



## **Executive Director of the Center for Social Concern**

Johns Hopkins University invites nominations and applications for the position of Executive Director of the Center for Social Concern (CSC). The senior leadership of the University is committed to making civic engagement a pillar of the undergraduate student experience at JHU, and the Executive Director will play a crucial role in executing this vision. In this newly elevated and highly visible role, the Executive Director will provide the vision and leadership to further enrich the CSC's student engagement programs by deepening its connections with community groups, foundation leaders, alumni, and other constituents. In addition, the Executive Director will ensure that the CSC's civic engagement initiatives are connected to the academic mission of the University, including partnering with faculty interested in providing community-based learning courses and/or offering civic engagement experiences. Responsible for managing a staff of eleven and a budget in excess of \$1.5 million dollars, the Executive Director reports to the Dean of Academic and Student Services and serves as part of the leadership team within the division of Homewood Student Affairs.

### **An Introduction**

Johns Hopkins University is one of the premier teaching and research universities in the world, dedicated to advancing both students' knowledge and the state of human knowledge through excellence in teaching, research, and scholarship. The University was incorporated in 1867 as America's first research university, by Johns Hopkins, a Quaker merchant of Baltimore. Today, students at Hopkins are challenged not just to learn, but also to advance learning itself. Critical thinking, problem solving, creativity, and entrepreneurship are all encouraged and nourished in this remarkably unique educational environment.

The University includes 9 academic and research divisions, numerous centers, institutes, and affiliated entities. Divisions of the University have expanded throughout the greater Baltimore area and include locations in Washington, D.C.; Laurel, Maryland; Bologna, Italy; and Nanjing, China.

The financial condition of Johns Hopkins remains solid. The University ended fiscal year 2015 with an endowment of \$3.3 billion. The total budget for FY15 was \$5.2 billion.

## The University

### Homewood Campus Academics

The University offers undergraduate degrees in three of its schools, with the majority of the undergraduate population enrolled in either the Krieger School of Arts and Sciences or the Whiting School of Engineering on the Homewood campus. Together these two Schools offer 51 undergraduate majors, 42 undergraduate minors, and 34 graduate programs in the humanities, social sciences, natural sciences, and engineering. With a student-faculty ratio of 10:1 and 96 percent of classes taught by professors, students benefit from the resources of a large university with the level of individual attention of a small college.

The **Krieger School of Arts and Sciences** is the core institution among the University's schools, centers, and institutes. Its mission is discovery – the creation of knowledge through scholarship and research, and the education of its students. The School's academic programs in the humanities, natural sciences, and social sciences are renowned for their excellence and intensity, and are notable for the vibrant interactions across disciplines as well as between faculty and students. The accomplishments and stature of its faculty are extraordinary, and scholarship of the highest quality is at the core of the Krieger School.

The **Whiting School of Engineering**, one of the nation's leading engineering programs, prides itself on being a leader in innovation and research. Undergraduate students work side-by-side with faculty who are recognized leaders in their fields. With research as one of the hallmarks of a Johns Hopkins education, numerous opportunities are available for conducting undergraduate student research. Engineers at the Whiting School tackle some of the most complex and challenging problems facing society today.

### Undergraduate Admissions

Undergraduate admission to Johns Hopkins is highly selective. For fall 2016 the University received 27,094 applications. Of the total who applied, 3,234 were admitted (11.9% admit rate), and 1,313 enrolled (40.5% yield rate). Hopkins is committed to meeting the financial needs of deserving students and 60 percent of all undergraduate students receive some form of financial assistance.

Johns Hopkins students are best described as active learners with a thirst for exploration, who push the boundaries of knowledge. Homewood undergraduate students come from all 50 states and 71 nations. Forty-one percent have self-identified as domestic students of color (21 percent Asian/Pacific Islander, 6 percent African-American/Black, 13 percent Hispanic, and 1 percent American Indian/Alaska Native). Over nine percent are international students. In addition, 49 percent are women, and 51 percent are men.

### Homewood Campus and Student Life

Nestled on 140 park-like acres, the Homewood campus is located next to Charles Village, one of Baltimore's most charming neighborhoods, and offers an idyllic setting in the heart of a major city. Charles Village is home to shops, eateries, some student housing, and the Barnes & Noble - Johns Hopkins bookstore, which puts amenities and services students need in close proximity.

Student housing at Johns Hopkins varies widely - from traditional residence halls to suites with shared bathrooms to individual apartments. The University requires undergraduates to live on campus for the first two years. Some juniors and seniors live in University residence halls and apartments, while others live in privately- or commercially-owned housing nearby. Campus community members also take advantage of five dining facilities, ranging from a traditional dining hall to a convenience store.

### **University and Student Affairs Division Leadership**

The University is led by Ronald J. Daniels, who took office as Johns Hopkins' 14<sup>th</sup> president on March 2, 2009. Under Daniels' leadership, the University has remained steadfastly committed to improving access to higher education for the best and brightest students, regardless of income considerations. In addition, Johns Hopkins has made a significant commitment to transforming the student experience by providing a rich and distinctive co-curricular environment. President Daniels included "Build Johns Hopkins' undergraduate experience so it stands among the top ten in the nation" as one of the University's top ten priorities through the remainder of the decade in his [Ten By 2020](#) strategic plan. As a result, the level of attention and energy focused on engaging and supporting the "whole student" is at a historic high across the entire University.

Sunil Kumar joined Johns Hopkins as Provost in September 2016. In this role, Dr. Kumar is the chief academic officer and second-ranking member of the senior administration, responsible for promoting and coordinating the university's teaching and research mission. The Student Affairs division reports to Provost Kumar and includes the following areas: academic services, athletics, student activities, registration, career services, multi-cultural affairs, Center for Social Concern, health and wellness counseling, residential life, discipline and academic ethics, housing and dining operations, student accounts, and student employment.

In April 2013, Kevin Shollenberger was named Vice Provost for Student Affairs, a newly created leadership role reporting to the Provost. As the chief student affairs officer for Johns Hopkins, Shollenberger oversees all co-curricular services and experiences for the 5,066 undergraduate students and 3,000 graduate students on the Homewood campus. Homewood Student Affairs has over 300 dedicated staff and an operating budget of approximately \$97.3 million, divided almost equally between student affairs activities and housing and dining. The Vice Provost for Student Affairs also works collaboratively with the student affairs representatives in each of the Schools beyond the Homewood campus to cultivate a sense of community across the Johns Hopkins enterprise.

Andrew Wilson was named Dean of Academic and Student Services in April 2015. He provides leadership for initiatives situated at the nexus of the academic and student experience for graduate and undergraduate students. His broad portfolio provides foundation services such as the Office of the Registrar and the Office of Student Disability Services, as well as offices that leverage the student experience for lifelong success, such as the Career Center, the National Fellowships Center, the Center for Student Success, and the Center for Social Concern.

### About The Center for Social Concern

The CSC was created in the early 1990's as the community engagement center for the Johns Hopkins University's Homewood campus, which is home to the Krieger School of Arts & Sciences and the Whiting School of Engineering. Today the CSC hosts a number of high-profile and high-impact programs. The most prominent, the Tutorial Project, connects JHU students with Baltimore City elementary students to provide one-on-one tutoring in reading and math, as well as mentoring and social skill development. Additionally, the Community Impact Internship Program (CIIP), funds summer internships for 50 JHU students with community organizations. In the 2015-2016 academic year, student groups logged over 140,000 service hours through the CSC.

In alignment with Johns Hopkins University's Ten by Twenty Plan, the Center for Social Concern (CSC) spearheaded a strategic planning process for civic engagement at the university's Homewood Campus along with a broad base of stakeholders including students, faculty community partners, alumni/ae, staff, and university leaders. It is the mission of President Ronald J. Daniels, to make civic engagement a pillar of the undergraduate student experience at JHU, and the Executive Director will play a crucial role in executing this vision, as well as the five-year strategic plan. Additionally, an important partnership that the Executive Director will continue to nurture and expand is with the Student Outreach Resource Center (SOURCE), which serves the Johns Hopkins School of Nursing, Medicine, and Public Health.

In Fall 2014, the CSC developed a two-year transitional plan to expand public service programming and enhance its infrastructure and capacity to prepare for future strategic growth at the Homewood Campus. Progress from the two-year plan has been substantial and also serves as a key step in a new five-year strategic plan. In particular, the earlier plan identified a set of civic values that underlie all work performed by the CSC. The resulting five-year strategic plan aligns with the university's priorities concerning individual excellence and commitment to the community.

The roadmap to achieve these aims is articulated through a core set of five priorities:

- **Priority 1:** Institutional Commitment. Deepen the institutional commitment to Baltimore through civic engagement.
- **Priority 2:** Culture of Engagement. Offer student initiatives that inspire action, ignite debate and discussion, and demonstrate the value of civic leadership.
- **Priority 3:** Applied Learning. Develop community-engaged student-scholars who will work with the community to help discover solutions to society's pressing challenges.
- **Priority 4:** Alumni Commitment. Enable and encourage alumni to commit to public service by leveraging their JHU experiences and applying them to their post-JHU communities worldwide.
- **Priority 5:** Operational Excellence. Enhance communication, technology, and finances to realize the highest levels of civic engagement.

The new Executive Director will be expected to engage with these priorities and lead the Center's staff in continuing the work of bringing to life the initiatives outlined in the strategic plan.

### **Role of the Executive Director of the Center for Social Concern**

The title of the Center's leader is being elevated from Director to Executive Director in recognition of the increased visibility of the Center and the prominence of civic engagement efforts within the University's strategic priorities. The CSC's rich history provides a strong foundation for the Center's growth, and the University has high aspirations for its future. The Executive Director will not only lead the Center's staff and operations and connect with community partners, but advance a larger strategic agenda of integrating civic engagement experiences more fully into the lives of students both inside and outside the classroom in partnership with faculty, staff, and administrators across the University. To serve as the face of this high-priority center within a University as deeply committed to Baltimore as Johns Hopkins requires a forward-thinking, highly strategic leader of extraordinary poise, eloquence and intelligence.

The Executive Director manages a budget of \$1.5 million and is supported by a staff of twelve, including the following:

- Associate Director, Senior Assistant Director of Neighborhood and Community Programs, Assistant Director of Neighborhood and Community Programs, Assistant Director, Assistant Director of Operations, Assistant Director of Engaged Scholarship, Tutorial Project Director
- Program Coordinator for Student Leadership and Development, Operations Assistant, AmeriCorps/Vista Member
- Budget Specialist, Administrative Secretary

In addition, the Executive Director will partner closely with a wide range of individuals and offices across campus, including colleagues across the Division of Student Affairs, within the Office of the Provost, and the Academic Deans. The Executive Director will report to Dean of Academic and Student Services Andrew Wilson, who reports to Vice Provost Kevin Shollenberger. Dean Wilson oversees the following areas in addition to the CSC:

- Career Center
- Center for Student Success
- [HopReach](#)
- National Fellowships Program
- Office of Assessment and Analysis
- Office of the Registrar
- Office of Student Disability Services

The Executive Director will serve as a key member of Dean Wilson's leadership team and be expected to work collaboratively with all of their colleagues, within the Division and across the University.

## Opportunities and Challenges

The Executive Director of the Center for Social Concern should be prepared to embrace the following opportunities and challenges:

- Lead efforts to implement throughout the Hopkins community a bold, shared strategic vision for civic engagement that will set the Center for Social Concern on a course to become one of the most respected and impactful centers of its kind in the nation;
- Ensure that the internal resources, staffing, and structures of the Center and its programs are aligned in ways that support and enhance the mission and goals of the Center and provide operational excellence;
- Provide guidance and mentorship to the Center's staff on topics ranging from overall strategic direction to day-to-day operations and ensure that all staff have the knowledge, tools, resources and professional development opportunities to meet their goals and objectives;
- Scrupulously track and evaluate key metrics in order to assess the Center's efforts on a rigorous, ongoing basis and provide for data-driven decision making and analysis;
- Build new and maintain existing strong external relationships with the City of Baltimore, the [Homewood Community Partners Initiative](#), and other nonprofit leaders to ensure that civic engagement efforts at the University are aligned with community needs;
- Serve as the face of the Center within the University by building relationships with faculty, staff, administrators and trustees and articulating persuasively the mission, values, and strategic vision for the Center;
- Work closely with students and colleagues within the Division of Student Affairs to ensure that civic engagement is a powerfully inspiring, seamlessly integrated, and academically valuable part of their educational experience;
- Continue to ensure that all of the Center's programs and practices are informed by best practices in risk management;
- Develop and implement strategies for engaging the Center's many ardent alumni in efforts to advance and support its mission;
- Actively support the University's commitment to diversity and inclusion in order to achieve and sustain excellence and embody this commitment both as a personal value and a professional priority; and,
- Develop a comprehensive communications strategy for raising the visibility of the Center within the University, as well as regionally and nationally, as a model for civic engagement.

## Desired Qualities and Characteristics

The ideal candidate will be an experienced leader with a firm grounding in campus civic engagement initiatives, with a particular emphasis on undergraduates. An advanced degree is strongly preferred. The ideal candidate will bring many of the following complementary abilities and experiences to their work:

- Knowledge of national best practices in civic engagement and the ambition and skill to elevate the Center to even greater levels of student impact, national visibility, and operational excellence;

- The ability to inspire a wide range of constituents to join together in support of a shared strategic vision;
- Proven supervisory and people management skills, and a track record of successfully recruiting, training, mentoring, and retaining staff who bring a variety of backgrounds, skills, and experiences;
- Strategic planning and change management experience including analysis and restructuring of operations and structures to provide optimal support for an organization's mission;
- Demonstrated ability to engage with faculty, trustees, and senior administrators persuasively and diplomatically;
- Facility with developing assessment methods, articulating strategic priorities and rendering data in a persuasive narrative;
- Exceptionally strong oral and written communication skills, along with extensive experience giving presentations to a variety of stakeholders;
- Experience working with diligent, professionally ambitious, and service-minded students;
- An appetite for debate and intellectual conflict, as well as comfort with ambiguity and risk;
- Cultural competence and experience working effectively with persons from diverse backgrounds to promote an inclusive campus and community; and,
- A passion for the mission of higher education, of Johns Hopkins, and the success of the individual and "whole" student.

#### **Contact**

Please send nominations, applications, and queries in confidence and electronically to:

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