

March 11, 2019

Dear Graduate School Dean Search Committee Members:

I appreciate your willingness to serve on the search committee for the position of the Dean of the Graduate School and Vice Provost for Graduate Affairs. Graduate education is central to CU Boulder's mission as a comprehensive public teaching and research institution, and graduate students contribute substantially to this mission as teachers, researchers, artists, performers, and so much more. Your task is thus of critical importance to the future of the Graduate School and to our university.

I know that each of you will carry out your search responsibilities and my charge to you with the highest standards of professionalism and integrity.

The Dean of the Graduate School is appointed by the Senior Vice Provost for Academic Resource Management, in consultation with and approval by the Provost and the Chancellor. The Dean reports to the Senior Vice Provost for Academic Resource Management and is the chief academic and administrative officer of the Graduate School. In collaboration with Graduate School staff, shared governance representatives, and faculty, staff, and students in over 130 graduate programs, the Dean works to articulate and achieve the School's and the University's strategic mission and goals, with the aim of providing the highest quality graduate education experience to our students. We are thus seeking an individual with exceptional leadership qualities who will:

- Further graduate academic excellence across CU Boulder's schools and colleges;
- Provide strategic planning, development, and vision for graduate and professional programs at CU Boulder;
- Promote graduate and professional education at local, state, national, and international levels;
- Represent the interests of CU Boulder's graduate and professional programs with the State of Colorado, the federal government, federal labs, industry partners, and the broader community.
- Facilitate the development and enhancement of academic and professional training programs that meet the needs of CU Boulder graduate students;
- Work to ensure that the Graduate School and CU Boulder graduate education programs are on a sustainable path for the future as the national landscape for graduate education rapidly changes;
- Work in collaboration with the academic units to develop recruitment strategies to attract and retain a highly competitive and diverse graduate student body across the full array of disciplines that offer graduate degrees on the Boulder campus;
- Build a sense of community among graduate students, faculty, staff, alumni, and administrators with respect to graduate education;

- Engage alumni, donors, and external partners to support ongoing and future graduate education development and student scholarship needs;
- Provide oversight of research centers and academic units that report to the Graduate School.

For a more detailed description of the Graduate School dean's key responsibilities, please see the attached job ad.

Characteristics of the future Dean:

The future Dean of the Graduate School should possess a profile that has the following characteristics:

- Outstanding academic and professional credentials that are commensurate with those expected for a tenured faculty appointment at the rank of full professor;
- Demonstrated leadership and management skills in a research university;
- Exceptional oral, written, and interpersonal communication skills;
- Commitment to excellence in teaching, research, and service;
- Openness to interdisciplinary interactions across campus;
- Demonstrated commitment to diversity;
- Strong fundraising capabilities.

For more detailed descriptions of required and preferred qualifications, please see the attached job ad.

Role of the search committee

After significant consultation with members of the campus leadership team, the Provost and I decided to conduct an internal search for this position. The position was announced in multiple venues in early spring semester, with an application deadline of February 28.

The search committee shall recommend to me applicants who are qualified for the appointment to the position of Dean of the Graduate School.

Search committee members serve as representatives of their school or college and the University of Colorado Boulder, and they are working on behalf of their constituents as well as the CU graduate education community, which includes graduate students, faculty, staff, and external constituents (alumni, donors); however, members are accountable to the committee only, and are not responsible to any other group for their deliberations.

The committee shall conduct the search process professionally, effectively, and with the utmost integrity. The members of the committee shall maintain the confidential nature of the search process, respecting the confidentiality of applications, resumes, interview questions and responses, committee deliberation, assessments, and recommendations, as well as other sensitive documents or matters. ***Confidentiality is key to attracting the highest quality candidates and to protecting the current employment of those who have applied.*** Committee members shall not contact individuals for formal or informal recommendations until and unless the committee has decided collectively to do so, and a process is established to protect the applicant.

Only the chairperson of the search committee is authorized to comment publicly on the search process, and the chairperson will be the official spokesperson for the search committee to the campus, the CU graduate education community, and off-campus constituencies, including the media.

The committee will conclude the search in a timely fashion.

The chairperson shall keep me apprised of the progress of the search.

If the group of candidates recommended for interviews is not diverse, the chairperson will relate to me in writing why this is so, and whether the search should proceed without a diverse pool of finalists.

Responsibilities of the search committee

The search committee shall:

- thoroughly review the credentials, letter of interest, and vita/resume of each applicant and discuss the applicant's qualifications;
- adhere to campus processes and best practices for conducting an inclusive and compliant search;
- forward to me recommendations of at least two qualified candidates for the position no later than April 15;
- organize interviews for the finalists under the direction of the committee chair and the assistance of designated staff;
- collect feedback from individuals of the various constituent groups after interviews have occurred;
- provide me with an assessment of the relative strengths and limitations of each interviewed finalist;
- meet with me to discuss the committee's recommendations and insights;
- assist our new Dean in making an effective and welcoming transition to the CU Boulder Graduate School.

I look forward to working with you on this very important process. Again, thank you for agreeing to serve.

Sincerely,



Ann Schmiesing, PhD
Senior Vice Provost for Academic Resource Management
Professor of German