Associate Dean for Academic & Student Affairs (ADASA), College of Science

Leadership Profile – June 2021
Executive Summary

Oregon State University seeks a student-centered, innovative and collaborative leader as its next Associate Dean for Academic and Student Affairs (ADASA) in the College of Science. We welcome applications, nominations and inquiries on this position.

Founded in 1868 and one of a few land, sea, space and sun grant universities in the U.S., Oregon State University (OSU) is an internationally recognized public research university that draws people from all 50 states and more than 100 countries. OSU is Oregon's statewide university and its largest, serving more than 32,000 students and employing more than 10,000 faculty and staff. With its main campus in Corvallis, a branch campus in Bend (OSU-Cascades), centers in Newport (Hatfield Marine Science Center), Portland (OSU Portland Center), and one of the best online programs in the world (Ecampus), the university offers more than 200 undergraduate, graduate, and doctoral degree programs and has more majors, minors, and special programs than any other university or college in Oregon.

As a land grant institution committed to teaching, research, and outreach and engagement, Oregon State University promotes economic, social, cultural, and environmental progress for the people of Oregon, the nation, and the world. Oregon State has earned the national distinction for Carnegie Classifications for “community engagement” and for “very high research activity” with research funding totaling almost $450 million in fiscal year 2020, setting a university record and marking the third time in four years that OSU’s research awards have totaled more than $400 million.

The College of Science (COS) is a vibrant scientific community that serves more than 3,000 undergraduate and graduate students across seven departments in core life, statistical, physical, and mathematical sciences, more than 200 faculty with a college budget of over $43 million in fiscal year 2020. The faculty, staff, and students in the College of Science are motivated by discovery, seeking answers to how life and the universe work, pursuing curiosity-driven research wherever the questions lead, and inspiring solutions to society’s great challenges with expertise and strength in Marine Science, Materials Science, Biomedical Science, and Data Science. The college has an enormous footprint in undergraduate education at OSU with almost every student taking at least one class within the college and teaching about 20 percent of the total university credit hours. As such, the College of Science is laser-focused on providing a holistic, student-centered experience to ensure student success for all members of the OSU community.
Reporting to the dean and serving on the college’s faculty, the associate dean for academic and student affairs provides strategic leadership to ensure the success of all students within the College of Science with a particular lens toward identifying systemic barriers to student success and closing opportunity gaps for students of color, first generation students, and students with low-income background in Science, Technology, Engineering and Mathematics (STEM) fields. In addition to supporting a robust student advising program and serving as point person on student conduct concerns, the ADASA promotes excellence in curricula and assessment; advances diversity, equity, and inclusion in all its forms within the college; and leads the achievement of student recruitment goals. The associate dean must also engender trust and collaboration among faculty and staff within the college as well as with partners across Oregon State’s schools and colleges, student affairs, undergraduate education and other university entities. Successful candidates will demonstrate familiarity with developing, implementing, and evaluating student success efforts related to advising, diversity and inclusion, scholarships, student conduct, and recruitment. An earned doctorate within the College of Science offerings or related STEM fields is required. The nature of the faculty appointment – a tenured or teaching faculty appointment – is flexible based on candidate credentials and experience. Administrative leadership within the essential components of the role is expected.
Role of the Associate Dean for Academic and Student Affairs

The College of Science's associate dean for academic and student affairs (ADASA) is an integral part of the college's executive leadership team (CLT), working closely with the dean, associate dean, unit heads, marketing director, student services staff & faculty, and the students to advance the mission of the college.

The ADASA collaborates with the CLT in developing and implementing the strategic and diversity plans of the College. The ADASA will provide leadership for faculty in the development of policies and programs to improve undergraduate student recruitment & success and address opportunity gaps for Pell-eligible, First Generation, and students of color in the science disciplines within the College. The ADASA will integrate, advocate, and advance equity & inclusive excellence within all aspects of their work in the College of Science. The ADASA directs COS undergraduate recruitment efforts, collaborating with the college's Marketing and Communications team.

Reporting directly to the dean of the College of Science, the new associate dean for academic and student affairs will use the framework of the college's strategic plan to provide leadership and oversight for identifying and implementing strategies for improving academic, recruitment, retention, and co-curricular programs within the college. In accordance with university and college academic rules and regulations and in consultation with the dean, the associate dean makes decisions regarding student compliance with academic policies and provides oversight for personnel and budgets within the Academic and Student Affairs unit of the college. The ADASA will also closely collaborate and partner with the dean and OSU Foundation on stewardship activities.

The ADASA supervises Science Success Center staff and collaborates with the staff who oversee 15-20 student (peer advisors) staff. The associate dean manages an endowment of $5.8M with current use (spendable funds) from all sources of $1.2M/year.

Additional essential functions and associated tasks for the associate dean for academic and student affairs include:

**Director of Advising & Academic Success**

- The ADASA will serve as Director of Academic Success and work closely with the COS Head Advisor, Department Heads, and COS academic advisors on advising matters as well as oversee COS student scholarships and awards including donor relations and stewardship.
The ADASA will lead the college in efforts for continuous improvement of undergraduate academic programs supporting student success and equity. This includes, but is not limited to, strengthening cross-campus collaborations, and aligning student-centered advising practices to decrease barriers to student success.

**Supervision & Collaboration with Student Services Staff**

- The ADASA will supervise and collaborate with Student Services staff including COS Head Advisor, Associate Director of Student Engagement, and Student Success Advisor, and collaborate with them in their respective portfolios, including, but not limited to, the following programs: new student orientation, experiential learning programs such as the Summer Undergraduate Research Experience (SURE) program, student recruitment, student events, the Peer Advisor program, Student Advisory Board, transfer student support, and diversity, equity, and inclusion initiatives.

- The ADASA will also collaborate with the Assistant Director of Career Development and their programming which helps students improve their career-readiness.

**Curriculum, Program Development & Administration**

- The ADASA will lead the faculty in the development of curriculum in the college acting as the Dean’s designee for the approval of undergraduate curriculum proposals, Chair the College Curriculum Committee, work with other colleges at cross coordination of curricula among programs at OSU, and represent the College on the University Education Council.

- The ADASA will lead the college in the development, interpretation, and implementation of college policies improving student success across student populations and governing undergraduate academic and student affairs.

- The ADASA will work with the Department Heads and lead efforts to provide professional development for faculty in the college to improve pedagogy and inclusive excellence.

- The ADASA will liaise with instructors and Department Heads across the COS to provide leadership and support innovation in curriculum development (including Ecampus) & instructional approaches.

- The ADASA will ensure that Ecampus classes are meeting learning outcomes and being assessed fairly and in a comparable manner to on campus courses.

**Co-Curriculum Development & Campus Relations**

- The ADASA will work to build relationships and partner across campus with programs and units aimed at student success and support. These groups include but are not limited to: Academic Success Center, Louis Stokes Alliance for Minority Participation (LSAMP), STEM Leaders, Education Opportunities Program (EOP), Diversity Cultural Engagement, Community Engagement & Leadership, Undergraduate Research, Scholarship and the Arts (URSA), the Office of Undergraduate Education, International Programs, INTO OSU, OSU Go (study abroad office), and Career Development Center.

- The ADASA will partner with Counseling & Psychological Services (CAPS), Financial Aid, and Disability Access Services, to assist students with academic access, mental health, and financial challenges.
• The following link provides a description of OSU support units that the ADASA will partner and liaise with https://catalog.oregonstate.edu/tutoring-student-support-services.

Assessment & Accreditation

• The ADASA will represent the college on the University Student-Learning Assessment Council, lead the College Assessment Team, and work with unit assessment representatives to complete timely submission of Required Annual Assessment Reports and Program/Unit Review Compliance.

• The ADASA will work with the director of university accreditation on reporting of programs and outcomes. The use of analytic approaches and predictive analytics to improve assessment of courses, programs, learning resources, and advising to provide data for evidence-based decision making and resource allocation to improve student retention, closing equity gaps and degree completion.

Student Conduct & Concerns

• The ADASA will be the primary liaison with the Office of the Dean of Students connecting Department Heads and faculty with the Student Care Team, Threat Assessment Team, and Student Conduct and Community Standards staff.

• The ADASA will serve as the Dean’s designee responsible for the review of all Academic Integrity cases.

• The ADASA will meet with students who have concerns about their experiences in the college. The ADASA will need to be approachable and work as the student’s advocate when necessary.

Teaching

The ADASA will teach one course per year in the College of Science. The Dean and all Associate Deans teach one course per year. The ADASA will have minimum qualifications equivalent to the rank of OSU senior instructor I or II, i.e., at least 4 years full time (minimum 9 months per year) experience in university instruction teaching STEM courses in higher education and evidence of distinction in that instruction. Experience advising in higher education is a preferred qualification.

Budgeting

The ADASA is responsible for budgeting, managing, and allocating the OSU Foundation accounts within the Dean’s Office, with an endowment of $5.8M and current use (spendable funds) of $1.2M per year. Most of these funds are allocated to student success via scholarships, experiential learning, and enhancing teaching within the college.
Opportunities and Expectations for Leadership

Ensure the success of all students within the college

The associate dean oversees all aspects of student affairs in the College of Science – student engagement, student advising and success, academic integrity – as well as student recruitment. Their efforts have a disproportionate impact on the overall university given the college's enormous footprint on the education of students at Oregon State. The college's faculty teach almost 20 percent of all credit hours at OSU; the majority of all OSU students take at least one class in the college. As such, the college plays a vital role in overall student success at OSU. The college has a robust student success ecosystem including a strong advising network, credible support structures, supportive and engaged alumni, and faculty who have spent significant effort on developing modern teaching techniques. There is a deep and genuine commitment to students across the college, among faculty and staff.

There is an opportunity to unify the advising program – comprised of professional advisors, faculty advisors and student advisors - under a collective and shared vision and understanding of student success, as well as a commitment to best practices and structures that align across the academic and student experience domains. For many reasons familiar to all educators, student success outcomes are unequal across students. The associate dean will have a sophisticated understanding of the nature of these inequalities, the myriad issues facing students from the tremendous variety of backgrounds and learning styles represented at Oregon State – socioeconomic background, racial and ethnic backgrounds, first generation, students with disabilities, adult learners, online students, among others – and the research available to inform strategies to assess and improve student outcomes.

The associate dean will work tirelessly to ensure equity in access to resources that contribute to student success. These include faculty and peer advising, high-impact practices, research opportunities, leadership opportunities and professional development opportunities, among others. The associate dean will work closely with the staff, faculty, and students who manage these various activities to synergize their efforts to improve access thereby enhancing the student experience for all.

Remote learning has required tremendous adaptation on the part of faculty and students. The associate dean will help lead conversations around the long-term impacts and future of instruction within the college, partnering closely with the associate provost for undergraduate education and the associate deans from across the schools and colleges at OSU.

The associate dean will take a human-centered, students-first approach to their work and serve as a role model for all faculty and staff in creating an authentic, highly engaged experience for students. Likewise, they will be mindful of process, efficiency, and the impact on people's time to help streamline and optimize time and resources.
Actively promote diversity, equity, access, and inclusion

The associate dean will play an essential role in advancing the college's commitment to diversity, equity, and inclusion. The college has had some success in diversifying its student body and must continue this work. The student population is increasingly Latinx, while Black students and Native American students remain underrepresented. Through leadership of the college's recruiting efforts and in collaboration with marketing and communications, the associate dean will ensure that progress in diversifying the student body remains a high priority.

The associate dean supervises and collaborates with Student Services staff including the COS Head Advisor, Associate Director of Student Engagement, and Student Success Advisor, and collaborates with them in their respective portfolios. These include the following programs: new student orientation, experiential learning programs such as the Summer Undergraduate Research Experience (SURE) program, student recruitment, student events, the Peer Advisor program, Student Advisory Board, transfer student support, and diversity, equity, and inclusion initiatives. The associate dean also collaborates with the Assistant Director of Career Development and their programming, which helps students improve their career-readiness.

The associate dean will be mindful of ensuring that the diversity of the advisors moves toward representing that of the student population. The new associate dean will work to create an inclusive, collaborative, and collegial community among the advisors.

Given the significant underrepresentation of students from marginalized backgrounds, the associate dean will serve as a strong advocate for underserved students and advocate for faculty working with those students.

Collaborate across the college and university to access expertise and resources and advocate for the needs of students and faculty

Oregon State has strong university-wide commitment to student success as evidenced by the Undergraduate Student Success Initiative. The associate dean will actively engage in campus initiatives and activities, stay informed about what is happening across the university, and commit to an ongoing understanding and development of the various aspects of their role that support the college's and university's goals. Key campus partners and services include those in the Office of Undergraduate Education and Division of Student Affairs, among others.

The decentralized nature of Oregon State can create an inconsistent experience for students; this is also seen within the college's departments and majors. Through relationship building, communication, and engagement, the associate dean will work to discover what is working well and where there might be gaps and ensure as much consistency as possible for the benefit and retention of students from minoritized backgrounds.

The associate dean will prioritize relationship building, communication, and constructive conversation as hallmarks of their approach in working across the university, which highly values shared governance.

Improve systems to support and achieve student recruitment goals

The associate dean is responsible for the college's recruitment efforts working closely with the college's marketing and communications team and student peer advisors and the university's central enrollment liaison. The college's enrollment is healthy and trending upwards. Given the demands on a lean staff and the lack of a full-time recruiter, the associate dean can develop a more methodical and streamlined approach to nurturing the ongoing interest and engagement of identified
potential students throughout the recruitment cycle. The associate dean will identify gaps in processes and lead the team's effort to close those gaps to optimize success.

**Lead curriculum development and assessment committees**

The associate dean leads and oversees the curriculum development committee and the assessment committee. In this role, the associate dean is the point of contact for questions related to new programs and adjustments to existing programs and ensures appropriate sponsorship and review of all recommendations. If courses are not working well for students, the associate dean will work with departments, faculty, and instructors to explore concerns and develop collaborative solutions.

The college teaches a large number of service classes, and there is a wide range of teaching modes. The associate dean will play a critical role in ensuring that courses are assessed consistently, the learning outcomes are met, and students are examined under comparable conditions and experience.

Faculty are eager for leadership to help drive the re-examination and restructuring of the college's foundational courses, which are team-oriented in nature and involve asynchronous material and non-traditional assignments. This process is a significant task requiring understanding of college and university policy and interfacing with units who have knowledge and resources to assist and ensure the appropriate level of consistency. This is one example of the many opportunities for the associate dean to make a significant impact in the instructional arena.

Oregon State has a centralized Center for Teaching and Learning. The associate dean serves as a bridge between the center and the college's faculty to ensure and encourage access to peer mentors and other resources to enhance the quality of teaching.

The associate dean is empowered to facilitate new pedagogical methods – including securing grant support for these efforts – as well as to lead in looking at how the college integrates technology into the curriculum and will play a coordinating role in this work.
Professional Qualifications and Personal Qualities

The successful candidate will be an experienced leader who, in concert with the dean of the College of Science, provides a vision and direction for student-centered academic and student success efforts for the college. The new associate dean must have familiarity with developing, implementing and evaluating student success efforts related to advising, diversity and inclusion, scholarships, student conduct and recruitment. The associate dean must also engender trust and collaboration among faculty and staff within the College of Science, as well as with partners across Oregon State’s schools and colleges, student affairs, undergraduate education, and other university entities. Administrative leadership within the essential components of the role is expected.

The successful candidate will have the following professional qualifications and personal qualities:

**Academic credentials:** An outstanding record of accomplishment in higher education or other professional endeavor involving student success initiatives and experience advising and teaching STEM courses in higher education. The academic credentials to facilitate collaborative partnerships with the college’s faculty, staff, and campus constituents. An earned doctorate within the College of Science offerings or related STEM field is required as is the ability to qualify for teaching faculty appointment at Oregon State that is equivalent to the rank of OSU senior instructor I or II, i.e., at least 4 years full time (minimum 9 months per year) experience in university instruction and evidence of distinction in that instruction. Preference will be given to candidates who are tenured/tenure-track faculty members or be able to get Tenure in the College of Science, associate or full professor in areas covered by the College of Science.

**Vision and leadership:** An entrepreneurial outlook and eye to new possibilities and emerging challenges in student recruitment and success for STEM students; the capacity to independently make strategic decisions, generate innovative ideas and solutions and multitask; and the ability to develop and manage collaborative relationships with a diverse array of college and campus partners.

**The ability to keep the big picture at the forefront while overseeing operational details:** Comfort with delegating day-to-day management and decision making to faculty and staff; evidence of leading an organization to achieve strategic plan outcomes; and skill in continuously refining the organizational structure and operations as the plan evolves.
**Strong analytical capacity:** The ability to produce forward-looking strategic plans and budgets that link expenditures to outcomes; assess the effectiveness of how academic curricula, student success, and diversity and inclusion initiatives are employed to achieve college goals; produce regular and systematic comparative reports that detail progress toward college goals; and employ information on national and international trends in higher education and on developments at peer institutions effectively in planning.

**A record of commitment to a diverse and multicultural university:** A demonstrable commitment to promoting and enhancing diversity of students, faculty, and staff and enhancing equity and inclusion; a history of creating inclusive environments for all individuals; leadership experience in student success initiatives including those designed to improve outcomes for students of color and low-income backgrounds in STEM; and an understanding of first generation, nontraditional adult learners, and online off-campus learners, which are the fastest growing enrollment segments at OSU.

**Organizational acumen:** The ability to establish organization, structure, accountability, clear expectations and drive progress toward goals. Mindful of process, efficiency and the impact of responsibilities on people’s time. Able to see and implement ways to streamline and optimize time and resources.

**Mature communication skills:** Strong speaking and writing skills, and the ability to articulate a vision effectively and transparently to all constituencies, including current and prospective students and their families, staff, the faculty, administrative partners, alumni, and the public; experience working with and advocating for students of color, first generation students, and students from low-income backgrounds.

**Personal qualities:** A sense of urgency, honesty, integrity, candor, optimism, and a strong moral compass; approachable demeanor to engage with students, faculty, staff, and campus partners; a genuine interest in being a part of a collaborative administrative team within the college; proven skill in dealing with complex and diverse cultures, backgrounds and perspectives; the ability to observe, listen, learn, and clarify needs while engendering trust; and wisdom and sound judgment.
Application Procedure

The search for the next ADASA in the College of Science at OSU is being conducted in partnership with RPA Inc. For a confidential discussion or to make a nomination, please contact Isaac Karaffa, Vice President and Senior Consultant, or Kira Heath, Search Manager, at OSUAssociateDean@rpainc.org. Candidates should submit the following documents, which constitute a complete application, to OSUAssociateDean@rpainc.org:

1. Cover letter (no page limit) addressing the candidate’s vision for the ADASA position and how the candidate meets minimum and preferred qualifications as outlined here: LINK
2. Full CV (no page limit)
3. DEI Statement (3 pages max) that should include:
   a. details of how their teaching, service, scholarship, and other work has supported the success of Students of Color, First Generation Students, and students from low-income backgrounds in their academic fields, and
   b. how their work will further OSU’s commitment to diversity as outlined in our diversity strategic plan https://diversity.oregonstate.edu/strategic-plan and Oregon State University's 2019-23 strategic plan (SP4.0): Transformation, Excellence and Impact.

Review of candidates will begin on September 1, 2021, and interviews will commence thereafter.

As a land grant institution committed to teaching, research and outreach and engagement, Oregon State University (OSU) promotes economic, social, cultural and environmental progress for the people of Oregon, the nation and the world. OSU has an institution-wide commitment to diversity, multiculturalism, and community. We actively engage in recruiting and retaining a diverse workforce and student body that includes members of historically underrepresented groups. We strive to build and sustain a welcoming and supportive campus environment. OSU provides leadership opportunities for people interested in promoting and enhancing diversity, nurturing creativity and building community. All employees are responsible for helping to maintain and enhance OSU’s collaborative and inclusive community that strives for equity and equal opportunity.

OSU commits to inclusive excellence by advancing equity and diversity in all that we do. We are an Affirmative Action/Equal Opportunity employer, and particularly encourage applications from members of historically underrepresented racial/ethnic groups, women, individuals with disabilities, veterans, LGBTQ community members, and others who demonstrate the ability to help us achieve our vision of a diverse and inclusive community.

All COS employees are expected to demonstrate a commitment to diversity and inclusion, including efforts promoting equitable outcomes among learners of diverse and underrepresented identity groups. For further explanation of OSU’s vision and principles, please see information on the Institutional Diversity page at Oregon State University, specifically their goals captured in their Strategic Plan detailed here: https://diversity.oregonstate.edu/innovate-integrate-plan-inclusive-excellence.