



NATIONAL
LOUIS
UNIVERSITY



POSITION PROFILE

Dean of the Undergraduate College

January 2023

In partnership with Summit Search Solutions, Inc.



THE OPPORTUNITY

Dean of the Undergraduate College

The next Dean of the Undergraduate College (UGC) at National Louis University (NLU) will join a college focused on advancing the mission of driving equity in bachelor's degree attainment and employment, by providing a student-centered, innovative, professionally-focused, inclusive, and supportive learning experience for NLU undergraduate students. The Dean of the Undergraduate College will need to be an enterprising and bold visionary prepared to explore, develop, and implement innovative approaches to curriculum and instruction, student engagement, student support, career preparation, and faculty and staff development, leading the College to higher and more equitable student outcomes. The Dean must embrace and model a growth mindset and practice that prioritizes career readiness and employment outcomes as the ultimate measure of its graduates. Further, the Dean must be willing to challenge the status quo of current academic and student support models to reduce complexity, increase efficiency and advance strategies and cutting-edge models that lead to the academic, personal, and professional development and success of all students.

The next Dean must possess a data-informed orientation and have a track record of executing necessary change to advance the reputation and contributions of the College. With an eye on the present and an eye toward the future, the Dean should have strong command of and attention to the day-to-day business and academic operations of the College, while also having an ability to think strategically and systematically about priorities and opportunities to scale. The Dean must be a fundraiser and build relationships with partners that will support innovative initiatives within the College. The Dean should also demonstrate external awareness of relevant higher education trends as well as experience in cultivating partnerships to enhance the impact of the College. Overall, NLU seeks a Dean who is passionately relentless about advancing equity in students' education and workforce outcomes and who will build on the College's early foundations while also challenging the status quo to lead the College to greater heights.

The Dean reports to the Provost and works directly with the President and Provost on strategic matters. The Dean will be responsible for leading a talented team of approximately 50 full-time faculty, 50 full-time staff, and 250+ adjunct faculty and part-time staff, including 7 direct reports on the college's leadership team. The successful candidate will be a strategic, innovative, and results-oriented leader with a track record of success – setting clear expectations, inspiring people, collaborating across the institution, cultivating external champions, and managing effectively. This individual must show evidence of a deep appreciation for employing student-centered approaches; prioritizing instructional best practices; gaining internal and external stakeholder buy-in; and, exercising sound fiscal stewardship and decision-making related to the financial operations and goals of the College.

Responsibilities:

- **Strategic Vision/Goal Setting and Execution:** Provide vision and leadership for the College. In partnership with the Provost and aligned with the University's strategic plan, establish multi-year vision and priorities as well as annual action plans to scale College enrollment and strengthen student outcomes - informed by institutional data and external trends. Ensure efficient processes and procedures are implemented to drive outcomes of strategic initiatives undertaken by the College. Guide ongoing reflection based on performance relative to priority Key Performance Indicators (KPIs) including student learning outcomes, persistence to graduation, employment, and student satisfaction. Collaborate closely with University Strategic Data Center to ensure relevant analytics inform and enhance College planning and execution.
- **Talent Acquisition and Team Leadership:** Attract, hire, develop, and retain faculty and staff talent. Provide direction, coaching, and supervision to the College's leadership team, including three associate deans, executive director of undergraduate student success, executive director of strategy and operations, and additional directors of priority strategic initiatives. Maintain a regular presence on campus and work with all stakeholders to advance the organizational culture of the College, which is based on student-centeredness, service excellence, data-informed decision-making, and continuous improvement/innovation. Engage actively in shared governance dialogues, cultivating a culture of inclusion and ensuring ongoing feedback loops with faculty and staff regarding priority College matters. Manage personnel matters related to faculty and staff in the College.
- **Instructional Quality, Student Support, and Career Success:** In collaboration with associate deans, faculty, success coaches/advisors, and career staff, establish and execute priorities to grow student outcomes. Work with associate deans and faculty to advance instructional model that is student-centered, strengths-based, industry-aligned, career-focused, culturally responsive, and data-informed. Collaborate with Online and Adult Education unit to ensure high-quality experience and strong outcomes for UGC online students. Work with associate deans, chairs/directors, and Provost Office to complete annual program assessment and accreditation requirements. Work with executive director of undergraduate student success as well as Student Affairs, Academic Advising, and Learning Support teams to ensure robust academic advising, student engagement, and wraparound support services are provided. Partner closely with University Career Bridge department to advance integrated UGC career preparation and placement model, ensuring college-wide faculty and staff engagement in the career development and employment outcomes of UGC students. Engage actively with the UGC Dean's Student Advisory Council to ensure student voice informs College plans.
- **Fundraising and External Partnership Development:** Work closely with the University's Institutional Advancement team to raise external funding through philanthropy, partnerships, and grants, with initial goal of raising approximately \$2 million per year. Forge and strengthen strategic partnerships locally and nationally between school districts, community colleges, community organizations, and employers to build college capacity, cultivate employment opportunities, and fuel enrollment. Represent the College at public events.
- **College Vitality and Strategic Growth:** Work closely with the Vice President of Marketing and Enrollment to support student recruitment initiatives, and to foster the recognition and growth of the College. Collaborate with community partners including but not limited to the UGC external advisory council and multiple industry advisory councils to identify existing and emerging market needs for new programs and/or the transformation of existing programs. Explore opportunities for regional and national growth, e.g., via expansion to new campus locations and/or leveraging remote and online modalities.
- **Financial Stewardship:** Work with UGC executive director of strategy and operations and University VP of Finance to develop and manage the budget, allocating resources appropriately to achieve strategic goals. Ensure lean operating model wherein the College remains financially self-sustaining at the UGC's affordable tuition rate. Collaborate with Institutional Advancement to ensure that annual fundraising goals are stretching, reasonable, and aligned with strategic priorities and student support needs.
- **Institutional Leadership:** Serve as active member of University leadership team including President's Cabinet and Academic Cabinet. Contribute and model proactive and strategic thought leadership, student-centeredness, collaborative spirit, team leadership, and equity mindset to advance university planning and execution. Serve as a role model ambassador of NLU. Perform other duties and lead additional special initiatives as assigned.

Qualifications and Experience:

Credentials and Experience:

- Earned doctorate in education leadership, business administration, human services, or a related field required.
- Minimum of five years in leadership capacity with record of increasing responsibility.
- Demonstrated capacity for strategic leadership; the ability to move an organization forward, including supervision of large, cross-functional, and senior teams.
- A record of academic achievements including teaching and/or research supervision preferred.
- Experience in business planning as well as financial and budget management.
- Experience in developing community partnerships and strong relationships required, especially with community and employer partners; demonstrated ability to raise money preferred.
- Familiarity with online education, technology, and its impact on pedagogy.

Competencies:

- **Student Centered:** Prioritizes the diverse needs of students and is committed to student success, inclusion, and belonging. Considers student impact in all decisions and actively works with students to ensure student voice is central to budgeting, instructional, and operational activities.
- **Strategic Thinking:** Formulates vision and strategy for the future of the organization, while weighing diverse inputs, identifying innovative opportunities, and courageously pursuing change in service of impact. Able to get up to speed quickly on new, complex strategic challenges and contribute immediately to solving them. Ability to implement strategic plans, including performance management goals and objectives, data-driven decision making, project and change management, and proven human resource management.
- **Data-Driven:** Able to use and analyze data to identify trends, solve problems, inform differentiated faculty and staff professional development, guide student interventions, and drive overall programmatic continuous improvement including student outcomes.
- **Results-Oriented:** Develops and executes action plans – including roles, resources, and timelines needed to drive intended impact – and engages stakeholders and adjusts course as needed to ensure on-time and high-quality results within budget. Manages multiple priorities at a given time, able to balance competing priorities and deadlines in a fast-paced environment.
- **Team Leadership:** Sets clear goals and works to integrate team and program needs into cohesive actions. Delegates, coaches and develops team members while inspiring them. Recognizes individual strengths and builds community through recognizing success. Handles sensitive or difficult issues with grace and confidence. Remains clear-headed, focused, and inspires others to do the same. Remains objective in the face of strong emotions. Can acknowledge strong emotions without being unduly influenced by their intensity. Exudes a collaborative management style that builds strong teams within, between, and across organizations.
- **Equity and Growth Mindset:** Understands and demonstrates commitment to the goals of diversity, equity, and inclusion. Consistently brings an equity mindset to the organization's work and workplace; considers the impact of equity-related issues on students, staff, faculty, and external partners.
- **External Awareness:** Keeps informed about market conditions, competitive information, and political factors that may impact the goals and interests of the organization; uses good judgment about when to share external information as well as who should be informed; stays up-to-date on trends and projections and sees what is on the horizon. Is seldom surprised by external factors that affect the organization.
- **Executive Presence:** Demonstrates confidence, composure, and credibility when engaging with a range of internal and external stakeholders, in particular executive-level colleagues; communicates clearly and concisely, and tailors messages to achieve buy-in of diverse audiences; connects with others as an active, empathetic, and responsive listener and visionary.

THE UNDERGRADUATE COLLEGE

The Undergraduate College (UGC) at NLU is an innovative new and growing college dedicated to the ambitious goal of being a leader in driving equity in bachelor's degree attainment and sustainable employment - with the ultimate purpose of helping students develop the knowledge and skills to succeed as professionals and engaged citizens, leading to positive outcomes for themselves, their families, and communities. Launched in 2015, the freshman program at NLU, also known as Pathways, scaled quickly to now enroll over 1,600 first-time undergraduate students. Pathways subsequently merged with the Undergraduate College which served adult and transfer students primarily online. The combined organization today serves over 4,500 students and comprises almost half the University. The College forecasts continued expansion and currently offers majors such as business, computer science, communications, education, psychology, social work, human services, and criminal justice. Serving approximately 70% first-generation college-goers, 70% Pell-eligible or undocumented students, and 70% Black or Latinx students, the UGC was intentionally designed from the ground up to reimagine undergraduate education to be more student-ready by knocking down the most common barriers to college access, college completion, and post-college employment. The UGC's student-centered, equity-driven model is guided by five pillars:

1. Equity of access for all students through affordability, flexible and convenient scheduling options (campus-based, virtual, and fully online), and broad access admissions.
2. Clear and well-rounded course pathways to degrees to minimize time to graduation and maximize employability.
3. Active, experiential, rigorous, and personalized classroom experience - led by expert faculty and fueled by innovative technologies - to facilitate student learning.
4. Holistic, data-informed support with personalized coaching and robust wraparound services to strengthen student persistence.
5. Embedded career preparation and placement support to ensure students walk across the graduation stage with a strong first job offer or graduate school admission in-hand.

The UGC team is currently comprised of 100+ full-time faculty and staff, and 250+ additional adjunct faculty and part-time staff, with an annual operating budget of \$36M supporting academic, student support, and career preparation work. The College operates on a lean recurring cost model of approximately \$10K/student/year, as it is committed to ensuring that students receive a high-quality bachelor's degree experience at an affordable tuition rate and that the institution is financially sustainable through tuition revenue funding. Additionally, philanthropic support of approximately \$2 million per year funds the incubation of new innovations to advance student success as well as direct-to-student supports to enable persistence such as emergency funds and completion scholarships. Furthermore, the College remains engaged with and responsive to community needs through active consultation with multiple external advisory councils.

In its early years, the UGC has exceeded national student outcome benchmarks, it received the 2017 Online Learning Consortium's Digital Learning Innovation Award and the 2018 Eduventures Innovation Award, it was recognized by the Chronicle of Higher Education in 2019 as #1 in growth in serving underrepresented minority students, and it is now the #1 private four-year college destination of Chicago Public School graduates. It was also recently ranked by *Washington Monthly* as the #4 college in the nation for empowering students' social mobility and #2 best bang for your buck in the Midwest. While strong foundations have been built in the College, outcomes are not yet good enough, and equity gaps persist and must be closed. NLU's team of dedicated educators is committed to continuous improvement and innovation to strengthen student outcomes, and the institution is further committed to scaling undergraduate enrollment to expand its impact across communities.



ABOUT NATIONAL LOUIS UNIVERSITY

National Louis University (NLU) is looking to honor its past while defining a bold new future as a contemporary comprehensive university dedicated to preparing diverse students for sustained professional success. NLU is keen on providing a career-building, life-changing education that is accessible to all students. The University offers more than 70 undergraduate and graduate degree programs through five academic units: the Undergraduate College, Kendall College of Culinary Arts and Hospitality Management, the College of Psychology and Behavioral Sciences, the National College of Education, and the School of Business and Information Technology. NLU is one of the most diverse universities in the Midwest, helping students of all ages and backgrounds achieve their personal and professional goals.

NLU is a teaching-focused and student-centered university committed to providing access to a far-reaching exceptional education that is market-aligned and cost-effective. The University offers programs at multiple locations and through various modalities including face-to-face, online, synchronous and remote learning in which courses can be supplemented with well-planned and meaningful on-campus experiences. The University has experienced unprecedented growth and currently serves approximately 10,000 students at four locations in Illinois and Florida.

Founded in 1886, National Louis University is a private not-for-profit university offering programs through the doctoral level. NLU is an HSI and MSI and is classified as an Engaged Institution by the Carnegie Foundation and has been named as a top ten institution by Money Magazine where its alumni believe they are making the world “a better place.” The University has had more Golden Apple Award winners among its graduates in teacher preparation than any institution across the state. Graduates from NLU enter the workforce earning an estimated \$43,000 per year after graduation, ranking NLU among the top five of all Illinois post-secondary schools. The University has received more than \$100 million in funding for applied research projects in urban development, childhood development, school improvement, and teacher preparation. Most recently in 2022, NLU was ranked in the top 20 in Washington Monthly for Universities that are working to make the world a better place. National Louis, accompanied by the major ivy leagues, was number four for social mobility and number two for best bang for your buck in the Midwest. NLU is recognized as a national leader in closing the post-secondary completion gap through its innovative approach to undergraduate education.

Located in the center of Chicago’s downtown loop, across the street from the Art Institute, NLU is in an area that has been recognized as America’s largest campus with over 25 institutions and 50,000 students attending a college across the city. To learn more about National Louis University visit <http://www.nl.edu>.

Leadership

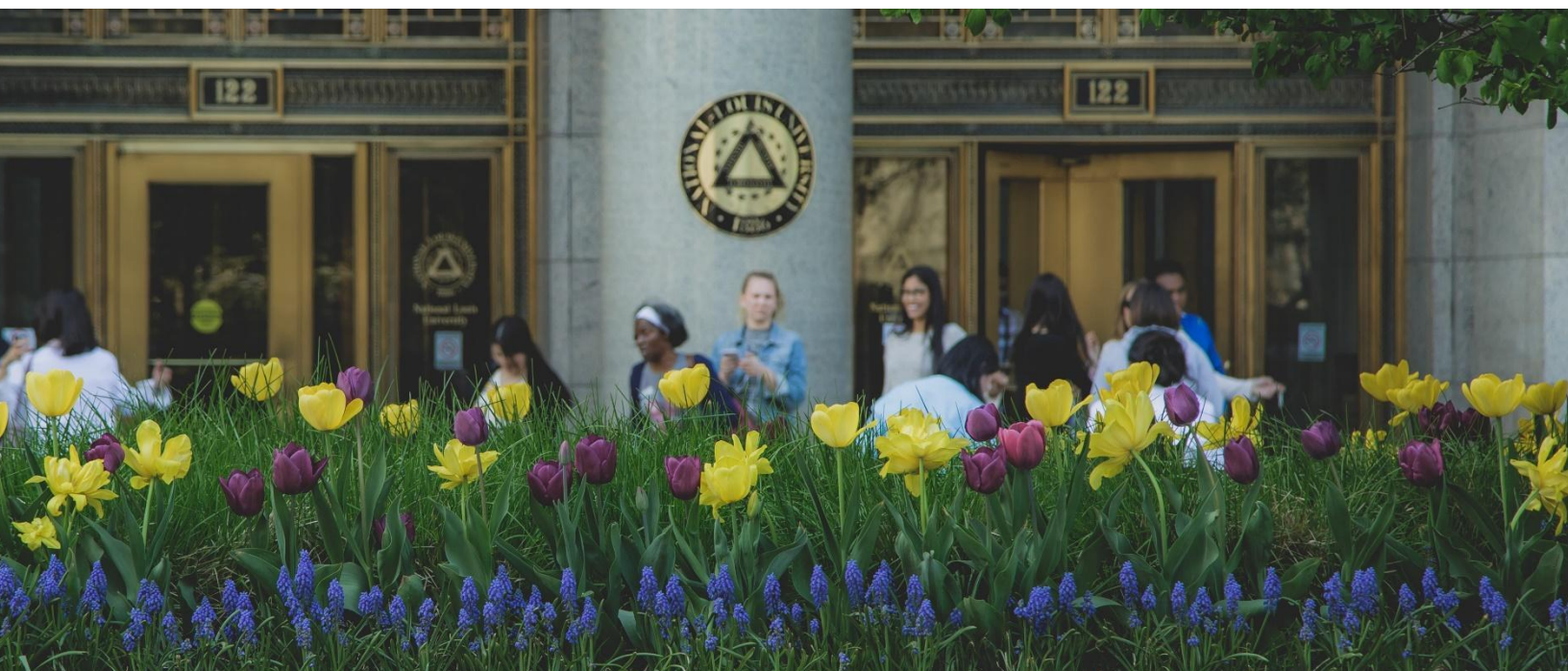
President Nivine Megahed became the eleventh president of National Louis University in March of 2010. Dr. Megahed has over 30 years of experience making higher education more accessible for students of all backgrounds.

Under her leadership, the University has undergone a major transformation. Building on the success of the past decade, NLU recently completed its [2030 strategic plan](#). The plan continues to take the University on a bold path of innovation on behalf of its students and is built around five pillars with a central focus on advancing a diverse and equitable community with a culture of inclusion.

In the last 10 years, the University has undergone a significant transition, becoming increasingly data-informed, and efficient in its delivery of programming and services. New programs in high demand fields have been developed that have fueled enrollment growth. The University has re-envisioned undergraduate education and is committed to leading the effort to close the bachelor's degree attainment gap and serve all students affordably with quality programming. Blended and online modalities have been built to better serve adult students' needs for flexibility. The University completed the acquisition of Kendall College expanding its program offerings to include culinary and hospitality education and added new programs in the field of psychology and behavioral sciences over the last few years. It is now positioned to expand its impact with practitioner-focused programs.

Progress has been made in diversifying its faculty and staff. The University has also served as a catalyst for community transformation through its students and alumni focused on addressing some of the most pressing social issues such as violence prevention and prevention of human trafficking. The University set aggressive goals in improving student success, continuing enrollment growth, improving career readiness and employment outcomes, expanding its program portfolio, nurturing and retaining talent, and promoting positive community change and educational equity.

Today, NLU is viewed as one of the most innovative institutions in the country and has been dubbed as a model of the “new urban university” by the Gates Foundation. Committed to improving social mobility and economic opportunity, the University utilizes technology and innovation to continuously improve learning and outcomes for its students.





PROCEDURE FOR CANDIDACY

Confidential review of applications will begin immediately. The position is open until filled. For full consideration submit an application by **February 27, 2023**. Please submit a PDF version of your CV and a letter of interest explaining your interest in and suitability for this position. To apply online, go to <https://theapplicantmanager.com/jobs?pos=su341>

For more information or to offer recommendations or nominations:

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National Louis University is an affirmative action/equal opportunity employer with a strong institutional commitment to the achievement of diversity among its faculty, staff, and students.



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CHICAGO, ILLINOIS

Few cities in the world can match the character and culture of Chicago. Visitors and residents alike find world-class dining, museums, entertainment, and striking architecture in the largest and most visited city in the Midwest.

Chicago is the third-most populous city in the United States, with approximately 2.7 million residents. The city is traversed by the Chicago and Calumet rivers, and with many parks and green spaces, the city offers stunning natural beauty along with an urban landscape. Lake Michigan offers a wonderful escape, and Chicagoans can stroll the shoreline, play volleyball, bike, or jog along the lakefront. The Chicago Park District consists of 552 parks with over 7,300 acres of municipal parkland. There are thirty-three sand beaches, two world-class conservatories, sixteen historic lagoons, and ten bird and wildlife gardens.

As a multicultural city that thrives on the harmony and diversity of its neighborhoods, Chicago embodies the values of America's heartland - integrity, hard work, and community - and reflects the ideals in the social fabric of its 77 distinct neighborhoods. Some popular communities to explore in Chicago include Greektown, Chinatown, Ukrainian Village, and Little Italy.



- Chicago has one of the most inclusive LGBTQ+ communities in the nation. It was named **"City of the Year"** by *GayCities.com*.
- *Time Out* magazine ranked Chicago the **best city in the world** in 2018.
- Chicago is recognized across the United States as a passionate sports town with professional teams such as Chicago Bears, Blackhawks, Bulls, Fire, Cubs, and White Sox.

The dining choices in the Chicago area are as diverse as the people are, and everything from ethnic food to contemporary and innovative dining can be found. The city is home to twenty-three Michelin-starred restaurants. *Saveur* magazine even dubbed Chicago "America's New Culinary Star."

Chicago has long been known for theatre, from big productions at landmark venues in Chicago's downtown Theatre District to experimental works at small storefront theaters in outlying neighborhoods. When it comes to music, there are live performances of every kind every night of the week, although jazz and blues have a special place in the city's cultural history.

Chicago is a travel hub, which means it is easy to get to and from anywhere in the country or the world. Chicago is served by Midway International Airport on the south side and O'Hare International Airport, the world's third busiest airport, on the far northwest side. Once one is in Chicago, there are many convenient options for getting around, from bike paths and L trains to buses and cabs.

For additional information on Chicago, please visit:

<http://www.choosechicago.com/>

<http://www.cityofchicago.org/city/en.html>

