Dean of Academic and Student Services

Johns Hopkins University invites nominations and applications for the position of Dean of Academic and Student Services. Reporting to the Vice Provost for Student Affairs, the Dean will have a tremendous opportunity to further enhance the experience of Johns Hopkins students as part of the division’s leadership team. The Dean focuses particularly on the points at which academic and student affairs intersect and works collaboratively and imaginatively with partners across the University to ensure even greater success and outcomes for Johns Hopkins students.

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 by Johns Hopkins, a Quaker merchant of Baltimore, who used his great wealth for the establishment of a university and hospital. After his death in 1873, his will was probated, and his fortune of seven million dollars was divided equally between the two institutions that bear his name. Instruction in the University began in 1876, three years after Johns Hopkins’ death. The hospital opened in 1889, and the School of Medicine opened four years later in 1893. Johns Hopkins University was America’s first research university, founded for the express purpose of expanding knowledge, and putting that knowledge to work for the good of humanity.

Today, Johns Hopkins University is a leader among higher education institutions in education, research, medical advances, and public service. 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 10 academic and research divisions, numerous centers, institutes, and affiliated entities. Divisions of the University include: the Zanvyl Krieger School of Arts and Sciences, the G.W.C. Whiting School of Engineering, and the School of Education on the Homewood campus; the School of Medicine, the Bloomberg School of Public Health, and the School of Nursing located nearby in East Baltimore; the Peabody Institute and the Carey Business School in downtown Baltimore; the Paul H. Nitze School of Advanced International Studies in Washington, D. C. with campuses in Bologna, Italy and Nanjing, China; and the Applied Physics Laboratory in Laurel, Maryland.
The University offers undergraduate degrees in five 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.

The financial condition of Johns Hopkins remains solid. The University ended fiscal year 2013 with an endowment of $2.9 billion. The total budget for FY15 is 4.9 billion.

The chief student affairs officer for Johns Hopkins is the Vice Provost for Student Affairs, who 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 $86 million, divided almost equally between student affairs activities and housing and dining. The range of services include but is not limited to: 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. 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.

University Leadership

The University is led by Ronald J. Daniels, who took office as Johns Hopkins’ 14th president on March 2, 2009. A law and economics scholar, he holds an appointment as professor in the Department of Political Science at Johns Hopkins. 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.

Robert Lieberman joined Johns Hopkins as Provost and Senior Vice President for Academic Affairs on July 1, 2013. As the chief academic officer, Lieberman is responsible for promoting and coordinating the University’s teaching and research mission. This is accomplished through the work of Vice Provosts, who are focused on Accreditation and Academic Services, Graduate Programs, Information Technology, Institutional Equity, Institutional Research, International Programs, Research, and Student Affairs. Lieberman joined Johns Hopkins from Columbia University where he previously served as interim dean of the School of International and Public Affairs and professor of political science and public affairs.

Kevin Shollenberger was named the University’s first Vice Provost for Student Affairs on July 1, 2013, and reports to Provost Lieberman. Shollenberger previously served as chief student affairs officer at Columbia University, where he had held leadership roles since 1999. Before Columbia, Shollenberger supported 60 campuses while directing campus programs for the National Coalition Building Institute, a nonprofit leadership training organization working against racism, prejudice, and discrimination.
The University

Homewood Campus Undergraduates

“I have a great fondness for young people who are ambitious to make their mark on the world.”
-Johns Hopkins (1795-1873)

The majority of the University’s undergraduate population is enrolled in either the Krieger School of Arts and Sciences or the Whiting School of Engineering, both located on the Homewood campus. These Schools offer undergraduate students 51 majors in the humanities, social sciences, natural sciences, and engineering; and 42 minors. With a university 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, and offers 37 undergraduate majors. Its mission is discovery – the creation of knowledge through scholarship and research, and the education of its students. The vision of founding president, Daniel Coit Gilman, continues to guide and encourage independent research and creative thinking at all levels, and to highlight the importance of choosing carefully what is worth pursuing and doing so without compromise. 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 everything that is done at 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 2014, the University received 23,877 applications. Of the total who applied, 3,587 were admitted (15% admit rate), and 1,415 enrolled (39% yield rate). Hopkins is very committed to meeting the financial needs of deserving students, so that they have the life-challenging opportunity of a Johns Hopkins’ education. Currently, 43 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, making discoveries for themselves and challenging the status quo. 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, 48 percent are women, and 52 percent are men.

**Homewood Campus and Student Life**

Nestled on 140 park-like acres, the Homewood campus serves as the primary campus for full-time undergraduate and graduate students in the Krieger School of Arts and Sciences and the Whiting School of Engineering. Located next to Charles Village, one of Baltimore’s most charming neighborhoods, the campus offers an idyllic setting in the heart of a major city. Charles Village is home to shops, eateries, some student housing, the Barnes & Noble - Johns Hopkins bookstore, and many other local student hangouts, which puts everything students need in close proximity.

Student housing at Johns Hopkins vary 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. One of the hubs of first-year campus life is the Freshman Quad, which is home to two major residence hall complexes. Some juniors and seniors live in University residence halls and apartments, while others live in privately- or commercially-owned housing nearby.

Students are actively involved in approximately 370 student groups and organizations, although this number continues to grow as students are encouraged to start their own clubs to fit their interests. The full list can be seen at: https://johnshopkins.collegiatelink.net/organizations.

Volunteer activities, which foster connections between the University and its surrounding communities, are an important element of a Hopkins education, and part of the University’s future plans. The Center for Social Concern, which emphasizes the value of service with others in order to create a stronger community in and around the Homewood campus, has more than approximately 60 student-run groups that are dedicated to community service and civic engagement. The Center’s philosophy is based on the concept of community-based learning, a pedagogical model that connects classroom work with meaningful community involvement and experiences. The Center’s mission has become an important priority for the University, and President Ron Daniels has been a strong advocate in encouraging Hopkins students to get “real work experience and an appreciation of the need to look beyond oneself.” Almost two out of every three students participate in some form of service initiative during their undergraduate years. Johns Hopkins remains deeply committed to strengthening the partnership or it has with its neighboring communities, and has established civic engagement as a key priority for the University, its faculty, staff, and students.

Other co-curricular opportunities for students include athletics. The Johns Hopkins Blue Jays participate in 22 NCAA Division III intercollegiate teams, plus Division I men’s and women’s lacrosse. The University has placed in the top 10 of the annual Director’s Cup Standings in each of the last five year; in the 20 years that the awards program has existed, the Blue Jays have earned a top 25 finish 16 times. 14 Blue Jays teams won conference championships during the 2013-2014 academic year, bringing its conference championship wins to 24 in the last two years alone. Johns Hopkins ranks among the national leaders with more than 117 all-time Academic All-Americans and 39 NCAA Postgraduate Scholarship recipients.
Graduate Education on the Homewood Campus

Since its founding in 1876 as the nation’s first research university, Johns Hopkins has nurtured a community of learners who push ever outward the boundaries of knowledge and use their Hopkins education to make a meaningful difference in the world.

The Krieger School of Arts and Sciences and the Whiting School of Engineering offer comprehensive graduate education in 34 programs that span the humanities, social and natural sciences, and engineering. Graduate students work as junior investigators alongside world-renowned Hopkins faculty members, and in so doing, they engage in exciting original research and an intensity of academic experience unlike any other.

Immersed in this remarkably collaborative and richly diverse environment, graduate students in Arts and Sciences and Engineering are guided by the University’s founding principle of “expanding knowledge and putting that knowledge to work for the good of humanity.”

Student Affairs

A Johns Hopkins education empowers students to become active learners, to discover the power of their own ideas, and to experience the full realm of university life. JHU continues to remain committed to enhancing the level of community warmth, interaction and collective identity among its exceptionally talented students, and to creating happy and engaged alumni who remain connected to Hopkins throughout their lifetime.

In doing so, the University periodically reflects on its mission, history, and future, including the overall student experience. In May 2003, recognizing the need to further enhance student life, the University established a forty-member committee, the Commission on the Undergraduate Education (CUE), whose charge was to consider the core values that should characterize a Hopkins education and to develop specific recommendations that would improve the quality of education for undergraduate students, both inside and outside the classroom. The CUE’s final report in 2004 included 34 recommendations to improve the undergraduate student experience. Since the release of the final report, the University has made progress on virtually every front, and students continue to receive an extraordinary education, both inside and outside the classroom.

Under President Daniels’ leadership, the CUE report and the commitment to transform the overall undergraduate student experience has gained renewed momentum. In April 2013, Kevin Shollenberger was named Vice Provost for Student Affairs, a newly created leadership role reporting to the Provost. In addition, 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.
Role of the Dean of Academic and Student Services

The Dean of Academic and Student Services holds a strategic, senior level position on the leadership team of the Vice Provost for Student Affairs, to whom he or she reports. The other members of the Homewood Student Affairs (HSA) leadership team include: Associate Vice Provost/Dean of Student Life, Athletic Director, Director of Business Operations/Administration, and Deputy to the Vice Provost for Student Affairs. While the Student Affairs division collaborates and coordinates with all of JHU's schools, it directly serves the students, faculty, and staff of the Krieger School of Arts and Sciences and the Whiting School of Engineering.

The Dean supports the academic mission of Johns Hopkins by building strong partnerships and robust processes to ensure the success of all students, across all parts of the University, in all facets of their experience. The Dean is particularly charged with convening and coordinating a wide range of initiatives which share the common goal of further enhancing student success and retention as well as community and civic engagement, which are top priorities for the University's leadership. The key tools that the Dean employs in these highly visible and broadly supported efforts are strategic vision, collaboration across reporting lines (especially with the Associate Vice Provost/Dean of Student Life), data-driven decision making, facility with technology, and strong diplomatic and interpersonal skills.

The formal structure of the Dean's role currently includes oversight of seven direct reports, who comprise the leadership of the following key academic support functions:

- The Career Center helps undergraduate students, graduate students, postdoctoral fellows, and recent alumni to explore their knowledge, skills, and values and facilitates connections for professional relationship development among students, alumni, and employers.

- The Center for Social Concern leads efforts related to public service and civic engagement, striving to foster student learning and create a "better community" in and around the Johns Hopkins University;

- The National Fellowships program educates students, faculty, and staff about scholarship and research opportunities and advises undergraduate and graduate students in determining and applying for the best fellowships for their intellectual, professional, and personal goals.

- The Office of Multicultural Affairs cultivates an environment where civility, leadership, and cultural heritage are highly regarded and promotes the holistic development and success of students by providing direct academic support services to underrepresented populations, including first-generations students, low-income students, and underrepresented racial minorities.

- Student Disability Services advises prospective students, current students, and parents on the services available to students with disabilities on accommodations-related matters, educates members of the campus community on how to best support students with disabilities, and fosters a sense of community amongst this student population.
The University Registrar provides the means for students to register for courses, maintains accurate records of academic achievement and student data, provides transcripts, and schedules the use of classrooms, and serves as the institutional reporting agency for all of Johns Hopkins’ schools.

The Office of Assessment and Analysis is responsible for completing data analysis and assessment initiatives related to key priorities for the Vice Provost of Student Affairs and the Dean of Academic and Student Services, and coordinating these efforts with the Office of Institutional Research.

The Dean ensures through his or her leadership that the above offices are connected by a shared, holistic view of the student, a commitment to superior customer service, and a readiness to work collaboratively both with each other as well as colleagues across the University.

In addition to these formal supervisory responsibilities, the Dean also works informally and ad hoc across administrative lines and historical boundaries to connect, engage, support, and empower a diverse set of colleagues and peers toward the common goal of enhancing the student experience.

**Primary Responsibilities**

The primary responsibilities of the Dean of Academic and Student Services include:

- Serve as a role model for collaboration between student and academic affairs by proactively seeking ways to advance their shared priorities while simultaneously appreciating and respecting the differences between the two cultures;

- Support the University’s goal of further improving Johns Hopkins’ retention and graduation rates by seeking new ways to support the undergraduate academic experience and making thoughtful use of data;

- Provide mentorship to the leaders of the offices within the Dean’s portfolio on topics ranging from overall strategic direction to day-to-day operations;

- Work collaboratively, inclusively, and effectively across all levels, divisions, and schools of the University to bolster existing partnerships with Student Affairs and forge new ones;

- 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;

- Lead, in partnership with the Vice Provost, in further building the culture of data-driven decision making at Johns Hopkins; and,

- Serve as a critical and valued partner in conversations about how student data systems and other technologies can most effectively be used to enhance the student experience.
Desired Qualities and Characteristics

The Dean’s role requires strong managerial, interpersonal, and communication skills coupled with the ability to think creatively and strategically about innovation within higher education. In addition to a master’s or doctoral degree and experience working with high-achieving students, the ideal candidate will bring many of the following complementary abilities and experiences to his or her work:

- Senior leadership experience in student affairs as well as demonstrated experience working closely and productively with faculty and staff in academic affairs;
- The high-level strategic vision to deliver on the University’s priorities as well as the readiness and ability to resolve day-to-day, front line, operational issues as they arise;
- The diplomatic and interpersonal skills to lead change through influence rather than authority as well as sufficient quantitative ability to convert data into a compelling narrative and present it persuasively;
- An appreciation of the complexities of how identity may influence an individual’s learning and experiences as well as a deep, demonstrated commitment to building and sustaining a diverse, inclusive community;
- The energy and optimism to inspire others to consider new perspectives as well as the pragmatism to recognize the best of the existing options and ensure that the work gets done;
- A collaborative nature and talent for establishing rapport and building partnerships as well as experience navigating a highly decentralized university environment;
- The ability to set and achieve long-term strategic goals as well as the temperamental and intellectual agility to respond effectively to urgent items as they arise;
- The boldness and equanimity to move confidently through ambiguous, non-hierarchical situations as well as the sensitivity to recognize when one should proceed slowly;
- A high degree of creativity and imagination as well as a disciplined work style and the ability to successfully manage multiple complex projects simultaneously; 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:

Sue May, Principal
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