



UNIVERSITY OF CENTRAL FLORIDA

DEAN SEARCH

COLLEGE OF COMMUNITY INNOVATION AND EDUCATION



2021 SEARCH FOR DEAN OF THE COLLEGE OF COMMUNITY INNOVATION AND EDUCATION

INCLUSIVE EXCELLENCE

SEARCH FOR A NEW DEAN

The University of Central Florida (UCF), a diverse metropolitan research university and Hispanic-Serving Institution (HSI), seeks an experienced, innovative, and visionary leader with a deep commitment to community engagement for the position of Dean of the College of Community Innovation and Education (CCIE). The Dean will provide thoughtful academic and administrative leadership to collaboratively and intentionally engage a unique set of academic units while identifying future areas of growth and building strong interdisciplinary connections across the CCIE and the University. UCF aspires to be the world's leading public metropolitan research university, one that is committed to the success of students from all backgrounds.

The College is home to five departments: Counselor Education and School Psychology, Criminal Justice, Educational Leadership and Higher Education, Learning Sciences and Educational Research, and Legal Studies, as well as three schools: Global Health Management and Informatics, Public Administration, and Teacher Education. The College spans two campuses, anchoring UCF's downtown campus as well as the main campus in east Orlando and enrolls 8,400 students.

The CCIE is a one-of-a-kind academic unit with distinct, interdisciplinary expertise and potential for partnership with community stakeholders, conceived to address their challenges and work alongside for the community. At the heart of the College's mission is the institutional commitment to transform lives and strengthen society by developing a unified vision and innovative solutions to complex social issues. The CCIE promotes innovation through state-of-the-art interdisciplinary research with social impact, contemporary inclusive teaching and learning practices, and preeminent service for the disciplines, the institution, and the community. The College believes in people, teamwork, and data-based decisions, with a uniqueness not found in any other institution in the nation.

Located in vibrant Orlando, the University of Central Florida is a thriving, preeminent research university that prides itself on providing access and supporting student success. Home to 3,000 outstanding faculty, 12,300 dedicated staff, and 70,000 students, UCF is one of the largest and most dynamic universities in the nation, and it leads all universities in Florida in conferring more than 18,000 degrees a year. In 2021, *U.S. News*

& *World Report* ranked UCF as the most innovative university in Florida, eighth nationally among public institutions, and 15th overall. Research, scholarship, and creative activities have increased rapidly in quality and reputation across the University. The university has an operating budget of \$2.2 billion and is moving toward a modified version of Responsibility Centered Management (RCM) budget model starting fiscal year 2023. The state system of Florida has adopted a [performance-based funding structure](#) that has four guiding principles: use metrics that align with the state university system strategic plan goals; reward excellence or improvement; have a few clear, simple metrics; and acknowledges the unique mission of the different Florida state institutions. In fiscal year 2020-21, UCF researchers received just over \$213 million in research funding. UCF holds the Carnegie Foundation's highest designation in two categories: very high research activity and community engagement. The University has a strong commitment to the success of its highly diverse population. Nearly a quarter of UCF undergraduates are first in their family to attend college, and nearly half of the students are from underrepresented groups. UCF is designated a Hispanic-Serving Institution (HSI). UCF is one of only 16 universities nationwide that has both the Carnegie Classification of very high research and the United States Department of Education designation as a Hispanic-Serving Institution.

The next Dean will be a collaborative, forward-thinking, and entrepreneurial leader who can guide the college to new levels of academic quality, fiscal proficiency, and operational effectiveness with a people-centered approach. The Dean will work closely with administrators, faculty, staff, students, alumni, and community stakeholders to further elevate the college's profile and impact and define the new social equilibrium in a post-pandemic environment. As a senior campus administrator, the Dean will also engage with other deans, the provost, the president, and other executive leaders to advance UCF as a pacesetter for higher education innovation, opportunity, and inclusive excellence.

Isaacson, Miller, a national executive retained search firm, is assisting UCF with this recruitment. All inquiries, applications, and nominations for this opportunity should be directed to the search firm, as indicated at the end of this document.



ADVANCING INNOVATION

Founded in 1963, UCF is ranked by *U.S. News & World Report* as one of the nation's most innovative universities. UCF's main campus is 13 miles east of downtown Orlando and adjacent to one of the top research parks in the nation. The University also has an accredited College of Medicine in the Medical City at Lake Nona, Rosen College of Hospitality Management located near Orlando's world-famous attractions and resorts, a campus in downtown Orlando, and UCF Connect locations throughout Central Florida.

UCF and its 13 colleges provide opportunities to 70,000 students, offering 197 bachelor's and master's degrees, and 26 doctoral programs. Students come from all 50 states and over 147 countries. In spite of the continuing impact of the Covid-19 pandemic, this fall UCF welcomed one of the most accomplished fall freshman classes in history at the University, boasting an average SAT and ACT scores of 1323 and 28.6 respectively, with 107 National Merit Scholars, the highest number in history for an incoming class. Additionally, the incoming class reflects UCF's commitment to excellence and diversity, with students of color comprising 46 percent. Twenty years of experience and a strong faculty development program have made the institution a leader in on-line teaching; most undergraduates take courses both on-line and face-to-face.

There is university-wide interest in leadership at all levels that can support the success of a diverse faculty and staff as well as a diverse student body. The University has strong ties with regional state colleges, leading to a large transfer population that contributes significantly to diversity.

ALEXANDER N. CARTWRIGHT, PRESIDENT

Dr. Cartwright became UCF's sixth president in April 2020. Prior to joining UCF, Dr. Cartwright served as the chancellor of the University of Missouri with an appointment as a professor in the Electrical Engineering and Computer Science Department at the College of Engineering.

As a first-generation college student whose journey to higher education was not traditional, Dr. Cartwright understands and prioritizes the need to build successful outcomes for students from all backgrounds. Among his proudest accomplishments from his time at Missouri is the launch of the Missouri Land Grant program, a commitment to helping students who are Pell Grant eligible by covering their tuition and fees. He has since overseen the launch of programs designed to improve retention and graduation rates as well as post-graduation outcomes. Dr. Cartwright previously served as provost and executive vice chancellor of the State University of New York (SUNY) from September 2014 to July 2017. At SUNY, Dr. Cartwright oversaw a broad portfolio, including academic policy, enrollment management and more. Dr. Cartwright holds a doctorate in electrical and computer engineering from the University of Iowa.



MICHAEL D. JOHNSON, INTERIM PROVOST, VICE PRESIDENT FOR ACADEMIC AFFAIRS

As the chief academic officer, Dr. Johnson leads UCF's academic programs and initiatives across the University. His responsibilities also include multiple campuses, research centers, and institutes. In addition, he manages UCF's academic operating budget in collaboration with the president's office, vice presidents, deans, and other academic leaders.

Dr. Johnson joined UCF in 1990 and in 2011 became dean of the College of Sciences, where he is also a professor in the Department of Physics. While dean he concentrated on reducing barriers to student success in STEM gateway courses, while also launching Ph.D. programs and strengthening research. He earned his Ph.D. in physics from the University of Virginia.





THE COLLEGE OF COMMUNITY INNOVATION AND EDUCATION

With the merger of two academic colleges to create the CCIE in July 2018, the College brings together academic programs focused on building stronger communities. Aside from its presence on the main UCF campus, the CCIE is the academic anchor college to UCF Downtown, a 21st-century campus that increases access for students, provides pathways into high-demand career fields, fosters collaboration with its neighbors in meaningful ways, and improves countless lives through the power of education. The college is home to a wide variety of disciplines and established partnerships, where faculty, students, and staff work on innovative solutions to complex social issues that affect communities throughout Central Florida and beyond.

VISION STATEMENT

The College of Community Innovation and Education vision transcends traditional university boundaries to engage faculty and students with the social and economic fabric of thriving, modern communities.

MISSION STATEMENT

The College of Community Innovation and Education's mission is to educate and empower leaders to serve a diverse society through innovative instruction, strong partnerships, and transformative scholarship.

STRATEGIC GOALS

1. Cultivate a culture of diversity and inclusion to attract and support exceptional faculty, students, and staff of all backgrounds whose collective contributions strengthen us.
2. Support, recognize, and reward professional excellence of faculty, staff, and students.
3. Become the most transformative college in the region and state through the creation of non-traditional interdisciplinary research teams and the advancement of groundbreaking ideas with social impact.

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4. Sustain and grow strong partnerships between the faculty, staff, and students of CCIE and local, regional, national, and global communities.
5. Use positive impact as an evaluative marker of community service, research, and academic excellence.

The College encompasses nearly 5,300 undergraduates, 3,100 graduate students, 70,400 alumni, 216 faculty, and 126 full-time staff – people whose collective achievements make an impact throughout the university, community, nation, and world. The CCIE is home to three schools: **Global Health Management and Informatics**, **Public Administration**, and **Teacher Education**, as well as five departments, including **Counselor Education and School Psychology**, **Criminal Justice**, **Educational Leadership and Higher Education**, **Learning Sciences and Educational Research**, and **Legal Studies**.

Specialized centers and institutes housed in the CCIE include the **Center for Community Schools**, **Center for Public and Nonprofit Management**; **Center for Research in Education Simulation Technology**; **Community Counseling and Research Center**; **Computing and Statistical Technology Laboratory in Education (CASTLE)**; **Florida Center for Students with Unique Abilities**; **Florida Institute of Government**; **Morgridge International Reading Center**; **Program Evaluation and Educational Research Group**; **Toni Jennings Exceptional Education Institute**; and the **UCF Marriage and Family Research Institute**.

The College offers **14 bachelor's**, **27 master's** and **5 doctoral programs**, along with **21 fully online bachelor's and master's programs**. Top majors are in high-demand career fields that include criminal justice, health services administration, elementary education, and legal studies. Eight graduate programs are ranked among the nation's top 50 in *U.S. News & World Report* 2022, including Emergency and Crisis Management at No. 2; Nonprofit Management at No. 9; Local Government Management at No. 17; Public Budgeting and Finance at No. 20; Criminal Justice at No. 22; Public Administration at No. 25; Best Public Administration School at No. 38; and Health Care Management at No. 46.

In 2020-2021, the CCIE received \$26.19 million in external funding, including funds from the state to support the statewide Center for Community Schools, which is housed in the CCIE. Federal, state and community agencies sponsoring research at CCIE include: Florida Department of Education; Florida Department of Health; Florida Department of Transportation; Health Foundation of South Florida; National Academy of Sciences; National Science Foundation; Seminole County Public Schools; Substance Abuse and Mental Health Services Administration; U.S. Department of Defense; U.S. Department of Education; U.S. Department of Health and Human Services; and the U.S. Department of Justice Office of Violence Against Women.





UCF DOWNTOWN CAMPUS

UCF Downtown, in partnership with Valencia College, brings more than 7,000 students to live, learn, and work on a 15-acre campus in downtown Orlando. Opened in August 2019, this transformational project, which kick-started Orlando's public-private Creative Village, increases access for students, provides pathways into high-demand career fields, fosters collaboration with UCF neighbors in meaningful ways, and improves countless lives through the power of education.

Located on 15 acres with multiple buildings, the new shared campus incorporates innovative technology to create a 21st-century learning environment. The campus' proximity to Orlando's Central Business District places students within walking distance of job and internship opportunities and makes it easy for faculty to invite guest speakers to campus or collaborate with professionals in their field of study. The downtown campus includes the CCIE units of Legal Studies, the School of Global Health Management and Informatics, and the School of Public Administration. The Dean of CCIE is a member of the downtown campus leadership council and works closely with the Associate

Provost of UCF Downtown and the Campus Provost of Valencia College in addition to other UCF and Valencia leaders.

In partnership with the CCIE and UCF Downtown, the Center for Higher Education Innovation (CHEI) is leading a multi-stakeholder initiative to develop and enhance an educational ecosystem in the Parramore Communities adjacent to the UCF Downtown campus. The goal is to provide a pathway for every Parramore resident to earn a postsecondary credential. With support from the Helios Education Foundation, the Kresge Foundation, and JPMorgan Chase & Co., they are building seamless educational pathways from pre-school-to-doctorate with partners at Valencia College, Orange County Public Schools, the City of Orlando, Rosen Foundation, Early Learning Coalition, and other community-based and faith organizations who are stakeholders in Parramore student success. Together, the University will leverage the Central Florida Education Ecosystem Database (CFEED) to track student progress and coordinate a network of strategic interventions to enhance student opportunities and attainment.



THE ROLE OF THE DEAN

As the chief academic and executive officer of the CCIE and reporting to the Provost and Vice President for Academic Affairs, the next Dean will strive to create a cohesive identity for the CCIE, collaborating closely with administrators, faculty, staff, students, alumni, donors, and community partners. The Dean will be a transparent, collaborative, and entrepreneurial leader who will bring a broad knowledge of the social sciences and education programs and their intersectionality to guide the college through the next phases of development and growth.

With energy and optimism, the Dean will work to intentionally grow both internal and external resources and be an excellent representative and advocate of the CCIE in the philanthropic efforts of the College, while raising the College's profile and impact on the Orlando and Central Florida communities. As an important campus administrator and leader, the Dean will also engage with other deans, the provost, the president, and other executive leaders to advance UCF as a pacesetter for higher education innovation, opportunity, and inclusive excellence.

KEY OPPORTUNITIES AND CHALLENGES FOR THE DEAN OF CCIE

The Dean will address the following opportunities and challenges:

PROVIDE VISIONARY, STRATEGIC LEADERSHIP TO UNIFY THE CCIE COMMUNITY, CREATING AN IDENTITY THAT COALESCE ITS DIVERSE DISCIPLINES AND FURTHERS THE SOCIAL MISSION

Working with CCIE faculty, staff and students, the next Dean will chart a course for the future of the CCIE by creating a strategic vision and plan that honors the academic diversity of the CCIE and leads to the fulfillment of the College's mission. The Dean will explore innovative and creative ways in which the disciplines can effectively work together to identify and execute transdisciplinary research and teaching opportunities. The Dean will work to have a deep understanding of and commitment to the CCIE's role in the community and have a strong knowledge of current higher education trends and challenges. The Dean will navigate multiple priorities of the position while bringing visibility to the many successes and strengths of those who contribute to the college. Focused on the holistic support of students, faculty, and staff, the Dean will be a strong advocate for the CCIE and at the executive level and model resilient, empathetic, and entrepreneurial behaviors in leveraging resources in a rapidly changing environment.

EMBRACE THE UCF MISSION AND PROVIDE LEADERSHIP FOR A MAJOR EMERGING 21ST CENTURY UNIVERSITY WITH A DEEP COMMITMENT TO EQUITY, DIVERSITY, AND INCLUSION

Members of the CCIE community, who are deeply committed to the University and its diversity, have created a highly supportive learning environment for students. The Dean will share this deep dedication to



higher education opportunities for students of all backgrounds, and an unwavering commitment to equity, diversity, and inclusion. Working collaboratively across the College and the University, the Dean will increase access and retention of underrepresented students, faculty, and staff, and ensure that all members of the CCIE community feel welcome and valued. These efforts will require ongoing attention and resources, as well as a clear and personal leadership commitment on the part of the Dean. Moreover, in making challenging decisions, the Dean will be a skillful communicator who engages faculty, students, and staff in the direction of the CCIE and the broader institution.

ELEVATE, SUPPORT, AND BROADEN RESEARCH WITH A SOCIETAL IMPACT

As a college in a rising metropolitan research university, the CCIE has an incredibly talented faculty, from those who are well recognized to those who are rapidly rising in prominence and impact. The next Dean will bring significant experience in supporting the growth of research and scholarship, including providing greater opportunities for students to be engaged in these activities. The Dean will build strong collaborations across the College's diverse disciplines and UCF more broadly to provide opportunities for and support of transdisciplinary collaborations. The next Dean will do so in a fashion that conveys and ensures equal support for the broad array of work faculty engage in. The Dean will work with CCIE leadership and faculty to develop a vision to advance high-impact scholarship and creative activity that aligns with the University's goals as a major public research university of the 21st century.

ADVOCATE FOR EXTERNAL PARTNERSHIPS AND COMMUNITY ENGAGEMENT IN ORLANDO AND CENTRAL FLORIDA

The Dean should be a credible, authentic leader for the College in engaging the community, whether focused on community-engaged research or building relationships with community-based organizations, governmental organizations, health care organizations, and the Orlando area school districts including Lake County, Orange County, Osceola County, and Seminole County. UCF's desirable location in the metropolitan area of





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Orlando, and CCIE's dual location on the Downtown campus and the main campus, allows for vast opportunities for significant engagement and meaningful impact in the community by providing innovative solutions to complex societal challenges through the exceptional work and commitment of faculty, students, centers, and institutes. Leveraging existing community engagement opportunities, the Dean will continue to strive to create greater intentional partnerships with city stakeholders and Valencia College to enhance the already substantial impact this work has had in the community and on the College and University. The Dean will encourage and support faculty and students to seek new opportunities within the community as it deepens the academic experience and furthers the mission of the institution to develop purposeful and sustained civic engagement.

EFFECTIVELY MANAGE, PRIORITIZE, AND ACTIVELY GROW RESOURCES

With UCF transitioning to a Responsibility Centered Management (RCM) budgeting model, the next Dean will be expected to astutely manage the budget of approximately \$40 million for the 2023 fiscal year. An important role for the next Dean will be to seek opportunities to diversify revenue. The CCIE has been successful in securing external grant funding, and Dean will continue to support the academic departments, centers, and institutes in their grant funding activities. The next Dean will also serve as a key fundraiser for the CCIE, partnering closely with the imbedded college development officer. With an existing track record of fundraising and/or donor engagement, the Dean must have the energy, enthusiasm, and polish to inspire donors, alumni, and community partners.



THE SUCCESSFUL CANDIDATE

The next Dean of CCIE will be a transformative and unifying leader with a Ph.D. or other terminal degree in a discipline represented in the College, or a closely related field, and a distinguished record of accomplishment in research, teaching, and service meriting appointment at the rank of professor.

While no one candidate will embody every quality, the successful candidate will bring many of the following professional qualifications and personal attributes:

1. Successful leadership and administrative experience in academia as a dean or associate dean, interdisciplinary center director, department chair, or similar position.
2. A demonstrated ability for, and deep commitment to, developing partnerships while maintaining and growing existing relationships.
3. Demonstrated collaborative management, inspirational leadership skills, and an effective ability to unify faculty and staff with a compelling vision.
4. A transparent communication style focused on empowering the CCIE team.
5. A demonstrated ability to lead programs towards prominence in graduate education, research, scholarship, and creative activity, including growth of research funding.
6. A demonstrated commitment to equity, diversity, inclusion, and student success, as well as working with broadly diverse communities.
7. Success in nurturing a welcoming and equitable community for students, faculty, and staff from diverse backgrounds.
8. Familiarity with responsibility centered management budget model and/or an astute understanding of university finances and the relationship between academic priorities, budgeting, and fundraising.
9. The skills and interest to successfully attract philanthropic support and actively engage in fundraising activities.
10. The ability to be an effective spokesperson, advocate, and relationship builder with a wide variety of audiences.



APPLICATIONS, INQUIRIES, AND NOMINATIONS

As a Florida public university, UCF makes all application materials and selection procedures available to the public upon request. The State of Florida has a Public Meetings Law and a Public Records Law. All meetings of the Search Committee are publicly announced and conducted. All documents submitted to the Committee are treated as open materials with the exception of evaluative documents specific to the performance of the faculty of the State University System of Florida. Please feel free to reach out to Isaacson, Miller with any questions before submitting a formal application.

ALL INQUIRIES, NOMINATIONS/REFERRALS, AND RESUMES WITH COVER LETTERS, SHOULD BE SENT ELECTRONICALLY TO:

Sean Farrell, Partner
Robin Dougherty, Senior Associate
Isaacson, Miller
<http://www.imsearch.com/8241>



EQUAL OPPORTUNITY EMPLOYER

As an equal opportunity/affirmative action employer, UCF encourages all qualified applicants to apply, including women, veterans, individuals with disabilities, and members of traditionally underrepresented populations. UCF's Equal Opportunity Statement can be viewed at: <http://www.oie.ucf.edu/documents/PresidentsStatement.pdf>.





Milligan Hall

