

SEARCH PROFILE:

DEAN OF THE COLLEGE OF ARTS AND SCIENCES



NORWICHTM
UNIVERSITY

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Norwich University, the oldest private Senior Military College in the country, nestled in the beautiful Green Mountains of Vermont, invites applications and nominations for the position of Dean of the College of Arts and Sciences to start immediately. Norwich University seeks a Dean who is academically accomplished, student-focused, innovative, energetic, and aware of the changing needs and requirements of students who will live and work in a diverse, interconnected world. The College of Arts and Sciences (CoAS) has departments of Biology, Chemistry and Biochemistry, Earth and Environmental Science, Global Humanities, Health and Human Performance, History and Political Science, Mathematics, Physics, Psychology and Education, and a School of Criminology and Criminal Justice. The Dean of CoAS reports to Provost Karen Gaines and serves on the Academic Council. The Dean of CoAS will take office in the spring or summer of 2025.

MISSION AND VALUES

The mission of Norwich University is:

To give our youth an education that shall be American in character — to enable them to act as well as to think — to execute as well as to conceive — “to tolerate all opinions when reason is left free to combat them” — to make moral, patriotic, efficient, and useful citizens, and to qualify them for all those high responsibilities resting upon a citizen of this free republic.

In pursuit of this mission, Norwich is guided by values that give all students, faculty, and staff a common denominator, an agreed-upon set of expectations. Over its long history and today, these values promote a close bond among students, faculty, staff, and alumni. A full description is available at <https://www.norwich.edu/this-is-norwich/mission-values>.

NORWICH'S DISTINCTIVE HISTORY

As one of the nation's six Senior Military Colleges, Norwich University is an institution of choice for both Cadets and traditional civilian students, who are drawn not only to accredited and nationally recognized academic programs and sports in a small and supportive community but also to the University's guiding values and the integrity and structure they provide.

The University offers a unique learning environment that combines the structure and discipline of a military education with a comprehensive liberal arts and professional education. With its distinctive history and mission, Norwich is committed to preparing both civilian students and those in the Corps of Cadets to become critical thinkers and capable doers so that, upon graduation, they will be ready to make tangible contributions to their workplaces and the world at large.

Founded in 1819 by Captain Alden Partridge, Norwich is steeped in traditions of service to country and to others before self and of valuing innovation and leading change

to reflect the evolving needs of our society. The Norwich education model gave birth to the Morrill Land Grant Act, which established all land grant schools in the United States. The University aims to encourage students to become stronger and more determined leaders. Captain Partridge's vision focused on the concept of a citizen-soldier, which is still a critical element of the University's culture. Norwich has many "firsts" to its credit, including being the first private college to teach engineering, reflecting the University's commitment to applied or "practical" learning. Also, in 1974, Norwich was the first military school to admit women to the Corps of Cadets.

Norwich is also the birthplace of the Reserve Officers' Training Corps (ROTC). Alden Partridge's founding vision for rigorous academics combined with the structured military lifestyle was the concept behind the design of the Reserve Officers' Training Corps (ROTC). Norwich houses all five services of the United States Department of Defense: Army, Navy, Marines, Air Force, and Space Force.

LOCATION

Rural but not remote, Norwich University is close to the state capital of Montpelier and a few hours' drive from Boston, New York, and Montreal. The scenic Northfield campus is community-oriented and home to students from 48 states and 39 countries. The natural environs of the campus and the immediate surroundings offer a wide range of outdoor

activities throughout the year. Norwich also plays a vital role in Central Vermont and the state more broadly through research, service-learning projects, and its programming and investments in green technology and cybersecurity for the State of Vermont.





STUDENTS AND ACADEMICS

For nearly 30 years, cadets and civilian students have shared the same campus at Norwich University, creating one of the most distinctive college cultures in the nation. The total on-campus student population in Fall 2024 was 2,156, with 53% students in the Corps of Cadets and a student body comprising 68% male and 32% female. An additional 800 students were enrolled in online graduate and continuing education in Fall 2024.

The Corps of Cadets prepares all students to become competent and responsible citizens, an essential aspiration since many Corps members will not pursue military careers. During Corps leadership training, cadets confront daily challenges that define their character as future leaders. They gain the practical experience, knowledge, and strength of character to try, no matter their obstacles. Cadets learn to take responsibility for their actions and support their comrades in pursuing a common goal. Those who rise to the mental and physical challenges of the Corps are rewarded with critical life skills, self-confidence, and self-discipline, as evidenced by the many corporate and military leaders among the alums.

Civilian students live and learn as part of a distinctive collegiate environment that combines a tradition of service and leadership development with a commitment to innovation and scholastic achievement. One of the nation's foremost leadership laboratories, this structured but dynamic environment prepares civilian students for academic achievement and success in a competitive global environment where different lifestyles often intersect.

Civilian and Corps students work together in the classroom, on the athletic fields, and in campus activities, learning and advancing together. Graduates of Norwich make an impact by driving change around the world as leaders in business, academia, government, and the military. There are over 28,000 living alums, with more than 3,000 making financial contributions to the University each year.

The University offers nearly 80 active student clubs and hosts 20 varsity sports (18 NCAA Division III, Men's Rugby NCR Division II, Women's Rugby NIRA Division III) and e-sports teams.

FACULTY

Norwich has an engaged faculty of teacher-scholars dedicated to students' success. Of the 164 full-time faculty members, 72% hold terminal degrees in their fields. They are committed to developing students' mastery of their disciplines and fostering critical thinking for leadership in a rapidly changing world.

The laws of the State of Vermont authorize the University's President to appoint faculty members with honorary military rank in the Vermont State Militia. The tenured and tenure-track faculty and some lecturers wear the uniform while teaching and conducting their university duties. The Dean of CoAS is required to wear the uniform.

FACTS & FIGURES, 2023-2024

ACADEMIC PROGRAM

Norwich University is a vibrant educational institution that offers a transformative educational experience for its campus-based students and rigorous online programming for distance learners.

Norwich's four-year residential student body, housed at the Northfield, Vermont campus, comprises two distinct but interconnected student populations. The military and civilian lifestyles are guided by shared core values that provide a synergistic student experience. The current undergraduate population on campus stands at more than 2,000 students, of whom close to 1,000 constitute the Corps of Cadets. The University's impact is enhanced by online bachelor's and master's degree programs, graduate and post-graduate certificates, and professional development programs. Inclusive of all student populations and program delivery modes is Norwich's deep commitment to preparing students to think as well as to execute, building on the vision of its founder, Captain Alden Partridge, combining broad-based

STUDENTS AND ACADEMICS (CONT.)

liberal arts education with experiential learning and career-oriented programs.

Accredited by the New England Commission of Higher Education (NECHE), Norwich completed its 10-year accreditation reaffirmation in 2020.

In addition, Norwich is home to the Norwich University Applied Research Institutes (NUARI), a separate 501(c)(3) non-profit research and development corporation founded in 2002. NUARI's mission is to serve the national public interest by studying critical national issues and serving as a national education center for counterterrorism and cybercrime education and training.

Norwich offers 39 undergraduate majors, including six degree-completion programs offered online. The institution has three interdisciplinary Centers of Academic Excellence – the Center for Cybersecurity and Forensics Education and Research, the Center for Global Resilience and Security, and the John and Mary Frances Patton Center for Peace and War – all of which complement the University's academic programs administered through the following four colleges:

ACADEMIC COLLEGES

The [College of Professional Schools](#) comprises the [School of Architecture and Art](#), the William M. Lasky [School of Business](#), the [Senator Patrick Leahy School of Cybersecurity and Advanced Computing](#), the [David Crawford School of Engineering](#), and the [School of Nursing](#). The College programs provide strong conceptual foundations and the applied learning necessary for tackling real-world challenges. Students are positioned to engage in our era's problems and build the next century's industries, systems, processes, machines, and buildings.

The [College of Graduate and Continuing Studies](#) offers one associate's degree, six bachelor's degree completion programs, sixteen master's degrees, and several graduate and post-graduate certificate programs. Delivered online by Norwich faculty, these programs accommodate the

schedules and lifestyles of active-duty military members, working adults, and lifelong learners. [Master's programs](#) build naturally on the disciplines and signature campus programs in Business, Criminal Justice, Defense Policy, Diplomacy, Global Affairs, History, Military History, International Relations, Leadership, National Security Studies, Public Administration, and Strategic Studies. The College also provides professional and continuing education online through [Norwich Pro™](#).

A recent initiative is facilitating advanced standing for students from on-campus programs matriculating into Norwich master's degrees. Through this program nearly all CoAS majors have opportunities to expand and enhance their career opportunities through these 15-month accelerated programs.

The [College of National Services](#) is home to the Reserve Officers' Training Corps (ROTC) programs at Norwich, which include [Army Military Science, Naval Science, and Aerospace Science](#). Staffed by exceptional active-duty military personnel, each department has its chair and staff and is run independently according to the needs and administration of the respective service branch. The position of Dean of the College rotates annually through the service branches. ROTC programs exist to commission well-educated officers into the Army, Navy, Air Force, Marines, and Space Force in sufficient numbers to meet the requirements of these services. Participation in ROTC, including military training exercises and physical training, is an integral part of the Corps leadership experience at Norwich. The programs provide an understanding of military, aerospace, and naval science principles, develop comprehension of associated professional knowledge, build attitudes of integrity, honor, and individual responsibility, and encourage appreciation of national security requirements. Cadets study leadership, ethics, troop-leading skills, and various military service-related courses. All students may participate in ROTC classes without an obligation to serve in the Armed Services.



STUDENTS AND ACADEMICS (CONT.)

OVERVIEW OF THE COLLEGE OF ARTS AND SCIENCES

The [College of Arts and Sciences](#) (CoAS) was established in 2023 and is the newest academic unit at Norwich University. Born from a commitment to providing a solid foundation in the liberal arts and sciences for all students, CoAS brings together the disciplines formerly housed in the colleges of Liberal Arts and Science and Mathematics, uniting more than 100 full-time faculty across one school and nine departments. This diverse academic community offers twenty-two undergraduate majors, including biochemistry, biology, chemistry, communications, criminal justice, criminology, education, English, environmental science, exercise science, geology, health sciences, history, international studies, mathematics, neuroscience, physical education, physics, political science, psychology, Spanish, and studies in war and peace, along with a master's degree in athletic training. CoAS fosters intellectual curiosity and prepares students for careers by emphasizing core competencies and essential skills. It cultivates critical thinking, effective communication, and a broad understanding of the world, empowering graduates to thrive in today's dynamic workforce.

Students explore their interests and career goals through rigorous programs in various fields. CoAS is committed to STEM education, with programs designed to ensure students are workforce-ready through experiential learning and are equipped to meet the challenges of our environment. Recognizing the importance of effective communication in all fields, the College emphasizes writing and public speaking, ensuring that graduates can effectively express their ideas in various academic and professional contexts. Furthermore, CoAS recognizes the increasing importance of global awareness and intercultural competence, offering strategic languages critical for communication in today's interconnected world. Students interested in pursuing careers in medicine, dentistry, veterinary medicine, and other health professions benefit from a curriculum relevant to their professional goals and comprehensive advising designed for pre-health preparation.

Faculty in CoAS actively collaborate with the College of Professional Schools, contributing their expertise to interdisciplinary initiatives and enriching the learning experience for all Norwich students. Additionally, CoAS faculty participate in and support Norwich's online graduate programs, providing opportunities for students to pursue accelerated master's degrees and advance their professional development.



UNIVERSITY LEADERSHIP

LtGen John Broadmeadow '83, USMC (Retired) became the 25th President of Norwich University in May 2024. LtGen Broadmeadow is the first Norwich alumnus to serve as President in over three decades. The highest-ranking Marine officer to have ever graduated from Norwich, he is the first Marine to take the mantle of President of Norwich University.

Dr. Karen Gaines has been the Provost and Dean of the Faculty at Norwich University since 2022, overseeing academic affairs and its internal operations. Dr. Gaines's Ph.D. is in Environmental Toxicology from the University of South Carolina's Arnold School of Public Health. She is internationally recognized for her environmental and human toxicological risk assessment expertise and worked for the Department of Energy before entering academia. Dr. Gaines is also a certified wildlife biologist and has consulted for the USEPA, USFWS, USDA, NASA, and the U.S. Department of Defense and continues to serve these agencies in various capacities.

Norwich University is governed by its Board of Trustees, the President of the University, and the President's leadership team. Consisting of 29 men and women, the trustees are alumni and non-alumni military, business, and educational leaders.

Shared governance and consensus building are defining features of Norwich's culture. The Faculty Senate of Norwich University is the governance body of the 164 full-time and 219 part-time faculty. Its purview includes, but is not limited to, curriculum, academic standards, policies and procedures, and many other matters that affect institutional decision-making, goal setting, and resource allocation. The Staff Council represents the University's 424 full-time and 65 part-time staff members, while the Student Government Association, the student-run, student-elected governing body represents students.



FINANCES

The University's FY24 annual operating budget is approximately \$100 million. The endowment is currently valued at more than \$275 million. The Office of Sponsored Programs (OSP) oversees grant-writing, publishing, and other scholarly activities of the faculty: Vermont Biomedical Research Network (VBRN), S-STEM (NSF), \$16M Cyber Fusion Center (federal appropriations), NSF, NIH, DoD, Nursing Simulations Center (federal appropriations); Total extramural awards (FY20-24) \$108M. Over a two-year period from 2022-24 research revenue expenditures have tripled covering faculty salaries, purchasing equipment and facility upgrades, as well as funding student scholarships and internships.

Norwich's most recent fundraising initiative, "Shoulder-to-Shoulder," was a three-year, \$28 million effort successfully concluded in December 2022. Shoulder-to-Shoulder aimed to enhance affordability and keep Norwich on the cutting edge of academic and experiential learning opportunities. It addressed five priorities: the Norwich Fund, Scholarships, Technology Endowment, Academic Enhancement, and Planned Giving. Among these priorities, the focus was on the Norwich Fund, which provides flexible resources to address the University's most urgent needs. The University is currently conducting a feasibility study for its next capital campaign.



THE OPPORTUNITY

The Dean of CoAS will demonstrate strong leadership and management skills, fostering a culture of collaborative, data-driven decision-making, efficient execution, and accountability, all while contributing to an enriched campus environment. As the College's chief academic, fiscal, and administrative officer, the Dean reports directly to the Provost but operates with autonomy to advance the College's mission and the overarching goals of Academic Affairs. This includes directing innovative academic programs and championing student, faculty, and staff diversity and development.

The incoming Dean will join a supportive community of dedicated faculty and staff who prioritize student success, research excellence, and a solid commitment to the liberal arts ethos of the University. The Dean's leadership will be pivotal in sustaining this mission, championing innovation, and fostering collaborative initiatives. This role demands a balance between visionary strategies and operational oversight to create an environment where faculty, staff, and students thrive. Achieving robust administrative and operational foundations is crucial, yet only the beginning of what is needed for the College to realize its ambitious future. The following five strategic emphases outline the core leadership priorities for the new Dean:

Strategic Leadership and Management

The Dean will foster a culture of collaborative and data-driven planning, ensuring accountability among all stakeholders. The role includes providing forward-thinking and strategic guidance and building productive partnerships with the campus and external communities. As a member of the Academic Council, the Dean will serve as a strong advocate for the CoAS programs, promoting and safeguarding the academic quality of undergraduate and graduate offerings.

Enrollment Strategy and Growth

The Dean will lead the creation and execution of a multi-year academic plan to boost enrollment and retention through enhanced program quality and maintaining innovative degree programs. By collaborating closely with Enrollment Management, the Dean will strategically oversee course enrollments to meet established targets, ensuring that academic programs are both competitive and aligned with the broader goals of the University. This should include a strong willingness to emphasize mentoring, advising, and

portfolio building to increase the flow and diversity of Norwich graduates into the College of Graduate and Continuing Studies masters programs, along with research intensive programs in the sciences, and medical school admissions for motivated pre-med students.

Commitment to Shared Governance

A deep respect for and commitment to the principles of shared governance is essential for the Dean. By adhering to the highest ethical standards and fostering an environment of inclusivity and shared decision-making, the Dean will build trust, transparency, and a sense of unity within the College. This approach will be vital in supporting and mentoring new faculty while recognizing and nurturing leadership within current faculty members. The Dean must inspire a collective vision that propels CoAS into its next chapter of growth and success.

Advancing Academic Excellence and Interdisciplinary Innovation

The Dean will promote a culture centered around academic freedom and excellence and continuous improvement, sustaining Norwich's commitment to faculty and staff development. By fostering initiatives that respond to evolving student needs and maintaining the traditional teacher-scholar model, the Dean will facilitate collaboration on foundational coursework and gateway courses to improve student outcomes. The Dean will also champion cross-program and interdisciplinary cooperation that supports the alignment of academic offerings and promotes experiential learning opportunities for students. Furthermore, the Dean will foster engagement with Norwich's Centers of Excellence and initiatives that strengthen faculty scholarship and interdepartmental research.

Resource Generation and Fundraising Initiatives

Fiscal responsibility and resource stewardship will be critical in maintaining and enhancing CoAS's financial health. The Dean will drive the strategic alignment of budget priorities, leverage existing resources effectively, and seek new funding opportunities to support emerging programs and initiatives. The Dean's ability to support fundraising campaigns in collaboration with university leadership, advancement teams, faculty, and alums will be essential to realizing the College's aspirations and long-term growth.



REQUIRED AND DESIRED QUALIFICATIONS AND EXPERIENCES

The successful candidate should have qualifications that include the following:

Required Qualifications and Experiences:

- An earned doctorate or a terminal degree in a field aligned with the College;
- a record of effective teaching, including experience in mentoring undergraduate research, and of scholarly accomplishments that support appointment as a tenured associate or full professor;
- a minimum of five years of progressively increasing administrative experience at the department chair level or above.

Desired Qualifications and Experiences:

- a clear leadership vision for the College;
- a solid understanding of current trends and practices in higher education, including traditional and online education;
- a familiarity with sponsored research, including a record of successful grant procurement;
- a clear understanding of and experience in assessment and accreditation processes;
- Experience in attracting philanthropic gifts, developing new partnerships, and nurturing external relationships with the community, private donors, and alums.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

The search for Norwich University's next Dean of the College of Arts and Sciences is being assisted by Maya Ranchod Kirkhope at Academic Search. Applications, nominations, and expressions of interest can be submitted in confidence to NorwichCOAS@academicsearch.org.

Applications should consist of a detailed letter of interest that describes the candidate's interest and alignment with the agenda for leadership, as well as a current curriculum vitae, sent as separate PDFs.

Though applications will continue to be accepted until the position is filled, only those materials received by **January 27, 2025**, are assured full consideration.

For more information about Norwich University, please visit <https://www.norwich.edu/>.

Women and members of underrepresented groups are strongly encouraged to apply. Must be eligible to work for any employer in the U.S.

Norwich University is an Equal Opportunity Employer committed to providing a positive education and work environment that recognizes and respects the dignity of all students, faculty, and staff. Reasonable accommodations will be made for the known disability of an otherwise qualified applicant. Please contact the Office of Human Resources at nuhr@norwich.edu for assistance. All candidates must be legally authorized to work in the United States without requiring immigration sponsorship, including but not limited to non-immigrant visas such as H1B, STEM, or F1, now or in the future. A post-offer and pre-employment background check will be required for the successful candidate.

ABOUT ACADEMIC SEARCH

Academic Search is assisting Norwich University in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute.

