

POSITION DESCRIPTION

FOR THE POSITION OF

DEAN, COLLEGE OF EDUCATION

EAST CAROLINA UNIVERSITY



JANUARY 2023

Much of this material contained herein is gained in confidence and as such should be regarded as confidential. Accordingly, it is understood that dissemination of this material should be limited to those individuals in your organization who are directly connected with this specific search or whom a reasonable person would agree have a need to know.

The logo for Diversified Search Group, featuring a stylized 'A' composed of three triangles (two blue, one gold) to the left of the text 'DIVERSIFIEDSEARCHGROUP' in blue and gold.

DIVERSIFIEDSEARCH Alta ASSOCIATES BioQuest grantCooper KOYA PARTNERS StorbeckSearch

POSITION DESCRIPTION

| | |
|---------------------|---|
| POSITION | Dean, College of Education |
| ORGANIZATION | East Carolina University |
| REPORTS TO | Provost and Senior Vice Chancellor for Academic Affairs |
| LOCATION | Greenville, NC |
| WEBSITE | https://www.ecu.edu/ |

TABLE OF CONTENTS

| | |
|--|-----------|
| OVERVIEW OF THE OPPORTUNITY..... | 3 |
| ABOUT EAST CAROLINA UNIVERSITY..... | 3 |
| THE EAST CAROLINA UNIVERSITY COLLEGE OF EDUCATION | 4 |
| ROLE SUMMARY..... | 7 |
| CANDIDATE PROFILE..... | 10 |
| CONTACT INFORMATION | 12 |
| SEARCH TEAM..... | 12 |

OVERVIEW OF THE OPPORTUNITY

East Carolina University (ECU) seeks an exceptional leader to serve as Dean of the College of Education. Reporting to the Provost and Vice Chancellor for Academic Affairs, the Dean is the chief academic and administrative officer of the College of Education. The Dean is accountable for the quality of the College's academic programs and faculty, aligning the priorities of the College with those of the University, and ensuring that the College continues to be effective in attracting and preparing the educational workforce and leaders required today and in the future.

The new Dean will have the opportunity to strengthen and build partnerships and programs, to identify and execute strategies that will advance the College and the University, and to continue to influence the future of preK-12 and professional education in the state of North Carolina, within the region, and across the nation.

ABOUT EAST CAROLINA UNIVERSITY

East Carolina University has answered the call to serve North Carolina for almost 116 years. Founded as a teachers college, today ECU is the only public university in the state with a dental school, medical school, and college of engineering and technology. ECU offers 84 undergraduate degrees, 70 master's degrees, and 18 doctoral degrees. The university enrolls a student population of over 28,000, including more than 22,400 undergraduate students and about 5,400 graduate and doctoral students, including more than 550 and medical students. Study abroad and hands-on research options add to the academic opportunities available for students. ECU is the state's leader and national trailblazer in distance education, offering more than 100 online degree and certificate programs in business, health care, education, technology, and other areas.

Opportunities for ECU students are vast – from conducting research along the N.C. coast to studying in the hills of Tuscany; from cheering for the Pirates in exciting athletic competitions to performing in ECU's acclaimed fine arts programs. ECU is committed to student success, serving the public, and leading regional transformation. These are not just slogans; they are at the core of the university. ECU's motto is "Servire," (to serve), to which ECU faculty, staff, and students are fully committed.

East Carolina University offers an outstanding array of academic opportunities complemented by the complete college experience. ECU's core commitment to student success is evident in the sense of community among students, faculty and staff. With a total of 1,982 faculty members and a student-faculty ratio of 15:1, ECU is home to a vibrant and increasingly diverse group of national and international scholars. For these reasons and more, ECU is recognized as one of the nation's best public institutions, providing the benefits of a large research university while maintaining a small college feel.

Located in Greenville, N.C., the university houses the state's largest college of business, produces the largest number of education professionals, and trains the most health care graduates of any four-year institution in North Carolina. ECU is also a top choice for engineering, fine arts, communication, and more. Offering the widest range of academic programs in North Carolina, generations of Pirates have discovered their dreams at ECU and set a course to success.

ECU is developing tomorrow's leaders today by preparing students with 21st century skills to meet present-day challenges and build a brighter future, transforming the region and beyond through research, creative activity, innovation, and public service.

THE EAST CAROLINA UNIVERSITY COLLEGE OF EDUCATION

The College of Education is one of 13 colleges and schools that deliver the academic programs of ECU. The others include Allied Health Sciences; Arts and Sciences; Business; Dental Medicine; Engineering and Technology; Fine Arts and Communication; Graduate School; Health and Human Performance; Honors College; Integrated Coastal Programs; Medicine; and Nursing.

The mission of the College of Education is the preparation of professional educators and allied practitioners, including professionals in business information systems, counseling, electronic media, and librarianship. Significant to this mission is a strong commitment to three important, related areas — the encouragement and nurturing of professional growth for educators and allied practitioners at all levels and in all areas of the educational enterprise; a continuing emphasis on and support for scholarship and research/creative activity; and service in all areas of professional education. These commitments are realized through the promotion of effective teaching; staff participation in the improvement of schools; and partnerships with other state agencies in the development and creation of educational policy for North Carolina.

[The College of Education at East Carolina University](#) has long been recognized as a vital community partner for North Carolina and in particular the eastern part of the state. From producing award-winning educational professionals in a broad range of fields for the region and state, to providing timely and important professional development and support to educators in nearly every educational context, the ECU College of Education has embraced its role as a leading institutional partner in regional impact and transformation.

ECU College of Education faculty, along with research partners around the globe, have brought more than \$35 million in research funding to eastern North Carolina. While ECU College of Education faculty and staff have donated more than 25,000 hours of professional development and service hours to the region, ECU College of Education students have contributed more than 27,000 hours through practicums and internships to local schools and organizations in more than 70 districts in North Carolina. These contributions have allowed the ECU College of Education to provide an average of over \$50 million of economic impact to the region and state over the last five years — outward evidence of the College of Education's commitment to the university's motto of *Servire*, meaning "to serve."

The ECU College of Education is a vibrant teaching, learning, and research community focused on preparing individuals to be successful in the fields of education, counseling, instructional technology, electronic media, adult education, and librarianship.

The College is composed of six departments:

- ▲ Educational Leadership (LEED)
- ▲ Elementary Education and Middle Grades Education (ELMID)

- ▲ Interdisciplinary Professions (IDP) — Adult Education, Counselor Education and Library Science
- ▲ Literacy Studies, English Education, and History Education (LEHE)
- ▲ Mathematics Education, Science Education, and Instructional Technology (MSITE)
- ▲ Special Education, Foundations and Research (SEFR)

The ECU College of education offers courses within programs that meet the needs of a diverse student population. ECU College of Education students learn on ECU's campus in Greenville, as well as online, in a hybrid model, and face-to-face at off-campus sites such as local community college campuses and K–12 public school buildings.

The College of Education’s Rural Education Institute is the North Carolina affiliate of the National Rural Education Association. North Carolina has the second-largest population of students in rural schools in the country. The ECU College of Education Community School is one of the lab schools created by the state that has proven its success in educating K-5 students year after year.

The College of Education’s teacher education students are immersed in classroom field experiences early and often in their educational journey. These experiences lead principals and superintendents across the state to praise ECU College of Education graduates for leading their classrooms as if they had years of experience despite being freshly out of university. In turn, ECU College of Education graduates consistently win awards including Teacher of the Year, Principal of the Year, and Superintendent of the Year. One out of every five teachers in North Carolina is an ECU College of Education graduate.

All College of Education teacher education programs are accredited by the National Council for the Accreditation of Teacher Education (NCATE) and the North Carolina Department of Public Instruction. The College of Education was granted accreditation at the initial-licensure level and the advanced level by the Council for the Accreditation of Educator Preparation (CAEP), most recently in October 2022.

Every day, ECU College of Education faculty, staff, and alumni make a positive impact in the classrooms and communities of eastern North Carolina and beyond. ECU College of Education students learn, interact, and collaborate in robust environments, knowing that their work touches the lives of people in the eastern North Carolina and beyond. The ECU College of Education fulfills its mission to transform and empower people through diverse educational contexts and is proud of the impact its faculty, students, and alumni continue to have on the state of North Carolina.

Undergraduate Education Degrees Inside the College of Education

- ▲ Elementary Education (K-6)
- ▲ Middle Grades Education
- ▲ English Education
- ▲ Science Education
- ▲ History, Secondary Education
- ▲ Special Education, Adapted Curriculum
- ▲ Mathematics, Secondary Education
- ▲ Special Education, General Curriculum

Undergraduate Education Degrees Outside the College of Education

- ▲ Birth-Kindergarten Teacher Education
- ▲ Music Education
- ▲ Family and Consumer Sciences Education
- ▲ Art Education
- ▲ Physical Education
- ▲ Dance
- ▲ Foreign Languages and Literatures
- ▲ Theatre Arts Education

Centers and Institutes Associated with the College of Education

Center for STEM Education – Through collaborations with university departments, business and industry, and schools, the Center for STEM Education translates the findings of educational research into practices that benefit students and teachers. The vision for the Center for Science, Technology, Engineering and Mathematics Education (C-STEM) is to improve the quality and quantity of STEM teaching and learning throughout the state. C-STEM operates in partnership with the University of North Carolina System, the N.C. Department of Public Instruction (NC DPI), communities, and schools to promote evidence-based programming for all North Carolina citizens. These partnerships have resulted in new knowledge and innovations to support educational needs at all levels in eastern North Carolina and beyond, provided strong educational programs and services, participated in competitive grant proposals and program evaluation, and provided STEM teaching resources for teachers in the region.

ECU Community School – On Nov. 1, 2016, East Carolina University was selected as one of eight universities across the state to open a laboratory school as a training site for future teachers and administrators. Opened in the fall of 2017, the community school at ECU is a collaboration between ECU and Pitt County Public Schools to create a spectrum of services for children while providing a space for innovation, practice, and research. The ECU Community School is designed to build upon students’ strengths and provide real world learning experiences with research-based instruction to include a variety of wrap-around services to maximize each child’s potential. It not only addresses students’ academic needs, but also provides students with additional resources to enhance their development physically, socially, and emotionally.

Irene Howell Assistive Technology Center (IHAT) – IHAT is a dual-purpose computer lab whose primary function is to teach others about assistive technology. The purpose of the center is to better prepare special education teachers and professionals from a wide range of fields in the use of assistive technology with individuals who have disabilities. It also supports outreach efforts into communities to provide training and support for the use of assistive technologies in homes, schools, and residential programs. IHAT serves ECU students throughout and beyond the College of Education. These pre-service and in-service professionals receive interactive, hands-on training on assistive technology devices and applications. In addition to its primary mission, the Center continues to develop and maintain partnerships with both private and public entities to support research projects.

Rural Education Institute – The mission of the Rural Education Institute is to initiate and facilitate partnerships and research-driven innovations that enhance holistic development and opportunities for PK-16 students and their families in rural communities. The Institute collaborates with stakeholders toward positive transformation in families and schools. The vision of the Institute is to be a place where

educational stakeholders in rural communities come and feel at home in accessing resources and support to address the issues that confront these communities.

McClammy Counseling & Research Laboratory – The McClammy Counseling and Research Laboratory is an on-campus clinical training facility with individual and group counseling rooms. The McClammy Counseling and Research Laboratory offers free individual, couple, and family counseling sessions, and on occasion, group counseling programs. The priorities of the McClammy Counseling and Research Laboratory are to: Provide supervised professional clinical training experiences to graduate students in the Counselor Education program at ECU; provide individual counseling, group counseling, consultation, and outreach services to undergraduate students through the Counseling Practicum Collaborative; and conduct research on the impact of services designed to promote students' connections with campus community resources on retention, career development, student satisfaction with college experience, and other factors.

Neurocognition Science Laboratory – The Neurocognition Science Laboratory (NCSL) is a research and service focused interdisciplinary laboratory designed to examine learning across the lifespan with the intent of translating foundational research into actionable outcomes in varied educational contexts from the classroom to the home. The NCSL is a world-class research facility designed to investigate the incredible changes in the brain and a person's behavior as they learn. This facility integrates multiple cutting-edge technologies — EEG, eye/head-tracking, virtual reality, and neuroimaging along with traditional educational and psychological assessments. Research using these technologies draws together a world-class group of investigators within and outside the ECU College of Education while building collaborations across the United States and the world. There is no other facility in the world that effectively integrates all of these technologies and approaches to answer questions about learning and education. The ECU NCSL stands at the cutting edge of research in North Carolina, the United States, and the world. The laboratory is currently partnering and collaborating with laboratories in multiple states in the United States and countries including, Canada, China, the United Kingdom, and Spain.

ROLE SUMMARY

The College of Education is committed to the communities it serves and to providing a quality education to help students achieve to the best of their abilities and to provide the opportunities that education affords to all. With a diverse student population comprising traditional and nontraditional students, first-generation students, and students with families on nearby military bases – many of whom are from rural environments – the College works to serve students and meet their individual needs.

As the chief academic officer of the College, the Dean is responsible for the academic, personnel, financial, and administrative affairs of the College. The Dean is also responsible for communicating the vision and goals of the College to community and professional constituencies and for attracting public and private funds to support the goals of the College.

The Dean actively represents the College to a variety of constituencies internal and external to the University. An important responsibility related to this work is securing financial resources from both within and outside the University to advance and support the many programmatic, constituent, and facility needs of the College. The Dean also works collaboratively with local, state, and national educational leaders to advocate for equitable and high-quality education for all students in North Carolina and throughout the region.

The Dean leads ECU's College of Education made up of nearly 190 faculty, administrative, and support staff committed to advancing education in a region that is historically underserved. ECU seeks a strong visionary leader who is excited to build upon the College's strong foundation to shape its future growth and development, serve as its chief advocate, and ensure that ECU COE is a leader in education in the state and the nation. The COE is one of the largest and most complex colleges at ECU, with interdisciplinary programs and offerings that require strong partnerships and relationships across the University. Decisions made by the Dean of COE impact other units across the university.

Opportunities Ahead

The new Dean will be joining a University and a College of Education that have significant strengths and attractions:

- ▲ An environment characterized by a strong sense of community, trust, collaboration, and close working relationships in an atmosphere that embodies respect for colleagues, support staff, and students. ECU has a large cultural presence in the Greenville community, where many ECU alumni continue to live and work after graduation. Greenville is an affordable, emerging college town with a growing arts community. Greenville offers a pleasant and convenient location within a flourishing academic environment.
- ▲ ECU is a recognized leader in distance education and is highly regarded for the strength of its online programs, which enables the university to better serve rural populations and students to complete their studies. Having strong online education capabilities in place helped the campus weather the impact of the COVID pandemic, especially providing continuity to students in rural locations. The COE is at the forefront of creating micro-credentials and digital badges for educators, specifically focused on issues of educational equity. *U.S. News & World Report* ranked the Master's in Education Programs at ECU in the top 20% of online programs (2022).
- ▲ The College of Education enjoys strong partnerships with school districts across the region and has a reputation as a leader in teacher preparation and other education-related disciplines. Established relationships with different organizations, entities in the community, in the region and throughout the state provide numerous opportunities for COE students and graduates. COE alumni teach in all 100 counties in North Carolina as well as beyond the state.
- ▲ COE has a strong commitment to diversity, equity, and inclusion and is one of the only colleges within ECU to create a position devoted to DEI. The new assistant dean for diversity, equity, and inclusion will advance efforts to create an antiracist curriculum and to ensure equity is front and center in all operations of the college.

Building on these institutional strengths, the Dean will have the opportunity to exercise leadership on a number of key issues, such as:

- ▲ ***Unifying a geographically dispersed college*** – The COE is spread out among seven buildings across the campus, creating challenges for colleagues to have regular interactions. COE has no central location, and there are not many communal areas for students. The new dean will need to be strategic and proactive in creating opportunities for COE faculty, staff, and students to have frequent interactions and engagements, while also working innovatively to fulfill the long-held desire to establish a central meeting norm for the College.

- ▲ ***Creating stability during leadership transitions*** – Leadership transitions in both the chancellor and provost positions at ECU had resulted in delays in filling other critical positions. With a new provost now in place, there is an opportunity for the new dean to permanently fill a number of positions that are currently led by interim appointments. Moving forward, the new dean will have the opportunity to level set around a vision of the College and alignment with the overall vision for the university.
- ▲ ***Planning for upcoming teacher licensing changes*** – The North Carolina State Board of Education seeks to provide alternative pathways to licensure for roles within K-12 schools that may not be embedded within a traditional degree program. This redesign effort will have a significant effect on the College of Education and could impact many programs offered in the college. The new dean will need to quickly become familiar with efforts underway at the state level and determine how to best lead the college if new requirements are to be adopted and integrated into the current curriculum.
- ▲ ***Fundraising*** – The College of Education’s need for financial support and resources will continue to evolve. COE alumni are primarily education leaders who typically have fewer resources than alumni in other schools and colleges. In addition, grants awarded to the COE are not always as lucrative as those attracted by some of the other schools and colleges at ECU. It will be a priority for the new dean to be creative, innovative, and effective in identifying and attracting additional resources to ECU COE.
- ▲ ***Internal and external factors impacting teacher preparation and education*** – The education profession faces a number of challenges including teacher shortages, low pay, increasing costs for education majors, constrained budgets, challenges in recruiting diverse students, and potential policy changes for certification requirements. The dean will need to guide the College through these realities while simultaneously navigating other challenges facing higher education, in general, and some specific to ECU. For example, ECU does not centrally provide tuition remission for graduate students, so it can be cost prohibitive for COE graduate students to complete their programs unless grant, fellowship and other sources of student support are available. ECU COE’s shortage of available vacant full-time faculty lines has resulted in the need to hire part-time faculty to fill in the gaps and in enrollment caps for popular graduate degree programs.
- ▲ ***Build and maintain critical partnerships*** – A strength of the COE is the close partnerships that have been developed with a variety of stakeholders and public school systems throughout the state. The new dean will create new and maintain existing relationships while being sensitive to the context and community of ECU, and responding to the evolving demands of the disciplines of the COE.
- ▲ ***Managing a large and complex organization with diverse offerings*** – The COE has a significant number of programs and degrees, including post-masters certification programs. The new dean will need to understand the many different programs outside of typical K-12 offerings, such as mental health centers, off-model programs, and a lab school; and be able to successfully

navigate across these different entities. The COE is a large, complex college with several departments and a large non-teaching support staff, all of which require the new dean to be adept in managing multiple moving parts in leading the college.

- ▲ ***Increase visibility of the College of Education*** – The new dean will represent the COE in many settings. Given the strong reputation the college enjoys, there is an opportunity to increase the effectiveness of the College’s efforts to highlight its successes. The new dean must bring a sense of excitement around the recruitment and training of future educators that highlights ECU’s rural roots, promotes COE in the state legislature, and showcases its strong programs.
- ▲ ***Strengthening outcomes in rural education*** – ECU is an institution that takes pride in its effectiveness in serving rural and marginalized populations. The new dean needs to take the time to understand rural settings and the cultural diversity in the region.

CANDIDATE PROFILE

Required Qualifications and Experience

The University seeks a candidate of exceptional leadership and vision to lead the College of Education, build its academic and research enterprises, and serve as a visible advocate for advancing the college across the region, the state of North Carolina, and the nation.

The following criteria are essential:

- ▲ A doctorate or appropriate terminal degree plus a distinguished record of academic achievement in a core discipline or interdisciplinary program that merits an appointment at the rank of full professor in one of COE’s units.
- ▲ Practitioner/classroom experience and prior experience with educator preparation programs and a deep understanding of the preK-12 world.
- ▲ At least five years of demonstrated strategic leadership, organizational management experience, and innovative transformation in an academic setting. Must be strategic and nimble in navigating changing administrative structures and the changing culture of students, evolving priorities, and technological advances.
- ▲ Demonstrated ability to oversee financial planning and to strategically manage a large, complex budget. Must be a strong administrative leader who understands finance and allocation of system resources and has the ability to adapt to anticipated changes in funding models.
- ▲ A proven record of working with university and state level leaders that includes experience building a shared vision, setting priorities, allocating resources, creating a collaborative environment, engaging in strategic planning, and achieving specific goals.
- ▲ A sophisticated understanding of the research process and the different measures of research/scholarly excellence across disciplines together with the ability to create an environment that fosters research success.

- ▲ Demonstrative record of mentoring and professionally developing others, as well as a collaborative spirit.
- ▲ Experience managing a large and diverse staff, understanding their strengths and areas of expertise and the roles they perform on behalf of the College. Must understand the importance of staff serving in noninstructional roles.
- ▲ Ability to assess legislative initiatives and their impact on the college, and to support university senior leadership in building and maintaining relationships with political leaders and with the state board of education. Must be comfortable engaging with external constituents and advocating on behalf of the COE to take advantage of opportunities that benefit the College.
- ▲ A strong commitment to diversity, equity, and inclusion, encouraging different voices; and addressing the needs of diverse faculty, staff, and students.
- ▲ Demonstrated success in external fundraising with the necessary energy and ability to work effectively with donors, alumni, and other constituents in resource development and advancement. Must be an effective fundraiser who can attract resources that support quality instruction, research, public service, and outreach activities. Must have an understanding of fundraising in a rural context and have the ability to identify sources of funding beyond what is provided by the state.

In addition, the successful candidate will demonstrate a preponderance of the following qualifications, competencies, and characteristics:

- ▲ Personal and professional integrity;
- ▲ Visionary, bringing fresh new ideas, energy, and a “can do” attitude;
- ▲ Authentic and willing to roll up sleeves and collaborate to achieve desired results;
- ▲ Exceptional communication ability with an open and transparent approach to communications, and the humility to admit mistakes;
- ▲ Ability to set priorities and make tough decisions when necessary;
- ▲ Strong problem-solving skills;
- ▲ Ability to collaborate with, connect, and convene multiple stakeholders.

East Carolina University is an equal opportunity and affirmative action employer and seeks to create an environment that fosters the recruitment and retention of a more diverse student body, faculty, staff and administration. We encourage qualified applicants from women, minorities, veterans, individuals with a disability, and historically underrepresented groups. All qualified applications will receive consideration for employment without regard to their race/ethnicity, color, genetic information, national origin, religion, sex, sexual orientation, gender identity, age, disability, political affiliation, or veteran status.

CONTACT INFORMATION

Screening will begin in January 2023 and continue until an appointment is made. Nominations, inquiries, and applications (including CV; cover letter addressing interest, leadership philosophy, and commitment to diversity; and the names of five references) should be directed electronically to ECUEducationDean@divsearch.com.

SEARCH TEAM

Euris E. Belle

Managing Director

Diversified Search Group -- Atlanta

404 942-6307

Euris.belle@divsearch.com

Kim M. Morrisson, Ph.D.

Managing Director, Education Leadership Searches

Diversified Search Group – Philadelphia

215 656-3546

Kim.morrisson@divsearch.com

Christine Falcone

Senior Associate

Diversified Search Group

484 288-0295

Christine.falcone@divsearch.com

Nora Maurer

Senior Search Coordinator

Diversified Search Group

419 651-4209

Nora.maurer@divsearch.com

15305_JANUARY 2023