# Dean Search Companion

**Virginia Commonwealth University**
School of Public Health

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# The Opportunity

The School of Public Health was created to establish an academic unit to provide oversight and administration for the university's public and Public Health academic programs, initiatives, and resources. The School is an integral part of Virginia Commonwealth University and its Health Sciences campus. The School, along with other units on the VCU health sciences campus, serves as a national urban public research institution dedicated to the success and well-being of our students, patients, faculty, staff and community through:

- Cultivating innovative thought leaders, nurturing diverse and creative scholars, and training the next generation of researchers, educators and practitioners equipped to serve the people of Virginia, the nation, and the world.
- Conducting and translating rigorous research, implementing science-informed practices, and disseminating solutions to prevent disease and promote health for all populations.
- Collaborating with communities, prioritizing those who experience a disproportionate burden of illness or adverse outcomes to enhance opportunities for vibrant, equitable and healthy lives.

The School of Public Health will become a national and international leader in the education and training of public health professionals and researchers. The School, responsive to the needs of society, promotes excellence in public health service, and encourages collaborative research that generates state-of-the-art and specialized knowledge to address important public health issues in society.

# Primary Purpose & General Duties

The Dean is the chief academic and executive officer of the School and reports to the Senior Vice President for Health Sciences. The Dean will bring a visionary and bold approach to the development of the School as a center of excellence in public health education and training, research and scholarship, policy and practice, and community engagement. The position requires a commitment to addressing 21st century challenges, among them population health inequities and social justice. Serving the needs of the Commonwealth of Virginia and training the next generation of public health leaders are priorities, and the Dean will bring an interdisciplinary approach to the task that fosters cross-campus collaborations with schools and departments with shared interests in issues that shape population health.

 The Dean will also manage the School's budget and oversee all departments. The Dean is responsible for planning, stewardship, management and accountability of capital, human, fiscal and other critical resources of the School. The Dean will be a proven leader, positive and energetic in nature, who can swiftly observe and assess the institution's profile and strengths in order to map a course for continued success.

The Dean will lead a transition team of colleagues, peers and staff to develop the needed infrastructure for the School of Public Health. Key aspects of this role are to continue working with the Office of the Provost for compliance with and approval by the State Council of Higher Education of Virginia (SCHEV) for additional education initiatives to advance the School. The second critical task is completing the accreditation process as a School from the Council on Education for Public Health (CEPH), including the self-study and site visits.

# Duties Include

- Serve as chief administrative and academic officer of the School with responsibility for all academic, service, and research programs;
- Collaboratively develop and implement an innovative and broad vision to advance national prominence as a leading School of Public Health in education, research and service;
- Lead efforts for accreditation for the proposed school by CEPH. Identify and coordinate the development of appropriate resources to develop CEPH required infrastructure for the proposed school. This will include ensuring that the staffing, faculty, and leadership personnel meet requirements;
- Engage School leaders, faculty, staff, and students to establish an effective and progressive organization and promote individual professional growth and success;
- Enhance the research enterprise that positions the School for elevated national prominence;
- Provide direction, resources, and oversight to ensure that the School administers sponsored research and related activities in accordance with applicable federal regulations and university and sponsoring agency policies and procedures;
- Support and endorse cooperation with university compliance and monitoring efforts related to university policies, including sponsored program administration, and report instances of noncompliance to the appropriate compliance office;
- Provide leadership direction and communications with department faculty, staff, and trainees;
- Recruit and retain high quality faculty and staff who can ensure that the School achieves its goals;
- Provide leadership for fundraising efforts for the School;
- Develop and administer the VCU School of Public Health budget, and ensure the financial viability of the School.

# Required Experience

While no candidate will embody every quality, a successful Dean will bring many of the following professional and personal qualifications:

- A significant record as a scholar, academic administrator, leader, and manager with considerable financial skills and demonstrated ability to attract talent, empower colleagues, build teams, and promote growth;
- A doctoral or terminal professional degree in a field relevant to population or public health from an accredited institution and academic record meriting a full professorial appointment;
- A broad understanding of complex issues related to population or public health nationally and internationally;
- A bold vision for opportunities for growth and progress in population or public health research and education;
- Experience building research and scholarship within an academic organization;
- Experience guiding organizational change and growth;
- Strong communication and excellent interpersonal skills and an ability to articulate a compelling vision that engages faculty, staff, students, partners, and donors;
- A strong commitment to diversity and inclusion, including a history of success in working with diverse communities, building a diverse faculty and student body, and training exceptionally culturally competent health professionals.

# Preferred Experience

- Experience fundraising, ability to present a compelling story to potential donors, and/or experience in diversifying and bolstering revenue streams;
- The ability to promote collaboration among faculty, staff, students, and other constituencies in making critical decisions on academic priorities and the allocation of resources;
- Superb financial management, planning, and budgeting skills. Exposure to RCM-type budgeting models;
- A deep understanding of and appreciation for the contributions of each discipline within the School, and the will to serve as a persuasive advocate on their behalf;
- The capacity to lead effectively within an academic community based on strong relationships between the School and the other health science schools;
- An appreciation of the increasing and ever-changing role of technology and distance learning in the health sciences education today;
- Experience in the recruitment and development of excellent faculty, staff, and students;
- Demonstrated knowledge of accreditation and credentialing processes.

# Leadership Skills & Competencies

- **Fostering Teamwork** – as a team leader, demonstrate inclusive leadership interest, skill, and success in getting groups to learn to work together in order to foster teamwork and cultural responsiveness.
- **Managing Change** - the ability to demonstrate support for innovation and for organizational changes needed to improve the organization's effectiveness; initiating, sponsoring, and implementing organizational change; helping others to successfully manage organizational change.
- **Motivation** - the ability to support and encourage individuals and teams, so that they have the desire to present their best work.
- **Analytical Thinking** - the ability to analyze, investigate and interpret data, issues and situations by using a logical, systematic, sequential approach.
- **Integrity and Ethical Management** - the ability to work ethically, according to professional and University values. Maintain high standards of personal integrity.
- **Communicates Effectively** - the ability to express oneself clearly and compassionately in conversations and interactions with diverse individuals.
- **Decision Making** - the ability to evaluate or judge the best course of action and to make decisions at the appropriate speed, while utilizing cultural competence and humility.
- **Planning and Organization** - the ability to plan, organize and prioritize work. Balancing resources, skills, priorities and timescales to objectives.
- **Managing Performance** - the ability to take responsibility for one's own or one's employees' performance, by setting clear goals and expectations, leveraging diverse individual perspectives, tracking progress against the goals, ensuring feedback, and addressing performance problems and issues promptly.
- **Developing Talent** - the ability to delegate responsibility in an equitable manner when working with diverse individuals and coach them to develop their capabilities.
- **Interpersonal Savvy** - relating openly and comfortably with diverse groups of people, utilizing cultural humility and competence.
- **Culture Champion** - the ability to inspire inclusive and equitable team member behaviors and beliefs resulting in the performance gains of an employer of choice culture. The ability to rally the workforce around the organization's shared mission, vision and values. A strong belief in having a diverse, equitable and inclusive culture where team members from all walks of life have a strong sense of belonging.

# About VCU

Located in downtown Richmond, the state capital of Virginia, VCU enrolls more than 28,000 students in more than 200 degree and certificate programs across its campuses: the downtown Monroe Park and MCV campuses in Richmond; the Rice Rivers Center in Charles City, Virginia; separate campuses in Fairfax, Virginia, and Charlottesville, Virginia, for the School of Pharmacy; and a campus in Doha, Qatar, for the School of the Arts. VCU is ranked by the US News and World Report among the top 20% in the world, tied at No. 439 out of 2,165 public and private institutions in the U.S. and more than 90 other countries.

VCU is designated as a research university with very high research activity by the Carnegie Foundation, garnering more than $405 million in sponsored research from federal and other agencies. The National Science Foundation ranked VCU among the top 100 in the country, and VCU is ranked as one of the top three research universities in Virginia. 10 VCU graduate programs are ranked in the top 50 rankings by the US News and World Reports.

This research enterprise and the influence of having the nation's number one public graduate arts school, ensures students receive unique educational experiences that equip them with a creative mindset that sets them apart.

VCU's contributions in talent, innovation and entrepreneurialism, regional stewardship and local culture shape the economic impact and overall quality of life in the region. Students dedicate more than 1.3 million hours annually in service to the community, and VCU as a whole generates more than $6 billion in economic activity. It is the largest employer in Richmond. VCU's commitment to diversity, inclusion and student success is why U.S. News and World Report named VCU to its Best Colleges list for 2020, ranking 38th in ethnic diversity, 45th in social mobility and 76th among top public schools. And students say that the best thing about VCU is its diversity.

# About VCU School of Public Health

The School of Public Health at VCU was established in July 2023, bringing the founding departments of Biostatistics, Epidemiology, Health Policy, and Social and Behavioral Sciences together under a unified focus on public and population health. The new school was developed in the midst of the Covid-19 pandemic as part of VCU's investment to increase the footprint of public health at the university.

The School of Public Health supports VCU's mission of "research that promotes translational applications to improve the quality of human life" by strengthening and expanding academic programming and collaborative research in public health. The school provides students with the opportunity to engage in developing real-world solutions to overcome long-standing local, regional and national health inequities. In addition, the school's faculty and students conduct research focused on improving the quality of life of all populations in Virginia.

# Mission and Vision

VCU School of Public Health is committed to improving health, well-being, and equity for all populations through education, discovery, dissemination, and co-learning with the communities we serve.

To fulfill this mission, the VCU School of Public Health:

- Cultivates innovative thought leaders, nurtures diverse and creative scholars, and trains the next generation of researchers, educators and practitioners equipped to serve the people of Virginia, the nation, and the world.
- Conducts and translates rigorous research, implements science-informed practices, and disseminates solutions to prevent disease and promote health for all populations.
- Collaborates with communities, prioritizing those who experience a disproportionate burden of illness or adverse outcomes to enhance opportunities for vibrant, equitable and healthy lives.

# Diversity, Equity & Inclusion

In the SOPH at VCU, our unwavering commitment to fostering access, opportunities, and engagement is the cornerstone of our mission as an academic public health institution. We understand that a safe, diverse, equitable, and inclusive environment catalyzes innovative thinking, groundbreaking research, and effective learning. Our key values and goals are a testament to this commitment:

Goal 1: Recruit, retain, and develop a diverse community of students, faculty, and staff.

Goal 2: Provide a world-class academic environment integrating diversity, equity, and inclusion in teaching, research, and service.

Goal 3: Ensure accountability to diversity, equity, and inclusion efforts within SoPH and in serving neighboring communities.

These goals and strategies have informed our DEI mission and vision:

## Mission

Our mission is not a solitary endeavor but a collective journey. We aim to educate, engage, and empower the SOPH community, and we recognize that this can only be achieved through building an inclusive intellectual and physical environment. It's a space where everyone actively practices solidarity, contributing to the greater good of the community culture and enhancing everyone's experiences.

## Vision

Our vision builds on the VCU belief that each community member is valuable and that diversity of culture, thought, and identity enriches academic and workplace experiences. We support respectful and meaningful inquiry across actual or perceived differences and seek to provide an environment for learning and working where differences are not just accepted, but valued. Each person in our community is supported and offered an equitable opportunity to achieve their academic and professional goals.

# Programs and Degrees

## Four founding departments:

- <u>Biostatistics</u>
- <u>Epidemiology</u>
- <u>Health Policy</u>
- <u>Social and Behavioral Sciences</u>

## Degree and certificate programs:

- Master of Public Health (MPH)
  - Concentrations in Applied Public Health, Cancer Health Equity Science, and Epidemiology
  - Dual degrees with MPH and MSW, MD, and PharmD programs
- Doctor of Philosophy (Ph.D.) in Biostatistics
  - Concentration in Genomics
- Master of Science (M.S.) in Biostatistics
  - Concentrations in Genomics or Clinical Research in Biostatistics
- Graduate Certificate in Genomics Data Science
- Doctor of Philosophy (Ph.D.) in Epidemiology
  - Dual degree with MD
- Doctor of Philosophy (Ph.D.) in Healthcare Policy and Research
  - Dual degree with MD
- Doctor of Philosophy (Ph.D.) in Social and Behavioral Sciences

# Funding

For FY24, faculty members from the School of Public Health excelled as principal investigators, securing $9.5M in grants to tackle critical public health challenges. Our cutting-edge research addresses chronic disease prevention, health policy, health disparities, oral health, cancer prevention and control, clinical trial design, genetic epidemiology, traumatic brain injury, social epidemiology, public health nutrition, and sleep disturbances. Supported by funding from leading organizations such as the NIH, CDC, Robert Wood Johnson Foundation, and others, we are dedicated to developing solutions that prevent disease and promote better health for all populations.

## Sources and Uses FY2024

| Account | Resources Available | Total Expenditures |
|---|---|---|
| **Operating (Education & General)** | $ 10,522,730 | $ 10,228,540 |
| **Overhead** | $ 7,765,890 | $ 736,850 |
| **Unrestricted** | $ 936,552 | $ 348,206 |
| **Restricted** | $ 526,165 | $ 275,303 |
| **Sponsored Programs** | $ 9,464,785 | $ 9,456,525 |
| **Total** | $ 29,216,122 | $ 21,045,424 |

# Workforce

|  | Faculty | Adjunct | GRAs | Hourlies | Post Docs | FT Staff |
|---|---|---|---|---|---|---|
| **FY24** | 49 | 8 | 55 | 38 | 4 | 33 |
| **FY25** | 50 | 12 | 59 | 30 | 5 | 32 |
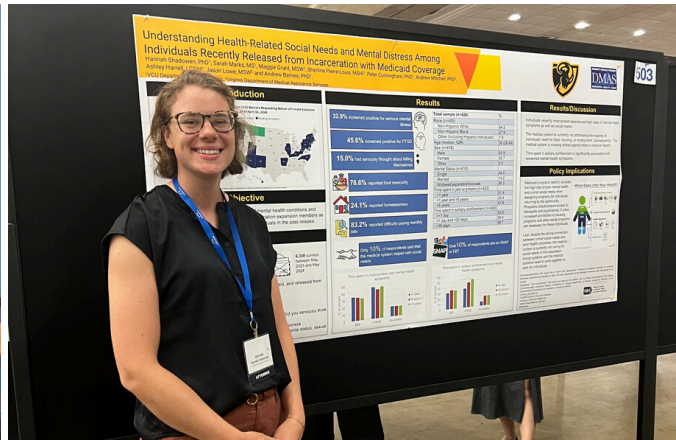
# Dean Search Committee

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# About Richmond, VA

Richmond has a rich history and is one of America's oldest major cities having been incorporated in 1742. Richmond is the capital of the Commonwealth of Virginia and the fifth-most populous city in the state with an estimated population of 226,610 while the Richmond Metropolitan Area has a population of over 1.3 million, the third-most populous metro in Virginia.

The Richmond region is a dynamic collaboration between the city of Richmond and four counties, Chesterfield, Hanover, Henrico, and New Kent. In a few short minutes, you can travel from bustling downtown streets to rolling hills on farms or gorgeous trails in state parks, wineries, or world-class shopping. With sports facilities, meeting spaces, restaurants, you are never far from something fun, and delicious. The city is one of the hottest culinary destinations in the country. In addition, there is no shortage of family fun in Richmond and the outdoors is a playground for kayaking, swimming, tubing and relaxing.

Nationally recognized for its vitality and New Economy embrace, Richmond's diversified employment base extends from chemical and food manufacturing to biotechnology, semiconductors, and high-tech fibers. The city consistently ranks among "Best Places to Live and Work in America" in several national publications.

Richmond is among a handful of mid-sized cities to offer a flourishing cultural community enhanced by several first-class museums and prominent universities, its own symphony, professional ballet and opera, and numerous theater companies and art galleries. While offering easy access to the ocean, mountains and Washington, D.C., Richmond features countless pastimes at home. Trendy boutiques and restaurants, numerous sports and entertainment attractions, outdoor pursuits among one of the nation's largest river park systems, and a treasure trove of historic landmarks provide fun times galore. Richmond combines big-city amenities with southern charm and ease. It has everything you could need in a city environment, plus the scenic Blue Ridge Mountains and the Atlantic Ocean, just a short road trip away.

For more information about Richmond, Virginia:
www.visitrichmondva.com
www.rva.gov.com