



**An Invitation to Apply for the Position of
Dean of the School of Continuing and Professional Studies
DePaul University
Chicago, Illinois**

“DePaul will extend its historical commitment to providing access to higher education by developing new curricular structures that serve the lifelong learning needs of all students. These include . . . continuing education and certificate programs for adult learners and alumni, expanded online offerings, and flexible curricula.”

(Grounded in Mission: The Plan for DePaul 2024)

The Search

DePaul University seeks a Dean of the School for Continuing and Professional Studies (SCPS) to lead a newly renamed and reorganized school focused on educating adult learners in undergraduate, graduate, and continuing education degree programs that are market responsive and rooted in liberal arts and sciences. Reporting to the Provost, the Dean will be a key thought leader in developing DePaul’s continuing and professional education programs. The Dean will provide strategic leadership in expanding access to a portfolio of high-quality, affordable academic programs that meet student, workforce, and societal needs, as well as deliver academic programs and certificates with alternative access points, including those that address the lifelong learning needs of students and alumni and secure DePaul’s position as a leading provider of graduate and continuing professional education.

DePaul University’s School of Continuing and Professional Studies (SCPS) officially launched on July 1, 2019 and represents a new strategic direction for serving nontraditional learners as DePaul responds to the ever-changing landscape of adult higher education marked by new market opportunities, new competitors, and new learning technologies. The School builds upon DePaul’s historical and successful commitment to the “adult market,” or nontraditional learners who seek to pursue undergraduate and graduate degrees and non-degree (but potentially stackable) baccalaureate, post-baccalaureate and graduate-level credentials in service of changing career demands. The next Dean should understand the unique needs of adult learners and the flexibility required to serve those students. DePaul aspires to expand its market footprint in professional and continuing education through a more nimble approach to program development and delivery that today’s market requires. SCPS will be a hub for this

institutional strategy. The SCPS Dean will work closely with colleague deans from other colleges in charting DePaul's overall approach to continuing and professional studies.

DePaul is a large university with a compelling mission, located in the heart of Chicago, one of the nation's largest urban centers. The academic programs of SPCS are designed particularly for adult learners, who bring rich experience to their desire to advance, enhance, or change their careers and personal lives. Every element of the School, from curricula to support services, acknowledges the constant interaction of school, work, community and family. SCPS empowers the student to reflect, so that experience becomes a source of knowledge, and learning becomes a way of life. Rooted in Vincentian values of human dignity and social responsibility, SCPS provides highly personalized educational opportunities and emphasizes the integrity, individuality, and responsibility of each student to develop competence and acquire the skills to become a lifelong learner.

This is an outstanding opportunity for a visionary leader who can well represent the values and ideals of adult education and the non-traditional student. The ideal candidate will bring proven academic administrative leadership; the ability to engage others in developing and implementing an academic vision for the school; a deep understanding of change management; and demonstrated success with diversity and inclusion efforts. The University and SCPS seeks a leader who will be a visible and active partner with the Provost, SCPS faculty, staff, the college and school Deans, enrollment management and marketing leaders and external partners to develop and launch innovative programs of outstanding quality. The Dean will also lead a dynamic and innovative full-time and adjunct faculty and dedicated staff, skillfully balancing strategic planning and administrative operations with efficient utilization of financial resources for the optimal benefit of students and the University.

Isaacson, Miller, a national executive search firm, has been retained to assist in the recruitment of the next Dean. This position description has been created to describe the role and characteristics of the ideal candidate. It aggregates commentary from university leadership as well as SCPS faculty, staff and students and draws heavily on the University's existing materials. Applications, nominations and inquiries should be directed in confidence to the firm as indicated at the end of this document.

The University

From its founding DePaul's mission has been to offer a high-quality education for those to whom it might otherwise be denied. The university was established in 1898 on the basic principle of welcoming everyone, with no religious test for either students or faculty. Consistent with its Catholic Vincentian heritage, it continues its commitment to access and welcomes people of all faiths, racial, and ethnic backgrounds, and sexual orientations.

With nearly 23,000 undergraduate and graduate students, DePaul is the 13th-largest private, not-for-profit university in the nation. It is the largest private, not-for-profit

university in the Midwest, where the university and its students have been immersed in the cultural, civic and professional experiences of Chicago for more than 100 years.

The University is composed of 10 colleges and schools, spread out over two main campuses, one in the heart of Chicago's downtown Loop district and the other in the near north residential neighborhood of Lincoln Park. SCPS is in the heart of downtown Chicago on the Loop Campus, which also houses the College of Law, College of Business, College of Communication, and the College of Computing and Digital Media along with the University's central administration.

An Urban University

Although DePaul attracts students from all over the country and many different nations, most of the university and SCPS's students come from the Chicago metropolitan area and the downstate area of Illinois. The University offers not only traditional academic programs but also innovative interdisciplinary curricula that foster for its faculty, staff and students an atmosphere highly conducive to creative engagement in a variety of teaching, learning, and service activities.

There are ten colleges/schools within the University:

- Driehaus College of Business
- College of Communication
- College of Computing and Digital Media
- College of Education
- College of Law
- College of Liberal Arts and Social Sciences
- College of Science and Health
- School of Music
- School of Continuing and Professional Studies
- The Theater School

DePaul is a dynamic university at the heart of a thriving and exciting city. The Loop Campus features modern classrooms, high-tech student services, and expansive law and general libraries and caters predominantly to the professional programs. Less than five miles north of the Loop Campus and located on 36 acres in the historic Lincoln Park neighborhood, the Lincoln Park Campus is the larger of the University's two campuses. Primarily located in the Loop Campus, SCPS offers courses onsite and online.

DePaul is recognized for its welcoming culture not only for its students but also for its faculty. It has therefore been able to attract excellent faculty educated at some of the finest doctoral programs. They come to DePaul deeply committed to teaching, the core of DePaul University's mission, a mission accompanied by high expectations regarding a strong intellectual environment that is supported by active faculty agendas for scholarship and creative activities.

LEADERSHIP

A. Gabriel Esteban, PhD, is the 12th President of DePaul University. He assumed the presidency on July 1, 2017 and is the first lay leader in the University's history. Prior to joining DePaul, Dr. Esteban served as the President of Seton Hall University, a Catholic institution in South Orange, New Jersey. He previously served as Provost and chief academic officer of Seton Hall. Dr. Esteban also has held senior-level leadership and faculty positions at higher education institutions in Arkansas, Texas, and the Philippines. He holds a doctorate in business administration from the Graduate School of Management of the University of California, Irvine and a master's in Japanese business studies from Chaminade University in Honolulu. Dr. Esteban earned his MBA and bachelor's degree in mathematics from the University of the Philippines, Diliman, Quezon City.

Salma Ghanem, PhD, was appointed Interim Provost on July 1, 2019, and will serve in an interim role for three years. She had served as Acting Provost since October 2018 during a period of illness for the previous Provost. Dr. Ghanem joined DePaul in August 2014 as Dean of the College of Communication. Prior to joining DePaul, she served as dean of the College of Communication and Fine Arts at Central Michigan University. She also held the position of chair of the Department of Communication at the University of Texas Pan American. In addition to her academic background, she served as a press and information officer for the Press Office of the Egyptian Mission to the United Nations in New York and as a communication specialist with the clinical teaching campus of Texas A&M Health Science Center College of Medicine. She holds a PhD in Journalism from the University of Texas at Austin.

THE SCHOOL OF CONTINUING AND PROFESSIONAL STUDIES

When founded in 1972, the School for New Learning (now School of Continuing and Professional Studies) sought to enhance the University's mission by designing degree programs that would be inviting to adult students who had already established rich lives outside of school. It also developed corresponding "Essential Commitments" of diversity, social justice, and creating a learning community, commitments that are relevant for all aspects of its curricula. SCPS plans to further its core mission and determine the optimal pathways to provide stellar educational experiences to adult learners at the undergraduate, graduate, and continuing education levels, engaging faculty, staff, and students across the University.

SCPS offers a comprehensive, innovative approach to continuing and professional education, making available programs and delivery modalities to provide access to a broad range of students within SCPS and other DePaul colleges and schools. Its unique infrastructure leverages cross-college collaborations to promote existing college-based, adult-friendly degrees and certificates.

History

In 2017, new Department of Education regulations for Competency-Based Education led DePaul to close admission to its CBE program and reimagine its adult education strategy. That year, DePaul Faculty Council approved a new name, “School of Continuing and Professional Studies” (SCPS), for the School for New Learning (SNL), based upon a proposal vetted by the SNL faculty and presented by its Interim Dean. In September 2018, the Provost announced the administration’s decision to adopt the SCPS name and create in its name a reorganized school that would build upon SNL as well as related strengths of other units. This decision drew upon the recommendations of three bodies commissioned by the Provost: two internal task forces and an outside team of consultants affiliated with the Council for Adult and Experiential Learning (CAEL). The administration affirms the continuation of SNL undergraduate and graduate degree programs in the reorganized unit, at the same time it seeks to position SCPS as an agile generator of new market-responsive degree and non-degree programs that draw upon the expertise of many DePaul colleges.

In order to enable the School to achieve a more sustainable faculty model, the administration offered a voluntary buyout program to SNL’s tenured and tenure-track faculty, as well as a voluntary, early retirement incentive program for full-time, retiree-eligible staff. Approximately half of the tenured faculty took the early retirement buyout resulting the full-time tenure track faculty being reduced to 12 faculty members who teach, advise, and contribute to program development and curricular oversight.

SCPS faculty and staff are already organized to engage in the critical directions of program innovation and outreach/marketing. The School has established the groundwork for proceeding with implementation plans in collaboration with SCPS faculty and staff, the other colleges and administration. Important work continues: to articulate the SCPS model with greater clarity, specifying its structure, components and the role of faculty and staff.

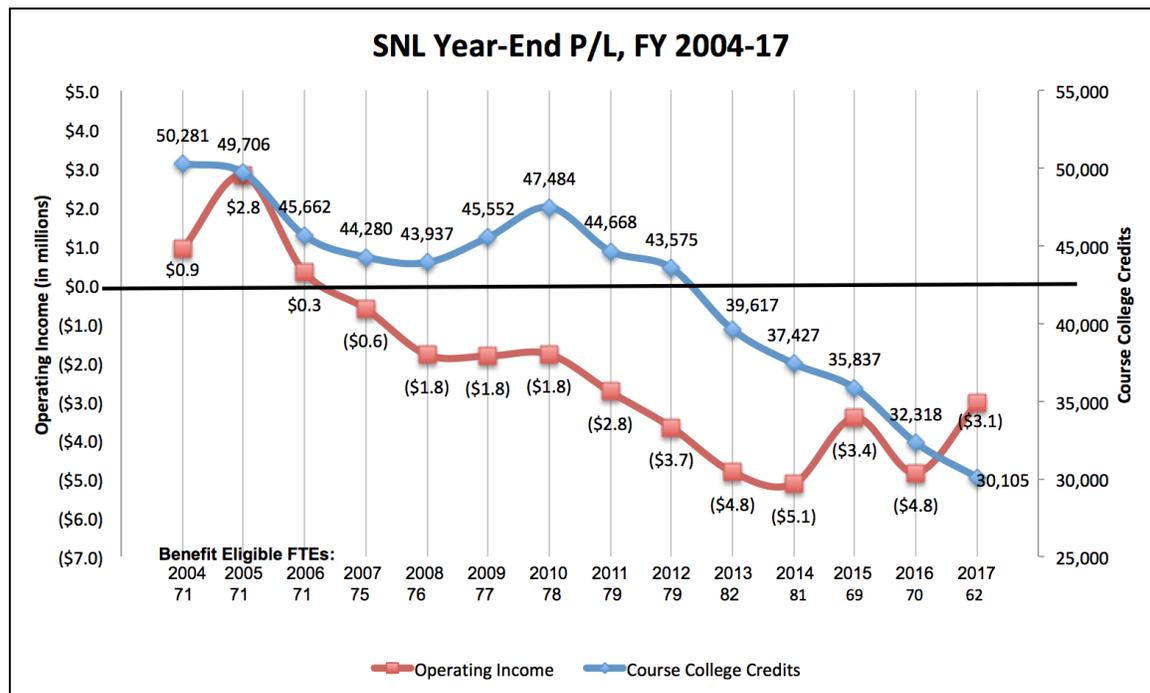
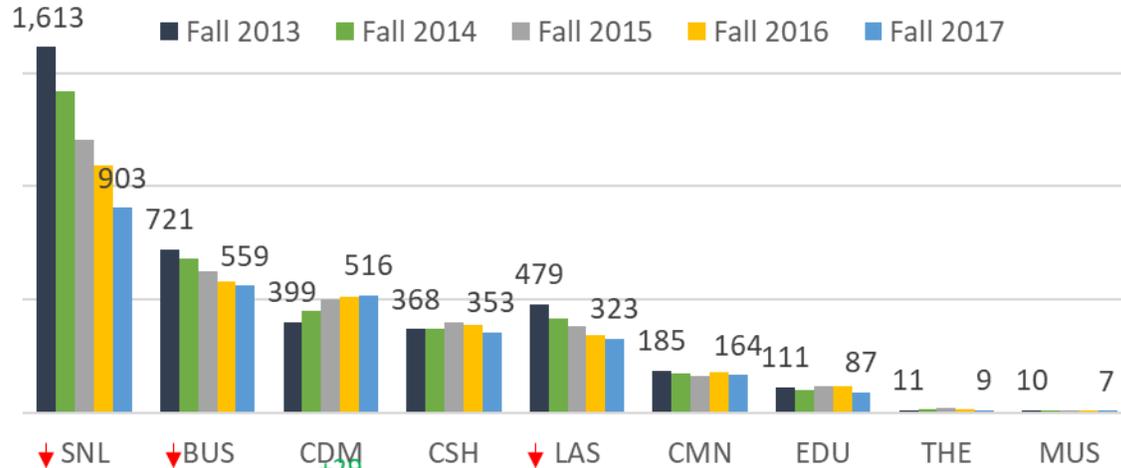
The Dean will have a key role in determining the pathway forward with an eye towards enrollment growth. The Dean will also help determine the operational needs of SCPS, including the available staff resources and the resources of other units that may be integrated into the School.

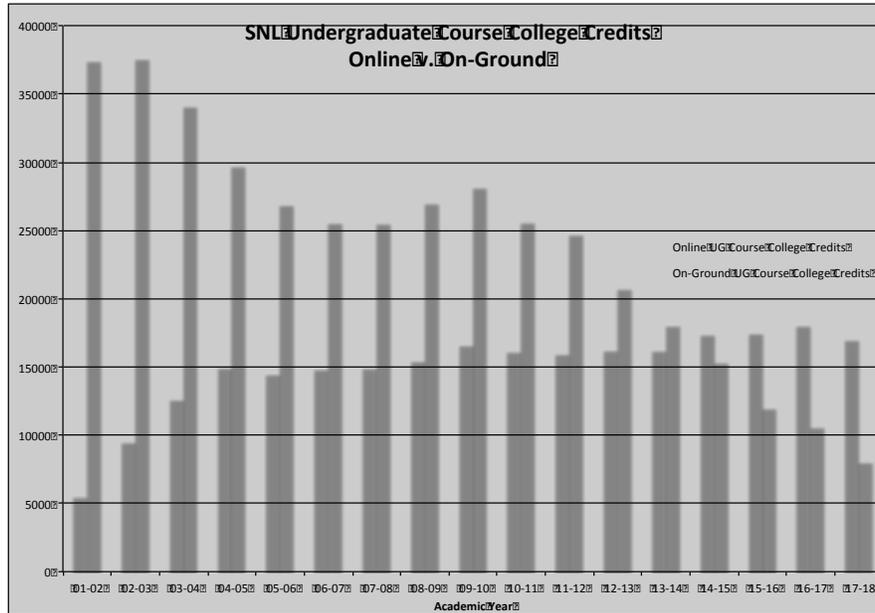
Enrollment Trends

The adult education market has become quite competitive with colleges and universities become more aggressive in recruiting adult learners, and with for-profit institutions increasingly emerging as key competitors. Meanwhile, higher education has seen a shift in emphasis among students seeking professional education, with more seeking specialized certificates and micro-/stackable credentials and a broader trend to expand programs to include non-degree offerings in addition to degrees. Even amid the shift toward specialization, the value of “soft skills,” or core liberal education competencies, suggesting the ongoing importance for this emphasis in program offerings.

SCPS has 997 students as September 26, 2019. This includes 904 undergraduates and 94 graduate students. Despite regional growth in the market, DePaul has experienced a decline in undergraduate adult enrollments, particularly in SNL, SCPS's predecessor school, leading to negative operating income.

Total Adult Undergraduate Enrollment, by College





The enrollment decrease in terms of credit hours has been felt principally in “on ground” enrollments, whereas online enrollments have grown and provide a pathway for potential future growth. The next Dean of SCPS will be a strategic leader in analyzing DePaul’s and SCPS’s market position and opportunity for growth in undergraduate and graduate enrollments as well as innovative non-degree programs and stackable credentials meeting market needs.

Since the relaunch, SCPS welcomed the Continuing and Professional Education (CPE) program, faculty, and staff under its umbrella. SCPS also works with Enrollment Management on their Corporate Employer Outreach (CEO). CEO has developed relationships with 45 corporate partners to meet the needs of adult learners in the Chicagoland area as well as partnerships to deliver courses at local community colleges.

DePaul maintains multifaceted relationships with several Fortune 500 companies such as Accenture and McDonalds. Often, the relationship draws on the needs and expertise of faculty across various colleges of the University. For example, DePaul has a relationship with the Fraternal Order of Police in the City of Chicago to provide courses and degree completion opportunities for officers looking to advance administratively and meet requirements for entry to the Chicago Police Academy. The FOP relationship spans the expertise of several disciplines and schools including a Bachelor of Arts Degree Completion Program in Business Administration, Master of Business Administration (MBA) (through the Kellstadt Graduate School of Business), Master of Jurisprudence with a concentration in Criminal Law (through the College of Law) and Doctor in Educational Leadership (through the College of Education). The next Dean will need to work closely with the University leadership and the Deans of the other colleges as SCPS seeks to develop DePaul’s adult education strategy with some courses being delivered by SCPS faculty as well as by faculty of other colleges at the University.

SCPS offers credit-hour based, market-responsive professional studies degrees and stackable credentials. The Continuing and Professional Education (CPE) program, which came under SCPS's umbrella, directs students to other adult education opportunities throughout the University. The format and flexibility of courses meet the needs of today's adult learners and are designed to fit into demanding schedules. CPE offers in-person classes, online courses, and programs that are a combination of both. These diverse course platforms allow adult professionals to choose a learning style that works best for them. CPE also partners with several organizations both inside and outside the University that may aid in advancing students' education.

Mission and Essential Commitments

This School is designed particularly for adults, who bring rich experience to their desire to advance, enhance, or change their careers and personal lives. Every element of the School, from curricula to support services, acknowledges the constant interaction of school, work, community and family, and empowers the student to reflect, so that experience becomes a source of knowledge and learning becomes a way of life. Rooted in Vincentian values of human dignity and social responsibility, SCPS provides highly personalized opportunities and emphasizes the integrity, individuality, and responsibility of each student to develop competency and put learning to ever-new use.

The SCPS defines nine commitments as essential to its mission:

- Commitment to Learning as a Way of Life
- Commitment to Learning Outcomes
- Commitment to Partnership with Students
- Commitment to Diversity and Inclusion
- Commitment to an Evolving, Developing Organization
- Commitment to Community in Service of Learning
- Commitment to Social Justice
- Commitment to Adult Learning
- Commitment to Work-Life Responsive Programs

Programs

SCPS offers innovative undergraduate and graduate programs designed to meet the needs of working adults and professionals. SCPS lets students combine the practical and imaginative to satisfy their goals and dreams in an education that is self-directed. An adult student has distinct needs when it comes to earning a degree. SCPS programs include:

Undergraduate programs

- Business Administration (BA in Professional Studies)
- Computer (BA in Professional Studies)

- Healthcare Administration (BA)
- Decision Analytics (BA)
- Leadership Studies (BA)
- Applied Behavioral Sciences (BA)

Graduate programs/certificates

- Applied Professional Studies (MA in Applied Professional Studies)
- Educating Adults (MA in Educating Adults)
- Applied Technology (MS in Applied Technology)
- Certificate in Educating Adults
- Certificate in Liberal Learning for Professionals

Continuing education certificates

- Financial Planning
- HR and Training
- Management
- Marketing and Communication
- Law
- Computer and Information Technology

DePaul also has a robust menu of college-based certificates in the Colleges of Communication; Computing and Digital Media; Education; Law; Liberal Arts and Sciences; and Music. DePaul offers combined Bachelor's and Master's degree programs that allow students to earn both undergraduate and graduate degrees in a condensed timeline.

As an innovative school that enables students to design their own undergraduate or graduate curriculum in a wide range of fields, SCPS offers onsite and online degree and certificate programs taught by DePaul faculty for corporate, government and non-profit partners. SCPS also partners with professional associations to bring learning opportunities to their membership and extend professional development and networking opportunities to our students. SCPS has pre-assessed the professional certifications offered by these organizations for application toward undergraduate and graduate degrees. Partnerships include:

- Chicago Chapters of the Association for Talent Development
- Society for Human Resources
- Human Resources Certificate Institute

SCPS houses three centers in support and promotion of the adult learner:

- Center to Advance Education for Adults

- Labor Education Center
- Polk Bros Foundation Center for Urban Education

Students

No single profile adequately captures "the SCPS student." Each student enters SCPS at a unique point in their history. Some have been in college before; others have not. Some people have moved high on the career ladder, others are reentering the job market. Some are well into middle adulthood; others are still under thirty. Some people articulate very clear goals, while others are more tentative. Yet almost everyone brings commitment, imagination, and rich experience to one of the most important investments of their lives.

Students report coming to SCPS because of its strong reputation in the Chicago area, its affiliation with an accredited, nationally and internationally recognized university, and its degree programs that honor learning from experience regardless of where or how that learning occurred. Students are also attracted to flexible scheduling, evening and weekend course times, and the flexible delivery of learning opportunities (in-class and online courses, independent study, proficiency exams) that accommodate the goals and lives of working professionals.

At the outset of their studies, students tend to emphasize being at SCPS to earn a degree or credential, for career mobility, and/or for personal satisfaction. During their SCPS experience, many students' goal of attaining a degree or credential is enriched by the appreciation of the journey itself, the journey of learning, change, and growth. This appreciation is stimulated by engaging in intensive self-assessment, by assuming responsibility as primary agents of their learning, and by establishing mutually respectful and productive relationships with teachers and advisors. Upon graduation, most SCPS students celebrate, along with earning a degree, heightened self-confidence and a broader, richer repertoire of perspectives on the world and themselves as well as tools for continuing learning.

Students can attend classes at any location and/or online, as meets their needs. Enrollment is divided between the Loop Campus, course delivery on the campuses of corporate partners, through affiliations with community colleges, and online.

FACULTY

The SCPS faculty includes 12 tenure-line and 142 adjunct faculty. The faculty are interdisciplinary in composition, inclusive of the liberal arts and sciences, and other professional disciplines, in order to provide expertise in a broad range of disciplines critical to the dynamic areas of continuing and professional studies. Because continuing and professional studies is an area continuously evolving based on market demands, its faculty must possess expertise that includes discipline- and interdisciplinary-based content knowledge. Their knowledge extends beyond content to include skills relevant to engaging nontraditional student markets, including understanding how adults learn.

Consistent with SCPS's commitment to integrating academic study with the students' work and other commitments, a percentage of SCPS courses are taught by visiting or adjunct faculty, most of whom are practicing professionals who bring their experience in a variety of workplaces into the classroom. Members of the visiting faculty may teach between one and six courses each year and, depending on their other commitments, may serve as professional advisors for students who share the same career interests. They also frequently serve on committees. A significant number of visiting faculty have been with the School for Continuing and Professional Studies for many years and have demonstrated deep commitments to the program and its students. Supervision by campus directors, bi-yearly in-service programs for visiting faculty members, and frequent communication by email contribute to the integration of resident and visiting faculty.

Governance

The primary goal of the School of Continuing and Professional Studies' governance structure is to ensure the quality of its programs through a shared decision-making process involving faculty and staff under the leadership of the Dean. SCPS's governance structure is designed on the premise that "the best approach is one that increases creativity rather than constraint, continuity rather than crisis, initiative rather than conformity, achievement rather than protocol." It is a system that provides vehicles for the expression of creativity and allows SCPS the flexibility to respond to opportunities that will advance its mission while supporting its Essential Commitments. Committees, councils, and task forces are key to the governance of SCPS as well as the larger University. The governance structure, along with the guidelines and principles that regulate the work of various college governing bodies, makes explicit the process by which decisions will be made. It strives to balance flexibility with consistency, reflection with efficient action, and individual vision with collaboration and organizational need. These governance goals are predicated on the existence of collegiality and trust and united around the basic shared purpose of maintaining a dynamic and thriving institution of higher education.

The Role of the Dean

The Dean of the School of Continuing and Professional Studies will provide overall academic and administrative leadership for the School. Working in close collaboration with University leadership, the Dean will be instrumental in the integration of SCPS with the broader DePaul community.

The Dean will work with faculty to assess the academic offerings of the School in order to determine effectiveness, relevance, and market potential. The Dean will think broadly about the changing employment marketplace within Chicago and beyond, taking note of structural shifts in various industries that parallel areas of focus at SCPS while meeting the needs of a diverse student population and embracing the values of a DePaul education. The Dean will increase efficiency in administrative and budgeting operations by facilitating dialogue about resource requirements and curriculum development.

Externally, the Dean will nurture the unique identity of SCPS and raise its profile in the Chicagoland area and among the units at DePaul.

The Dean reports to the Provost and will work alongside the University's other Deans to enhance communication between SCPS and other academic units, particularly those whose facilities and resources are used in SCPS offerings. The Dean oversees a total staff and faculty of 45. The Dean's direct reports include: the Associate Dean for Academic Affairs, the Assistant Dean for Academic Services, the Assistant Dean of Continuing Education, the Assistant Dean for Enrollment Services and the Assistant Dean for Operations. Also reporting directly to the Dean is the Senior Executive Assistant for the School.

Opportunities and Challenges

The Dean joins DePaul at a time of tremendous institutional change and commitment to adult education. In this fluid context, the Dean will address the following challenges:

Serve as a strategic, visionary and entrepreneurial leader for adult education at DePaul.

Working closely with the University's leadership and the School's faculty, the new Dean will chart a successful path for the future that takes advantage of DePaul's position in the Chicagoland area. The School has strong experience and technological capacity in online course delivery as well as a physical presence in downtown Chicago at DePaul's Loop campus and relationships with local community colleges and corporate partners that provide physical space. This is a unique opportunity for a creative leader to leverage DePaul's strategic position and helping meet the market need vis-à-vis both undergraduate degree completion and non-degree programmatic offerings such as "stackable credentials" that meet the needs of today's adult learner.

Lead an assessment of current offerings and delivery methods to ensure innovative programs that meet the needs of an evolving adult population and the changing markets for higher education.

The Dean will guide the assessment and restructuring of course offerings with an eye toward effective and efficient education delivery. While focusing on the efficacy of undergraduate and graduate offerings, SCPS can further grow non-credit programs popular with students looking to apply a DePaul education to their chosen fields. The Dean will work closely with faculty to keep curricula current and relevant and serves the unique needs of adult students. SCPS will lead the way in innovative pedagogies, offering online and hybrid education for students whose schedules increasingly feature more travel and less flexibility but who still demand a top-notch, market-driven education.

Be a collegial leader across the University.

Close collaboration with other Deans and university leaders will be critical for success. As SCPS takes shape, it is possible that some academic programs will be fully embedded in the School and taught by SCPS faculty whereas some programs in the School will be taught by faculty of other colleges that have deep expertise. The next Dean will need to have a degree of expertise in launching new programs and have a disposition towards realizing win-win solutions.

Qualifications and Experience

The successful candidate will possess many of the following skills and personal qualities:

- Demonstrated capacity for strategic leadership, and the ability to move an organization forward while preserving standards of academic excellence;
- An ability to work constructively across the university including with the Deans of other Colleges at DePaul in charting the course for adult education at DePaul;
- An entrepreneurial mindset, with the drive to explore and take advantage of the potential of SCPS as it connects to the broader Chicagoland area;
- The ability to think expansively and creatively while maintaining strong ties to the historical mission of the School;
- A track record of having proactively embraced and promoted diversity in previous leadership roles;
- Excellent interpersonal, written, and oral communication skills;
- An eagerness for collaboration with a strong, talented faculty and staff;
- A fundamental and dynamic understanding of the employment marketplace and a demonstrated talent for developing programs that take advantage of market opportunities and shifting delivery systems;
- An affinity for consensus-building and diplomacy and the ability to listen to, and be heard by, a wide variety of constituents;
- A person with integrity and the highest standards of ethical behavior consistent with DePaul's Vincentian values of human dignity and social responsibility.

TO APPLY:

Expressions of interest, nominations, and applications, including a curriculum vitae and cover letter describing the candidate's interest in the position, should be sent in confidence to:

Sean Farrell, Partner
Robin Dougherty, Senior Associate
Isaacson, Miller
Washington, DC 20009
<https://www.imsearch.com/7225>

Electronic submission of materials is strongly preferred. Although the search will remain open until the position is filled, for full consideration we strongly encourage submission of materials by December 1, 2019. DePaul University is an Equal Opportunity employer and encourages diversity in all areas of the campus community.