



Dean – UC Davis Extension

***Position Profile***



Greenwood/Asher & Associates, Inc.

EXECUTIVE SEARCH, CONSULTING, AND TRAINING

## *The Opportunity*

The University of California, Davis (UC Davis) seeks a visionary and accomplished leader to serve as Dean – UC Davis Extension, the continuing and professional education arm of UC Davis. This position reports directly to the Provost and Executive Vice Chancellor.

UC Davis Extension (UCDE) is an internationally-recognized leader in educational outreach specializing in forward-thinking, applied learning opportunities for individuals and organizations. Established in 1960 as a regional institution serving northern and central California, UCDE has emerged as a global institution. Last year alone, UCDE served students in all 50 states and more than 100 countries and registered more than 55,000 enrollments—making it the second largest Extension program in the UC system. UCDE is an entirely self-supporting \$38M operation, and is differentiated in the UC system by its substantial contract activity.



Consistent with the University's land-grant tradition, UCDE's mission is to provide transformational learning opportunities that have a positive impact on society by bridging scholarship and practice. With a strong focus on applied learning, UCDE helps professionals stay abreast of industry trends, keep pace with advances in technology, and prepare for new careers in emerging fields. It also helps organizations cultivate the workforce skills and competencies needed to thrive in today's rapidly changing environment.

UCDE seeks an innovative leader to continue and to accelerate its exceptional record of excellence. The successful candidate for this position will:

- have a clear and compelling vision for the future of continuing education, an exceptional record of entrepreneurship and innovation, and demonstrated success in leading large and multifaceted organizations;
- possess the vision and transformational leadership capacity to shepherd UCDE during a time of significant pedagogical innovation in higher education as well as increasing globalization of the campus and society;
- speak the language of academic faculty, and possess the political acumen and diplomatic skills to forge productive campus partnerships while also sustaining UCDE's strong relationships in the professional community;
- be conversant in emerging educational technologies, and possess the capacity to lead experimentation with state-of-the-art educational approaches;
- and share the University's Principles of Community, which are characterized by respect, integrity, openness and responsiveness and by consultation and collaboration.

## *Organizational Profile*

The first University of California continuing education class was held in San Francisco in 1891. Two years later, the University of California formally created a continuing education program at UC Berkeley called University Extension. In 1960, University Extension, UC Davis, was established. (In 2001 its name changed to UC Davis Extension). Courses offered in the early days were primarily focused on community issues, teacher education, liberal arts and humanities. With the removal of state funding in 1968-69, the nature of its programming become more oriented toward professional, career-related education.

UC Davis Extension (UCDE) maintains tremendous fiscal and programmatic diversity, which strengthens the capacity of the Division to sustain the ebbs and flows of individual markets. Notably, UCDE has produced positive net margins in 9 of the last 10 years.

UC Davis Extension's **mission** is to deliver knowledge that transforms people's lives, and its **vision** is driven by three separate but related responsibilities, namely to:

- ◆ Be the premier provider of professional and continuing education and services in every market served;
- ◆ Provide practical, accessible and personal education of the highest quality;
- ◆ Offer a work environment for its employees that encourages teamwork and professional development and engages them in a daily passion for education.



A hallmark of UC Davis Extension is the rich array of courses and programs offered to working professionals. Students gain new skills, prepare for a career change, keep up with industry trends and explore new interests through UCDE courses. Dozens of academic certificate programs—focused areas of study—as well as part-time professional degrees are offered. Subjects range from courses in leadership, sustainability and renewable energy to education for educators, social workers and those involved in winemaking and brewing. The following

degree programs are also offered: Master of Forensic Science, Master of Advanced Study in Maternal and Child Nutrition, and Master of Laws LL.M. Open enrollment programs are generally offered in Sacramento, Davis or online.

UC Davis Extension also partners with hundreds of organizations each year to provide continuing education for their staff. UCDE specializes in serving the learning needs of professionals and is uniquely positioned to connect public and private organizations to the vast resources of a major research institution. UC Davis Extension is a full-service provider offering

an array of products and services to employers, including educational needs assessment, instructional design, education delivery (face-to-face and online), facilitation, program evaluation and technical assistance.

Some of UC Davis Extension's more distinctive organizational custom program initiatives include:

- Education for social service professionals in all 58 California counties, more than a dozen states and 275 of the 299 federally-recognized tribes;
- A university-based, UC Davis MIND Institute-affiliated autism program that provides K-12 schools with the highest quality, research-based education currently available in autism spectrum disorders;
- Leadership development for the region's public and private agencies and businesses;
- Mediation of public disputes throughout the state of California; and,
- Applied research to benefit policy and practice, particularly in the areas of social services, corrections and sustainable development.



Finally, UCDE's international programs provide undergraduate and graduate students from around the world with a dynamic educational experience at a top-ranked research university. Thousands of students and working professionals have come to UC Davis through UCDE to improve their English language skills, enhance their knowledge of international law, learn about U.S. business practices and explore a whole host of other topics.

**Just the Facts: UCDE**

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**Annual Enrollment:**

55,500

**Budget:**

*Total operating budget:  
\$38 million (FY12-13);*

**Staff:**

220

**Instructors:**

400

The UC Davis Extension Center for International Education has several innovative programs in science, engineering and education, as well as programs for legal professionals, institutional partners and youth. The Center, together with other campus partners, will break ground later this year on a new international educational building — creating a critical hub on the campus for international students.

UC Davis Extension draws upon the intellectual resources and expertise of UC Davis to address compelling educational needs in the region, the State, nationally and internationally through continuing and professional education programs of the highest quality and relevance in a diverse array of disciplines and subject areas. These programs enable the creation of effective, value-added working relationships between campus faculty and public

agency scientists and managers, researchers in distinctive international universities, regional as well as international corporations, and non-profit community organizations.

Exceptional educational programs based upon the latest research and adult learning theory and practice make a difference in the lives of the working professionals served by UC Davis Extension. Diverse areas of focus include but are not limited to business and leadership; land use, resource management and sustainability studies; agriculture, wine and food science; human and social services; international law; energy resources management and alternative energy systems; community, global and public health; health informatics; education; engineering; and public policy.

### *About the University*

The University of California, Davis, is one of the nation's top public research universities and an integral part of the world's pre-eminent public university system. It is one of 62 North American universities admitted into the prestigious Association of American Universities.

Founded in 1905 as the University Farm, an extension of UC Berkeley, UC Davis welcomed its first class in 1908. It was formally established as a UC campus by the Regents of the University of California in 1959. Today the campus enrolls approximately 34,155 students (or which more than 2,400 are international students) in four colleges (Agricultural and Environmental Sciences, Biological Sciences, Engineering, Letters and Science) and six professional schools (Education, Law, Management, Medicine, Veterinary Medicine, and the Betty Irene Moore School of Nursing). UC Davis has earned its stellar reputation due to outstanding students and a breadth of academic programs, global leadership in sustainability, and a commitment to addressing society's needs through innovative research and public service.

UC Davis is a member of the prestigious Association of American Universities and consistently ranks in top spots among public research institutions. These rankings reflect the campus's academic strengths, a strong heritage of international engagement and a commitment to teaching, research, and public service:

- **1st** among national universities in number of faculty papers written in the field of ecology and the environment, agriculture, entomology, food science and nutrition, and plant and animal sciences (*ScienceWatch*)
- Tied **for 1st** among research universities (with UC Berkeley and Penn State) as the [top producer of U.S. Fulbright Scholars, 2012-13](#)

**Just the Facts:  
UC Davis**

**Enrollment (fall 2013):**  
34,155 total students  
26,533 undergraduate  
7,622 graduate

**Budget:**  
Total operating budget:  
\$3.6 billion (FY12-13)

**Endowment:**  
\$807.1 million

**Faculty Members:**  
1,239

**Colleges:**  
4

**Professional Schools:**  
6

- **4th** among 162 of “[Ten Coolest Schools](#)” 2013, *Sierra* magazine's seventh annual ranking of the greenest universities (a publication of the Sierra Club)
- **10th** among U.S. universities in the number of international scholars (“[Open Doors 2012-13 Report on International Educational Exchange](#)”)
- **7th** among public universities and **27th** among public and private universities (([The Best Colleges' Top 50 Colleges and Universities in America for 2013](#))
- **9th** among public research universities nationwide and 39th among public and private research universities ([U.S. News & World Report](#)'s 2014 “America’s Best Colleges”)
- **10th** happiest U.S. college campus (*NewsWeek* College Rankings 2011)
- **14th** in research funding among U.S. ranked public universities and **22nd** for public and private universities ([National Science Foundation 2011 R&D Expenditures](#))
- **33rd** among the nation's research universities and **47th** among the world's research universities ([2013 Academic Ranking of World Universities](#) by the Center for World-Class Universities of Shanghai Jiao Tong University)
- **46th** overall among the world's universities, **25th** for life sciences and **48th** in engineering and technology ([The World University Rankings 2012-13](#) by *Times Higher Education*)
- **53rd** overall among the world's universities ([Center for World University Rankings 2013](#))
- **85th** among the world's top universities ([QS World University Rankings 2013](#))

As UC Davis begins its second century, it is poised to become one of the world’s great universities, while staying true to its mission to advance the human condition through improving the quality of life for all. Under the stewardship of its Chancellor, UC Davis is guided by a bold vision to drive innovation at the frontiers of learning—drawing upon the University’s distinctively comprehensive curriculum and its commitment to and capacity for interdisciplinary research and teaching.

## *About Davis*

The City of Davis is a university-oriented city of approximately 64,500. Located in the heart of the Central Valley, close to the state capital and San Francisco Bay Area, Davis is a unique college town where close relationships between the campus and the local community are valued. It is a university and residential community internationally known for its commitment to environmental awareness. The City’s quality of life and vigorous progressive nature is reflected in its small-town style and many well-known trademarks: energy conservation, environmental programs, green belts, parks, tree preservation, British red double-decker buses, bicycle paths, and a record number of bicycles per capita.



## *The Role of the Dean*

As a self-sustaining academic unit of the University, UC Davis Extension has earned a well-deserved reputation for being entrepreneurial and collaborative, extending the scholarship of UC Davis faculty beyond the campus to working professional and community leaders. UC Davis Extension has demonstrated distinctive expertise in innovative curriculum delivery while strategically responding to market demands using data-driven financial and administrative models. In addition, UC Davis Extension offers a broad-based portfolio of educational programs and support services to international students and scholars.

Within this context, the Dean of UC Davis Extension will oversee and lead academic and strategic planning, educational needs assessment, academic program quality and delivery to diverse audiences of non-matriculated UC Davis students, development of campus partnerships, leadership of academic and staff personnel, affirmative action and diversity, organizational and financial management, contract and grant management, and university engagement activities nationally and internationally, to continue and increase the impact and quality of UC Davis Extension programs.

The Dean will continue to expand the role of UC Davis Extension in online education by working in partnership with campus academic units to develop online and hybrid-online courses; expand online offerings in Summer Sessions programs; create online programs that assist campus faculty in achieving the outreach and engagement objectives of campus research grants and contracts; and support campus administrative excellence through continued production of online staff training resources. The Dean will also collaboratively partner with the campus to provide services for matriculating international students in support of the campus' goals to internationalize the campus.

The dean will provide leadership and overall guidance for the strategic direction and operations of the division (62 academic appointees-department chairs and program managers and 158 staff) in the development and delivery of continuing and professional education in a diverse array of disciplines-in traditional classroom settings, through online and other distance education modes and blended learning. The dean will maintain and further cultivate UCDE's positive, productive and strength-based work environment, and model the University's Principles of Community--characterized by respect, integrity, openness and responsiveness and by consultation and collaboration.

As the executive leader of a totally self-sustaining unit of the University, the dean will ensure the successful and sustainable fiscal management of the division. In the last fiscal year (2012/13), the division generated overall revenue of \$38.0M and achieved a positive financial margin for the ninth time in the last 10 years. The dean will leverage new markets and business models to ensure UCDE thrives in times of change, and maintains its capacity to serve the campus and community.

## *Qualifications*

UC Davis Extension seeks an innovative leader to continue and to accelerate its exceptional record of excellence.

The successful candidate for this position will have a clear and compelling vision for the future of continuing education, an exceptional record of entrepreneurship and innovation, and demonstrated success in leading large and multifaceted organizations. The candidate of choice will also possess the vision and transformational leadership capacity to shepherd UCDE during a time of significant pedagogical innovation in higher education as well as increasing globalization of the campus and society. He/she will speak the language of academic faculty and possess the political and diplomatic skills to forge productive campus partnerships while also sustaining UCDE's strong relationships in the professional community. The candidate will be conversant in educational technologies, and possess the capacity to lead experimentation with state-of-the-art educational approaches. Finally, the successful candidate will share the University's Principles of Community, which are characterized by respect, integrity, openness and responsiveness and by consultation and collaboration.

Specific qualifications for initial consideration follow:

- A graduate degree is required; a Ph.D. or other terminal degree is strongly preferred.
- Knowledge of best practices in continuing higher education, including the effective delivery of high quality instructional programs, the use of innovative educational technologies, and emerging trends in program design and delivery for adult professionals.
- Demonstrated interpersonal skills to create and maintain effective working relationships with senior administrators and a diverse range of campus constituents, as well as business and government agencies (local and global).
- Demonstrated track record in entrepreneurial and business leadership, and strong organizational, decision-making and strategic planning skills.
- Demonstrated experience in managing staff to optimize employee and organizational productivity to fulfill changing priorities, goals and objectives.
- Demonstrated evidence of increasingly responsible senior administrative experience within a university setting or educational equivalent.



- Demonstrated ability to achieve goals through promoting collaboration and teambuilding and working cooperatively with peers, employees, faculty, and with a diverse group of campus constituencies and external constituencies.
- Demonstrated capacity to build successful partnerships through collaboration processes and negotiation in support of complex education initiatives and issues.
- Demonstrated knowledge, and application of the University's Philosophy of Purpose, campus Strategic Plan, and Educational Objectives and ability to support and advance the campus Principles of Community.

## ***Salary***

The salary is competitive and commensurate with qualifications and experience.

## ***How to Apply***

A complete application will include a letter describing relevant experiences and interest in the position; current curriculum vitae; and the names of five references with titles, mailing addresses, business/home telephone numbers, and email addresses. Individuals who wish to nominate a candidate should submit a letter of nomination, including the name, position, address, telephone number, and email address of the nominee. Greenwood/Asher & Associates, an executive search firm, is assisting UC Davis in the search. Submission of materials as PDF attachments is strongly encouraged.

Applications and letters of nominations should be submitted to

Jan Greenwood or Betty Turner Asher  
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For more information about UC Davis, please visit <http://www.ucdavis.edu/>  
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