser.
- **A service-driven, community focused** individual who enjoys networking with community leaders and health care providers to identify opportunities to enhance community health.



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.

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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 Ph.D. 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. and Claudia Teschky
CSUHealthDean@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.