Position and Candidate Specification

Dean, Trinity College of Arts and Sciences

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BACKGROUND AND CONTEXT
Trinity College of Arts & Sciences is the heart of Duke University, second in faculty size and total budget only to Duke’s School of Medicine. The College embraces the enduring philosophy of teaching and learning that provides students with a broad base of knowledge and strong values and ethics. The College enhances the liberal arts tradition with robust opportunities to participate in independent research as well as civic and global engagement. The Dean, who reports to Provost Sally Kornbluth, plays a large role in Duke’s overall educational mission and will have the extraordinary opportunity to steer existing priorities and establish new programs and goals. The leadership at Duke is collaborative, interdisciplinary and mission-focused, and the Dean will work alongside executive leaders, Deans, faculty committees, and center and institute directors to foster improvements and innovations in teaching and research.

OPPORTUNITIES AND EXPECTATIONS
- Act as an accessible, present, and transparent leader to the College’s faculty, students, and staff, with the ability to effectively communicate across a broad range of stakeholder groups.
- Lead with an unequivocal commitment to fostering an equitable, diverse, and inclusive environment at all levels of the College.
- Serve as the chief academic officer and administrative leader of the College, leading the faculty with intellectual vision and effectively managing all aspects of the College’s operation.
- Provide sound fiscal oversight, deftly navigating any financial and operational challenges to ensure the College’s faculty and students have access to the physical and financial resources they require to excel in scholarship and research.
- Be a visible and vocal champion of the College, fundraising and attracting resources from a broad range of donors and partners.

KEY RELATIONSHIPS
Reports to Provost, Duke University

Direct reports Deans of the Humanities, Natural Sciences, Social Sciences and Graduate Education
Dean of Academic Affairs and Associate Vice Provost for Undergraduate Education
Senior Associate Dean for Academic Planning
Executive Director of Communications
Assistant Vice President of Development
Director of Facilities
Vice Deans for Faculty Affairs and Finance and Administration
Senior Associate Dean for Technology Services
Dean’s office staff (including Administrative Manager and Chief of Staff)

Other key relationships President, Duke University
Academic Deans and Senior University Leaders
Duke University seeks a Dean with intellectual and academic vision, a collegial and transparent leadership style, and a passion for educational excellence, innovation, and improvement. In addition to scholarly distinction and appropriate administrative experience, the successful candidate will be an enterprising and collaborative leader, committed to shaping Duke’s approach to arts and sciences education. In addition to leading the College, the Dean will join a collaborative University senior leadership team, working effectively with the Provost, academic Deans, and other key University leaders to support and enhance Duke’s educational mission.

**IDEAL EXPERIENCE**

Ideal candidates will have many of the following experiences and qualities:

- Track record of success as a decisive and energetic administrator or faculty leader, preferably with management and financial oversight experience in a large, complex academic organization.
- Ability to listen effectively and communicate transparently across a broad range of stakeholders and constituents.
- A deep and unwavering commitment to advancing equity, diversity, and inclusion.
- Experience as an effective fundraiser, securing resources from a variety of sources.
- A passion for undergraduate education, a deep commitment to student success, a broad understanding of student life and intercollegiate athletics, and an appreciation for how co-curricular activities enhance the University as a whole.
- An outstanding record of scholarly achievement and teaching excellence requisite for an appointment as a tenured full professor.

**CRITICAL LEADERSHIP CAPABILITIES**

**Strategic Vision**

Continue to lead committed and diverse constituencies to ever-higher levels of achievement and contribute to Duke’s overall excellence by:

- Serving as a strong advocate for Duke’s educational and research missions, strengthening the University’s capacity to address challenges and providing a transformative educational experience.
- Translating broad strategies into clear, specific objectives and plans, gaining the buy-in of key institutional stakeholders.
- Understanding the challenges and opportunities facing each of the departments and programs that comprise Trinity, appropriately balancing resources, and attention across the College.
- Serving as a strategic thinker who understands the present changes in, and challenges to, higher education.

**Inclusive Leadership**

In an institution that values shared governance and community, the Dean will build consensus and support for strategic priorities and initiatives by:
- Serving as an intellectual leader among the faculty and displaying the highest aspirations in developing and fulfilling the College’s educational and research missions.
- Supporting equity, diversity, inclusion, and community initiatives and goals through visible, vocal, and proactive leadership.
- Collaborating with faculty, staff, Deans, the President, Provost, and other colleagues across Duke University, as well as community advocates, and external partners in promoting the College’s priorities.
- Set clear goals and create a culture celebrating positive change and experimentation, engaging people in a reasoned way.

**Institutional Representation**

As the College’s key spokesperson and chief advocate, the Dean must build relationships with a range of University and external constituencies by:

- Serving as a committed University citizen and willing collaborator with fellow faculty, Deans, the Provost, and the President in promoting the University’s educational and research missions.
- Energetically representing the College to alumni and other internal and external constituencies in support of development activities, in partnership with the development team, College faculty, and Duke University leaders.
- Creatively and energetically exploring traditional, emerging, and alternative funding sources.

**OTHER PERSONAL CHARACTERISTICS**

- Intellectually curious, with an appreciation for the breadth of disciplines that comprise the College.
- Excellent communication skills, strong listener. A facilitator and advocate.
- Focus on action, even in the face of ambiguity and complexity.
- Empathetic, compassionate leader with high integrity and strong ethical values.
- Persuasive, yet calm. Leads with humility.

**THE SEARCH PROCESS**

The Duke Trinity College of Arts & Sciences Search Committee is eager to receive input that will help it build a diverse pool of talented individuals. To that end, the Search Committee welcomes your comments, inquiries, applications, and nominations, which may be submitted via e-mail with supporting materials to: DukeDeanAS@SpencerStuart.com.

Duke University prohibits discrimination and harassment and provides equal employment opportunity without regard to an individual's age, color, disability, gender, gender expression, gender identity, genetic information, national origin, race, religion, sex, sexual orientation, or veteran status. Duke is committed to recruiting, hiring, and promoting qualified women, minorities, individuals with disabilities, and veterans.

Pursuant to Title IX of the Education Amendment of 1972, Duke prohibits discrimination on the basis of sex in any of its educational programs or activities. For more information, please visit https://hr.duke.edu/policies/diversity/.
**TRINITY COLLEGE OF ARTS AND SCIENCES**

The College is comprised of three major divisions: Arts and Humanities, Natural Sciences, and Social Sciences, and it awards nearly 80% of the university’s undergraduate degrees, while also supporting interdisciplinary exploration in undergraduate and graduate curricula. The College values ambition paired with meaningful goals, strives to give students exceptional access to faculty and their research programs, and believes in the transformational possibilities of a Duke education. Students learn to communicate persuasively, bring meaning to information, discern competing claims, and develop capacities for reasoning, analysis, and empathy. Students participate in academic pursuits grounded in the values of freedom of expression, respect for diversity, and the force of reason.

The former Dean of Arts and Sciences, Valerie Ashby, served as Dean from 2015 – 2022 and is the incoming president of University of Baltimore, Maryland County. Mohamed Noor, Dean of Natural Sciences and professor of biology, became Interim Dean of Arts and Sciences on July 1, 2022.

**The People:**
Over 668 faculty members teach in 36 departments and programs. 39% of the faculty are women and 26% are people of color. The 2021 undergraduate class was 46% men, 54% women, and 52% students of color.

**Arts and Humanities:**
The humanities disciplines use historical, philosophical, and artistic approaches to study the human condition and also the different understandings and the existing records of the human experience across time and distance. Humanistic knowledge has a crucial part to play in the education of the individual and the betterment of society. The humanities broaden and deepen human awareness, give training in language, art, and rhetoric, build the core competencies of citizenship, and are even more important in a world where work and play have become globally connected.

Faculty are leaders in a broad array of disciplines and interdisciplinary studies. Particular areas of teaching and research strength abound in the areas of languages and literatures, religion and philosophy, cultural history and visual studies, using the full range of traditional and new digital modes of inquiry. In addition, research in the humanities is strongly allied with the interpretive social sciences.

Duke is also a rich place to study, practice and perform art, creative writing, dance, media and visual arts, music and theater. Programs are defined by the University’s culture of interdisciplinary and crossdisciplinary research and education. Trinity faculty also work closely with the Nasher Museum, the Duke University Libraries and Special Collections, the Rubenstein Arts Center, and with Duke’s many performing arts organizations in their research and training. As a result, the whole of Duke serves as a resource for the arts, informing and deepening student and faculty exploration of artistic expression and tradition.

The College has deep connections with regional and national professional arts organizations that give students real-world exposure to the diverse practitioners, business practices and community that make up the world of the arts. Duke’s arts departments and programs are a thriving part of the University’s humanities and liberal arts culture.

**Natural Sciences:**
Duke faculty seek to understand fundamental principles of natural science and endeavor to translate their
findings for the betterment of society. The span of these investigations is broad, from developing medicines to
cure disease and working to understand how our brains function, to understanding how humans came to be
who we are. Faculty are designing new materials, exploring the secrets inside atoms, and probing the mysteries
of gene expression and the geometry of proteins. The College is a leader in computation, developing new
methods of inference and ways of modeling how individuals make decisions.

Faculty across the Natural Sciences Division of Arts & Sciences are richly interdisciplinary and many members
hold appointments in more than one department of the college, and in the School of Medicine, Pratt School of
Engineering, and Nicholas School. They are leaders in educational innovation at Duke and are heavily engaged in
mentoring undergraduate research, with more than 75% of science majors participating. In addition, many
faculty and students are involved in outreach to local and regional schools.

**Social Sciences:**
Social science disciplines apply both quantitative scientific and interpretive humanistic methodologies to study
diverse patterns of human behavior, social, economic and political structures, and cultural and social change.
Faculty have links across the breadth of the University, including with the Nicholas School and the Sanford
School. Highly-ranked departments in the Social Sciences Division of Arts & Sciences—economics, history,
political science, sociology, psychology and neuroscience, linguistics, cultural anthropology, African and African
American studies and gender, sexuality, and feminist studies—produce research and scholarship that advance
their respective fields and the University's goal of knowledge in service to society.

Social science faculty at Duke are recognized internationally for their contributions to understanding patterns of
socioeconomic inequality and poverty, the social and cultural sources of health disparities, economic trends,
population aging and its societal consequences, the neurological, cognitive and emotional bases of human
perceptions and behavior, geneenvironment interactions in human development, political conflict, the history
and foundations of democratic institutions, the social history of race, class, gender and sexuality, the network
structure of communication and new social media, and many other emerging areas of study and research.
Among these contributions are original datasets from throughout the world and innovative quantitative and
qualitative methods for data collection and analysis.

**Faculty Governance:**
Arts and Sciences faculty are passionate and engaged, and a strong culture of faculty governance exists within
the College. Elected by the Arts and Sciences faculty, the Arts and Sciences Council serves as the faculty's
primary institution for governance. The Council's purpose is to represent the faculty and advise the dean with
respect to:

- Arts & Sciences priorities
- Faculty development
- Support and policy for faculty research, teaching, and administrative facilities
- Department and unit organization within the Arts and Sciences faculty
- Areas of interaction between graduate and undergraduate programs (e.g., teaching assistantships,
budgets, and training)
- Other matters of concern to the Arts & Sciences faculty

The Council determines and implements the broad objectives of undergraduate education and considers all
matters affecting the academic and residential environments of students, making recommendations and
adopting regulations where appropriate. The Council meets monthly during the academic year.
Alumni:
Arts and Sciences alumni make up the single largest and most academically diverse alumni group among Duke's 160,000 active university alumni. The alumni have distinguished themselves in every field imaginable, and span the globe in an ever-expanding network.

For additional information on Trinity College of Arts & Sciences, please visit https://trinity.duke.edu/.

THE UNIVERSITY
Duke University was created in 1924 by James Buchanan Duke as a memorial to his father, Washington Duke. The Dukes, a Durham family that built a worldwide financial empire in the manufacture of tobacco products and developed electricity production in the Carolinas, long had been interested in Trinity College. Trinity traced its roots to 1838 in nearby Randolph County when local Methodist and Quaker communities opened Union Institute. The school, then named Trinity College, moved to Durham in 1892, where Benjamin Newton Duke served as a primary benefactor and link with the Duke family until his death in 1929. In December 1924, the provisions of indenture by Benjamin’s brother, James B. Duke, created the family philanthropic foundation, The Duke Endowment, which provided for the expansion of Trinity College into Duke University.

As a result of the Duke gift, Trinity underwent both physical and academic expansion. The original Durham campus became known as East Campus when it was rebuilt in stately Georgian architecture. West Campus, Gothic in style and dominated by the soaring 210-foot tower of Duke Chapel, opened in 1930. East Campus served as home of the Woman’s College of Duke University until 1972, when the men’s and women’s undergraduate colleges merged. Both men and women undergraduates now enroll in either the Trinity College of Arts & Sciences or the Pratt School of Engineering. In 1995, East Campus became the home for all first-year students.

Duke maintains a historic affiliation with the United Methodist Church.

SCHOOLS & COLLEGES
10 schools and colleges including Trinity College of Arts & Sciences, School of Law, Divinity School, Graduate School, School of Medicine, School of Nursing, Pratt School of Engineering, Fuqua School of Business, Nicholas School of the Environment, and Sanford School of Public Policy.

INSTITUTES & CENTERS
A cornerstone of Duke’s commitment to inquiry across disciplines are the 11 institutes and centers including the newly-merged Nicholas Institute for Environmental Policy Solutions and Duke University Energy Initiative, John Hope Franklin Humanities Institute, Kenan Institute for Ethics, Social Science Research Institute, Duke Global Health Institute, Duke Institute for Brain Sciences, Duke Innovation & Entrepreneurship, Rhodes Information Initiative at Duke, Duke Science & Society, and Duke Margolis Center for Health Policy.

STUDENTS, FACULTY AND EMPLOYEES
- 6,542 Undergraduate Students; 9,009 Graduate & Professional Students; 15,551 Total Students
- All Faculty 3,956 (includes professors of the practice, research professors, lecturers, clinical professors, and medical associates). 1,688 Total Tenured/Tenured Track Professors
• Total employees **42,479**

**FINANCIAL AND OPERATING INFORMATION**

• **$6.9 billion in Operating Expenditures** (for fiscal year that ended June 30, 2020)
• The provisions of James B. Duke’s $40 million indenture in 1924 created Duke University’s initial **endowment**. Those funds had a market value of **$8.5 billion** in the fiscal year that ended June 30, 2020
• Duke Forward, the largest **fundraising campaign** in Duke University history, concluded on June 30, 2017, raising **$3.85 billion** over the previous seven years. Record giving by more than 315,000 donors and foundations helped propel Duke Forward past its original goal of $3.25 billion

**COMMITMENT TO DIVERSITY AND INCLUSION**

Duke aspires to create a community built on collaboration, innovation, creativity, and belonging. Our collective success depends on the robust exchange of ideas—an exchange that is best when the rich diversity of our perspectives, backgrounds, and experiences flourishes. To achieve this exchange, it is essential that all members of the community feel secure and welcome, that the contributions of all individuals are respected, and that all voices are heard. All members of our community have a responsibility to uphold these values.

For additional information on Duke University, please visit [https://duke.edu/](https://duke.edu/)