



Opportunity and Challenge Profile

*Search for the Dean, Continuing and Professional Education
University of California, Davis
Davis, California*

The University of California, Davis (UC Davis), one of the top public research institutions in the world, seeks an entrepreneurial, innovative, and collaborative leader to serve as the next Dean of Continuing and Professional Education (CPE).

The dean will extend the mission of UC Davis and draw upon its intellectual resources and expertise to address continuing and professional educational needs. This is a remarkable opportunity to drive the future strategy of a thriving organization by collaborating with fellow deans, department chairs, industry, and community leaders to identify and develop creative programming that enriches UC Davis's offerings and broadens the University's reach to meet the growing needs of the state of California and beyond. CPE is committed to meeting these needs, with an entrepreneurial spirit rooted in the land-grant, public mission of the University of California. Understanding this ethos, the dean will be a visionary and principled leader, ensuring CPE's growth and impact in the region, nationally, and internationally in an ever-evolving market.

A powerhouse in the continuing and professional education space, CPE maintains one of the University's most diverse educational portfolios, offering academic and non-credit certificates, massive open online courses (MOOCs), contract training for government and corporate clients, programs and support services for non- and pre-matriculated international students, and enrichment programs for seniors. Unique in the UC Extension system, the division also operates a statewide professional development program for human services agencies at the state and local levels.

The dean will join CPE at a time of tremendous opportunity to lead a new strategic vision and chart the unit's path forward into the next chapter of its history. As the chief executive officer of a self-sustaining unit with an annual operating budget of nearly \$40 million, UC Davis seeks a dean that will be forward-looking and highly strategic, with the ability to align CPE, the University, and its various stakeholders around a common vision. The dean will provide academic and operational leadership in adult, professional, and online education to a division of more than 40 academic appointees, department chairs, and managers, as well as nearly 160 staff. Moreover, the dean will bring a deep appreciation and understanding of the unique needs of adult and nontraditional learners pursuing certificates, continuing education, and professional certifications.

UC Davis is the most comprehensive and largest campus in the University of California (UC) system, and the third largest by enrollment. A member of the prestigious Association of American Universities (AAU), it ranks fifth among public research universities nationwide, according to the latest Wall Street Journal/Times Higher Education rankings. UC Davis enrolls more than 40,000 undergraduate, graduate, and professional students, employs roughly 23,000 academic and administrative staff, and has an annual operating budget of roughly \$6.7 billion. UC Davis offers over 100 undergraduate majors and over 95 graduate programs in its array of academic programs — one of the most diverse and comprehensive in the American academy. In addition to the division of Continuing and Professional Education, the University comprises four undergraduate colleges (Agricultural and Environmental Sciences, Biological Sciences, Engineering, and Letters and Science), six professional schools (Betty Irene Moore School of Nursing, Graduate School of Management, School of Education, School of Medicine, School of Law, and School of Veterinary Medicine), and interdisciplinary graduate studies programs. The University also operates UC Davis Health, which includes a nationally ranked acute-care teaching hospital with more than 640 beds, a 1,000-member physician's practice group and research facilities across the region.

To be successful, the ideal candidate will address a number of opportunities and challenges listed below and outlined in detail on pages 7-9 of this document:

- *Execute a clear and forward-looking vision for the Division of Continuing and Professional Education;*
- *Cultivate a diverse array of high-quality, industry-responsive academic programs;*
- *Position CPE as a strategic partner, collaborator, and trusted advisor within the UC Davis ecosystem;*
- *Manage a complex budget system and drive revenue generation opportunities that support CPE's future financial strength and stability;*
- *Foster a team culture of transparency, accountability, and connection;*
- *Ensure an efficient and supportive infrastructure that promotes student success and enriches the learning experience.*

A list of the desired qualifications and characteristics of the dean can be found at the conclusion of this document, which was prepared by the search committee with the assistance of Isaacson, Miller, a national executive search firm, to provide background information and detail the key opportunities and challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

ABOUT THE UNIVERSITY OF CALIFORNIA

In the nearly 150 years since its founding, the University of California has evolved into the world's preeminent public research university system, with an annual operating budget of more than \$41 billion. The UC comprises 10 campuses — Berkeley, Davis, Irvine, Los Angeles, Merced, Riverside, San Diego, San Francisco, Santa Cruz and Santa Barbara — which collectively enroll over 291,000 students. The system also operates five medical centers — at UC Davis, UC Irvine, UCLA, UC San Diego and UCSF — as well as three affiliated national laboratories: Lawrence Berkeley National Laboratory, Los Alamos National Laboratory and Lawrence Livermore National Laboratory. Together, UC institutions employ more than 168,446 faculty and staff, and they boast 1.6 million living alumni around the world. Half a million people

annually benefit from UC continuing education courses, while everyone benefits from the services and discoveries of UC-affiliated research centers and educational programs operating throughout California.

ABOUT UC DAVIS

The UC Davis campus, originally known as the University Farm, was established by an act of the California State Legislature in 1905 and is a leading campus of the renowned [University of California](#). As one of 10 University of California campuses, UC Davis embraces its land-grant heritage, seeking to transform lives through education, research, and community outreach and service. The university's more than 2,100 distinguished faculty include members of the National Academies of Sciences, Engineering and Medicine; American Academy of Arts and Sciences; American Law Institute; and other renowned academies. Among many other honors, university faculty, alumni and researchers have won the Nobel Prize, the World Food Prize, Presidential Medal of Freedom, Pulitzer Prize, MacArthur Fellowship, National Medal of Science, Blue Planet Prize, and Presidential Early Career Award for Scientists and Engineers. UC Davis is supported by more than 293,000 alumni.

UC Davis is highly ranked in the nation and the world, according to influential university ranking publications like U.S. News and World Report, QS World University Rankings, and The Princeton Review. The campus is also recognized for excellence across a wide array of disciplines and measures. *Washington Monthly* has recognized UC Davis as a top 10 national university based on contributions to the public good in terms of social mobility (recruiting and graduating low-income students), research (producing cutting-edge scholarship and Ph.D.s) and service (encouraging students to give something back to their country). UC Davis also ranks highly nationally among the most affordable elite colleges; fifty-six percent of undergraduate California residents have their system-wide tuition and fees completely covered by financial aid. UC Davis provides an excellent return on investment and ranks 31st among the top 50 U.S. universities and colleges for money its students earned over 20 years after earning a degree.

Strategic Growth

UC Davis is one of the world's leading transdisciplinary research and teaching institutions. Its current trajectory is guided by a strategic plan, "[To Boldly Go](#)," that outlines the aspirations and methods for guiding the University to new heights of distinction over the next 10 years. It draws on the campus' responsibility as a public land-grant university and maximizes its opportunities as a driver of innovation and economic growth for the public good. As part of its plan, UC Davis launched an enterprise master brand themed [Outgrow the Expected](#), to continue raising its national profile and showcasing the kinds of research and advocacy that are propelling the University to new heights.

In addition, [Aggie Square](#), UC Davis' proposed \$1.1 billion addition to its Sacramento campus, was approved by the UC Board of Regents in 2020 and began construction in 2022. The first phase of the project's plans includes over 1 million square feet of research, wet labs, commercial space, public engagement space, and housing. Importantly, CPE will occupy both classroom and office space at Aggie

Square upon completion. The goal is to bring world-class researchers and the communities they serve together with entrepreneurs, technical experts and industry partners who guide ideas from concept to market. By providing high-tech labs and large-scale facilities, Aggie Square will create the infrastructure needed to make discoveries not only possible but scalable. Later phases could eventually span 25 acres of university-owned land.

In October 2020, UC Davis publicly launched a \$2 billion fundraising campaign, the largest philanthropic endeavor in its history. [Expect Greater: From UC Davis, For the World](#) supports the University's work to prepare future leaders, sustain healthier communities and bring innovative solutions to today's most urgent challenges. To date, the campus has raised \$1.7 billion and aims to reach its goal by 2024.

Leadership

UC Davis is led by Gary S. May, seventh Chancellor of UC Davis. Chancellor May was appointed on August 1, 2017. An accomplished scholar and member of the National Academy of Engineering, May came to UC Davis from the Georgia Institute of Technology in Atlanta, where he had been for nearly three decades, most recently as dean of the institute's highly ranked College of Engineering. Prior to being dean, May was the Steve W. Chaddick Chair of Georgia Tech's School of Electrical and Computer Engineering, and before that, he was the executive assistant to then-Georgia Tech President G. Wayne Clough.

Provost and Executive Vice Chancellor Mary Croughan joined UC Davis on July 1, 2020. Previously, Croughan served as vice president for research and economic development at the University of Nevada, Las Vegas, where she was instrumental in helping the University achieve status as an R1 institution in 2018. Prior to joining UNLV, Croughan served the University of California for 30 years as a faculty member at the University of California, San Francisco, in the School of Medicine. Simultaneously, Croughan served as vice chair and chair of the University of California systemwide Academic Senate from 2007 to 2009 and as executive director of the Research Grants Program Office at the UC Office of the President from 2010 to 2017.

A point of distinction for the University of California is a tradition of shared governance in which the faculty share responsibility for guiding the operation and management of the University while preserving the authority of the governing board, the University of California Board of Regents, to ultimately set policy. Chiefly responsible for the University of California's high-quality education, the Academic Senate approves and oversees courses and curricula, and establishes requirements for admissions, certificates, and degrees. It also advises the administration on budgetary, personnel, and other matters pertinent to UC operations. In addition to the Academic Senate, UC Davis hosts a professional academic organization, the Academic Federation, comprising academic appointees who are non-Academic Senate members. They also play a critical role in education, research, and public service, providing another respected voice when collaborating with campus and constituent leadership.

Diverse and Inclusive Community

UC Davis is known for its friendliness and sense of community. At the heart of that is its diverse student body. In fall 2022, the University enrolled 31,532 undergraduate and 9,240 graduate/professional students. More than 60% of its undergraduates identified as people of color and over 36% as Pell-eligible, 35% as the first in their families to attend college, and 17% international. The campus is known for its relaxed and collegial identity, and the entire campus is dedicated to supporting and developing students in their quest to grow academically and personally at UC Davis.

UC Davis has made great strides in supporting diversity and developing an inclusive campus community, and has taken the top spot among universities in the nation for campus diversity, inclusiveness, and internationalization, according to [QS USA University Rankings](#). The University has adopted a [strategic plan for diversity and inclusion](#), a clear plan to move UC Davis toward its goal of inclusive excellence. In 2016, *Forbes* named UC Davis first in the nation for launching women into STEM professions, and the University is well on its way to earning the U.S. Department of Education's Hispanic Serving Institution designation with 24% Hispanic enrollment as of Fall 2022. Campus Pride, a national nonprofit organization, listed UC Davis among the 30 best colleges and universities in the country for LGBTQ-inclusive policies, programs, and practices. UC Davis is one of only three universities in the United States to receive the American Association for the Advancement of Science's inaugural STEM Equity Achievement (SEA) Change Bronze Award and is a member of the Aspire Alliance Institutional Change (Ichange) Network to support STEM faculty.

Economic Impact

UC Davis is a powerful economic engine for California, generating \$8.1 billion in statewide economic activity and supporting 72,000 jobs. An economic analysis found that for every two jobs at UC Davis, an additional job was created in other economic sectors of the Sacramento region. Together, UC Davis' two campuses—in Davis and Sacramento—constitute the second largest individual employer in the Sacramento region, behind only the State of California. According to past economic impact studies, UC Davis Health is a major driver of economic prosperity in the Sacramento region and Northern California, generating more than \$3.4 billion in annual economic output and more than 20,000 jobs.

ABOUT CONTINUING AND PROFESSIONAL EDUCATION

[The Division of Continuing and Professional Education](#) (CPE) is the lifelong learning arm of UC Davis and leverages the expertise and resources of UC Davis to serve adults across their lifetimes. The Division is a self-supporting unit and maintains an extensive portfolio, with a major emphasis being on workforce and professional development for individuals and organizations. As the third largest Extension program in the UC system, CPE offers more than 4,800 online and in-person classes that serve students in all 50 states and more than 100 countries.

CPE functions as both an independent academic division and as a valued partner to other academic units looking to expand reach and revenue through innovative, market-responsive programming. The Division's operating budget is \$40 million, and it is wrapping up its most successful financial year to date, having generated a margin surplus of upwards of \$3 million. Given its diverse portfolio, CPE is supported by three primary income streams: government contracts, global programs, and professional certifications.

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 Continuing and Professional Education. CPE has demonstrated distinctive expertise in innovative curriculum delivery while strategically responding to market demands using data-driven financial and administrative models.

Its 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; energy resources management and alternative energy systems; community, global and public health; health informatics; education; engineering; and public policy. These programs address compelling educational needs and 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. Growth in industry partnerships is expected through collaborations with private industries who will be co-located at Aggie Square.

ROLE OF THE DEAN

Reporting to the Provost and sitting on the Provost's Leadership Council, the Dean of Continuing and Professional Education is responsible for the development of CPE's mission, vision, and programming, as well as the effective management of the unit's financials, business functions, operations, marketing strategies, and fiscal and human resources. As the principal academic and administrative leader for the unit, the dean provides leadership and overall strategic direction for the academic mission and operations of the Division 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 oversees a team of over 200 committed academic and career staff who sustain the Division's functions and are dedicated to both the delivery of high-quality programs and student success. The dean also oversees and works closely with their four-person leadership team: associate dean for international and access programs, associate dean of academic affairs and online education, assistant dean and chief business officer, and the executive director of enrollment management. A primary focus of the dean will be to continue efforts already underway to expand the Division's role in advancing the broader campus mission, with a particular focus on establishing the central hub for online/hybrid graduate and professional education, alternative credentials, open courseware, and regional workforce development.

KEY OPPORTUNITIES AND CHALLENGES FOR THE DEAN

To be successful, the next dean will embrace the following opportunities and challenges:

Execute a clear and forward-looking vision for the Division of Continuing and Professional Education

In partnership with University and unit-level leadership, faculty, staff, and students, the dean will work to lead and implement a strategic, unifying vision that builds upon its existing strengths in continuing and professional education and leverages growth opportunities for the future of CPE and UC Davis. The vision should be a clear, compelling framework aligning with the University's strategic goals, responsive to both community and industry needs. Establishing CPE's vision and priorities will, in turn, develop CPE's central philosophy that will serve as the unit's anchor and direction for its various departments.

The incoming dean will also be a strong organizational ambassador and leader, amplifying what CPE does and how, while celebrating the many achievements of the unit in an agile environment that experiences iterative adjustments within an institution with competing constituent demands. With attention to the ever-changing higher education landscape and the desire to grow UC Davis' online presence, the incoming dean will bring an entrepreneurial mindset to negotiate competing commitments and determine innovative ways to lead CPE's diverse portfolio to be the region's first choice for continuing and professional education. It is the charge of the dean to balance CPE's priorities and its mission, ensure the integrity of the CPE's mission-driven business model, and re-configure where needed to stay relevant in the marketplace. As such, the dean will assess current programming, delivery methods, and the marketplace to guide the strategy of CPE's next chapter.

Cultivate a diverse array of high-quality, industry-responsive academic programs

Leveraging the institution's academic reputation, the dean will facilitate the development of new programs and offerings to continue making CPE a thriving business. CPE must remain agile and continuously evaluate its programs and course offerings to meet both community and industry needs. In doing so, the dean will stay well-informed of current economic and workforce development trends, and will identify solutions and devise new opportunities in line with the campus's ambitions to deliver relevant programs with a competitive advantage in a dynamic, competitive market. As an example, CPE leads and embraces over 100 government contracts, and there are opportunities for the dean to identify additional possibilities for collaboration to further its impact on the State. The dean will also work to secure grants, contributions, and other funding sources to support continuing education, workforce training, and professional development. To accomplish this, the dean will spearhead marketing and recruitment activities to promote engagement, sustain partnerships with state and corporate employers, and grow public awareness of CPE's and UC Davis' capacities, achievements, and activities to position CPE and the University as partners of choice.

Position CPE as a strategic partner, collaborator, and trusted advisor within the UC Davis ecosystem

Partnerships and collaborations between CPE and UC Davis's academic units are critical to UC Davis's success. With strong support from the Provost and in partnership with members of the Provost's Leadership Council, the dean will consequently bring the competency of collaboration and act on opportunities to deepen its relationships and forge mutually beneficial collaborations with other academic units. As the face of CPE, the dean will get to know leaders across UC Davis and their units, serve as their key consultant on strategy to evaluate and determine market opportunities within their discipline, and support the realization of these business concepts and projects. Specifically, CPE will be a partner to the other campus academic units by developing new delivery methods for current programs, creating new academic programs (degrees, certificates, and continuing education), and finding audiences for these new programs and offerings. Such an effort will require an understanding of the University's operational infrastructure and the ability to pursue goals aggressively and collegially, through partnership and with trust and transparency. Overall, the dean will set the cultural tone for engagement with CPE, ensuring that it is seen as a valued, trusted, and communicative partner across the University.

Manage a complex budget system and drive revenue generation opportunities that support CPE's future financial strength and stability

The Dean will provide entrepreneurial leadership by discovering new revenue-generating opportunities and working collaboratively with staff and leadership to utilize its program-derived funds that ensure CPE's operational viability as a self-sustaining unit. Given its diverse portfolio, CPE is supported by three primary income streams, which largely support its nearly \$40 million budget: government contracts, global programs, and professional certifications. The dean will have the business acumen to build on CPE's successes and grow revenue streams in a highly state-regulated environment, making data-driven decisions and taking calculated risks to develop new product lines or reconfigure established ones to best meet the needs of CPE. Ultimately, the dean will need to bring deep business acumen in order to strategically plan and balance the unit's income and expenses to ensure its long-term financial health.

Foster a team culture of transparency, accountability, and connection

The next dean will inherit a team of talented, nimble, and dedicated individuals motivated by the mission of Continuing and Professional Education, who are passionate about serving adult learners and creating new pathways for education. To that end, CPE seeks an experienced leader that can recognize the strengths in their niche expertise, and provide clear direction to its diverse departments, interrupt existing silos, and unify the unit around its mission and vision to propel it forward. With a commitment to transparency, the dean will evaluate and amend as necessary CPE's decision-making structure to ensure inclusivity and accountability.

Like many workplaces nationwide, remote and hybrid work options brought on by the pandemic have impacted the unit's culture and underscored the need for community and connection. To further establish

CPE as an exceptional place to work and learn, the incoming dean's charge includes promoting an organizational culture that enables cohesion by facilitating meaningful formal and informal community-building opportunities, particularly for instructors employed remotely across CPE's various departments. In alignment with the University's mission, the dean will also commit to creating and sustaining a diverse and inclusive workforce, and promote an educational environment that supports all students. The dean's leadership and active listening on these fronts will be vital to helping foster excitement, stability, and commitment across the Division.

Ensure an efficient and supportive infrastructure that promotes student success and enriches the learning experience

The new dean will bring a fundamental commitment to lifelong learning and, subsequently, support for the success of the broad range of CPE students. In collaboration with staff and faculty, the dean will work to strengthen the unit's high-touch, wrap-around student services and cultivate scholarship opportunities that further support existing CPE learners and can attract prospective students. The dean will also lead initiatives to improve and grow the diversity of course offerings that are responsive to student and industry needs, while expanding student resources to support these offerings. Because nearly 90% of CPE instruction is delivered online, the dean will prioritize investment in CPE's technological infrastructure to modernize its systems and processes to provide a world-class educational experience and continue to broaden learning modalities and accessibility.

QUALIFICATIONS AND CHARACTERISTICS

A graduate degree is required; a Ph.D. is preferred. The successful candidate will possess most, if not all, of the following professional and personal qualifications and characteristics:

- An understanding of the needs of adult learners and current trends in online education, alternative credentialing, and regional workforce and economic development;
- Demonstrated evidence of increasingly responsible administrative experience within a university setting, preferably in an entrepreneurial, self-supporting continuing education division;
- Demonstrated evidence of entrepreneurial strength, strategic thinking, innovative attitude, and strong business acumen;
- Demonstrated commitment to and concrete experience fostering diversity, equity, and inclusion efforts;
- An understanding of issues involved in effective delivery of high-quality instructional programs;
- Proven creativity or expertise around new ways to enhance online education learning;
- Ability to apply strong interpersonal communication skills with staff and academic personnel at all levels of an organization in support of the complex undergraduate and graduate education initiatives and issues;

- Demonstrated ability to achieve goals through promoting collaboration and teambuilding, as well as working cooperatively with faculty, peers, employees, and a diverse group of campus constituencies;
- Demonstrated interpersonal skills to create and maintain effective working relationships with senior administrators and faculty through shared governance (as appropriate), as well as a diverse range of campus constituents through collaborative processes and negotiation, as well as entrepreneurial and business leadership experience and skills;
- Demonstrated experience in managing staff to optimize employee and organizational productivity to fulfill changing priorities, goals and objectives;
- Demonstrated knowledge and application of the University's Principles of Community, campus Strategic Plan, and Educational Objectives.

LOCATION AND COMPENSATION

The city of Davis is California's college town. It is situated in Yolo County, which is in northern California, as well as in California's Central Valley, one of the world's most productive farming regions. Sacramento, the state capital, is 20 minutes away, and the San Francisco Bay Area, Lake Tahoe, Napa Valley, Silicon Valley and the Pacific Coast are all within a two-hour drive. Davis is noted for its desirable quality of life, its community-oriented atmosphere and its plentiful parks and open spaces. Known as an environmentally aware and socially innovative city, Davis boasts more than 50 miles of bicycle paths and more bicycles per capita than any other city in the nation. Davis and the broader Sacramento region are also home to a thriving and engaged business community, fueled by UC Davis, that is eager to partner and give back. With a mild Mediterranean climate, the UC Davis campus enjoys an average of 265 days of sunshine a year. The nearest major airport is the Sacramento International Airport which is less than 30 minutes away. UC Davis is also home to a commuter airport — the only one in the UC system.

The annual salary range for the position of Dean, Continuing and Professional Education is \$225,100 to \$389,000. The budgeted annual salary that UC Davis reasonably expects to pay for this position is \$280,000 to \$310,000.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and applications should be submitted via the Isaacson, Miller website for the search: <https://www.imsearch.com/open-searches/university-california-davis/dean-continuing-and-professional-education>. Complete applications will include a resume, cover letter, and diversity statement. In a "Statement of Contributions to Diversity," applicants should describe their past and/or potential future contributions to promoting a diverse, equitable, and inclusive environment, which is a key requirement of the role of every faculty member and administrator at UC Davis. Complete Electronic submission of materials is required.

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The University of California is an Equal Opportunity / Affirmative Action Employer with a strong institutional commitment to the achievement of excellence and diversity among its faculty and staff. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, age, disability, protected veteran status, or any other characteristic protected by law.