

# DEAN, COLLEGE OF EDUCATION AND PROFESSIONAL DEVELOPMENT **LEADERSHIP PROFILE**



**MARSHALL UNIVERSITY**  
One John Marshall Drive  
Huntington, WV 25755  
[www.marshall.edu](http://www.marshall.edu)







## MARSHALL UNIVERSITY

Founded as Marshall Academy in 1837, Marshall University has developed into a public comprehensive research university with a rich history as one of the oldest institutions of higher learning in West Virginia. The institution takes its name in honor of the fourth and longest serving Chief Justice of the United States, John Marshall.

Marshall University was granted university status formally in 1961. Now, with its president, Brad D. Smith, and provost, Avinandan Mukherjee, the university is poised to build upon its past strengths and develop its vision for a future in support of its students and its region. The university is in Huntington, West Virginia, with additional campuses in South Charleston, Point Pleasant, and Beckley. Marshall is accredited by the Higher Learning Commission.

In Fall 2024, the university enrolled 12,290 students: 9,136 undergraduates, 2,483 graduate, and 671 professional degree students. Marshall achieved Doctoral University, High Research Activity, R2 status in 2018 and offers more than 150 undergraduate, graduate, and professional degree programs organized into thirteen academic colleges and schools. Known as the Thundering Herd, university athletics participates in the NCAA Division I Sun Belt Conference in 17 sports and has a National Championship soccer team.

Marshall University is situated in a region of great natural beauty. Huntington is nestled in the heart of the Appalachian Mountain region, bordered by the Ohio River to the north and located close to a variety of state and national forests and parks.

## MISSION

Marshall University is a public comprehensive university with a rich history as one of the oldest institutions of higher learning in West Virginia. Marshall University advances the public good through innovative, accredited educational programs. Marshall University's mission, inspired by our Vision and Creed, includes a commitment to:

- Offer a wide range of high quality, affordable, and accessible undergraduate, graduate, and professional education that prepares students to think, learn, work, and live in an evolving global society.
- Create opportunities and experiences to foster understanding and appreciation of the rich diversity of thought and culture.
- Maintain a dynamic intellectual, artistic, and cultural life by promoting and supporting research and creative activities by undergraduates, graduates, and faculty.
- Contribute to the quality of life of the community, region, and beyond through applied research, economic development, health care, and cultural enrichment.
- Cultivate the development of an inclusive, just, and equitable community.

## VISION

The vision of Marshall University is to inspire learning and creativity that ignites the mind, nurtures the spirit, and fulfills the promise of a better future.

## THE MARSHALL CREED

Inspired by the example of John Marshall, we the students, faculty, staff, and administrators of Marshall University, pledge to pursue the development of our intellects and the expansion of knowledge, and to devote ourselves to defending individual rights and exercising civic responsibility. We strive to exemplify in our own lives the core values of John Marshall's character: independence, initiative, achievement, ethical integrity, and commitment to community through association and service. As Marshall University, we form a community that promotes educational goals and that allows individuals maximum opportunity to pursue those goals.





### We are:

- **An Educational Community** in which all members work together to promote and strengthen teaching and learning;
- **An Open Community** uncompromisingly protecting freedom of thought, belief and expression;
- **A Civil Community** treating all individuals and groups with consideration, decency, and respect, and expressing disagreements in rational ways;
- **A Responsible Community** accepting obligations and following behavioral guidelines designed to support the common good;
- **A Safe Community** respecting each other's rights, privacy and property;
- **A Well Community** respecting and promoting physical and emotional health;
- **An Ethical Community** reflecting honesty, integrity and fairness in both academic and extracurricular activities;
- **A Pluralistic Community** celebrating and learning from our diversity;
- **A Socially Conscious Community** acting as citizens of the world and seeking to contribute to the betterment of people and their environments;
- **A Judicious Community** remaining alert to the threats posed by hatred, intolerance and other injustices and ever-prepared to correct them.

## THE FACULTY

There are 897 full-time faculty at Marshall University (including Joan C. Edwards School of Medicine and Marshall University Libraries), with 86% of them having a doctoral or a terminal degree in their fields. Faculty members are dedicated to excellence in teaching. They also embrace the responsibility of advancing research, scholarship, and creative endeavors and are expected to contribute meaningfully through service. Each year, Marshall University honors its faculty by presenting awards for outstanding teaching, notable scholarship, and distinguished service.



## THE CAMPUSES

The Huntington campus of Marshall University encompasses about 90 acres. It is bounded on the north by Third Avenue, on the south by Fifth Avenue, on the west by Huntington's Central Business District, and on the east by Twentieth Street. The Medical School is located several blocks to the south. This campus is 50 miles west of the West Virginia state capital, Charleston, 126 miles east of Lexington, Kentucky, 135 miles southeast of Columbus, OH, and 147 miles southeast of Cincinnati, OH.

The South Charleston campus of Marshall University lies 46 miles to the east of the campus in Huntington, and covers about 29 acres in South Charleston, West Virginia.

## LINKS TO MARSHALL UNIVERSITY:

<https://www.marshall.edu/meet-marshall/>

<https://www.marshall.edu/academics/>

<https://www.marshall.edu/faculty-staff/>

<https://herdzone.com/>

<https://www.usnews.com/best-colleges/marshall-university-3815>

<https://www.marshall.edu/strategicplan/>

<https://bit.ly/4gRh2f6>





## THE COMMUNITY—HUNTINGTON, WV METROPOLITAN AREA

Marshall is located in the tri-state region bordering Kentucky and Ohio, with a population of 356,581 in the Huntington-Ashland metropolitan area. Huntington is 50 minutes west of the state capital in Charleston and offers many amenities, including a symphony orchestra, a museum of fine arts, and an artist series. In 2017, Huntington was named “America’s Best Community” in the America’s Best Communities competition. In 2012, the American Planning Association named the city’s 100-acre-plus Ritter Park one of the country’s 10 Great Public Spaces. Huntington also features a pedestrian trail system, numerous local restaurants, a variety of festivals, the Central City antique district, and the West Edge factory with a new theater and event space. Huntington has received a perfect score in the Municipal Equality Index for the past three years. Its Open to All campaign reaffirms the city’s commitment to diversity, equity, and inclusion. Although Huntington is only a few hours’ drive from major metropolitan areas (e.g., Cincinnati, Columbus, Nashville, Lexington, Louisville, and Pittsburgh), West Virginia’s population density is considerably less than the national average and the state is considered one of the nation’s safest. The cost of living is, on average, lower than the rest of the country.

The relationship between the university and Huntington is extraordinarily positive and mutually beneficial. Marshall serves as a culture center, while also playing a major role in rural health care delivery, improvement of elementary and secondary education, and regional economic development. Marshall’s economic impact in the region is estimated at more than \$1.5 billion annually, a 20:1 return on public dollars invested in the university.

<https://bit.ly/3DVJZb1>

<https://www.wowktv.com/news/huntington-named-one-of-the-top-100-cities-to-live-retire/>

<https://www.cityofhuntington.com/residents/americas-best-communities>

## THE COLLEGE OF EDUCATION AND PROFESSIONAL DEVELOPMENT (COEPD)

The College of Education and Professional Development (COEPD), accredited since 1954, is the oldest academic unit within Marshall University, dating back to 1867. Thirty-two educational certifications are offered, including certifications in early childhood, elementary education, secondary education and administration. The College also offers programs in school psychology and clinical mental health counseling. In Fall 2024, COEPD had a total student enrollment of 1771 with 608 undergraduate students and 1163 graduate students.

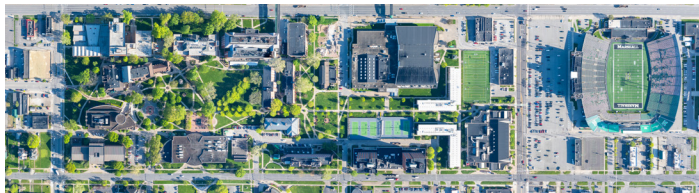
The Master of Arts in Teaching (MAT) provides students with degrees in other fields the opportunity to take professional education courses along with field experiences in the classroom. Completion of the MAT prepares graduates to apply for licensure in the state of West Virginia.

COEPD provides an array of degree and professional development programs, continuing education opportunities and services that address the needs of adult learners who are primarily fully employed students. The college provides professional/technical expertise for the service area and is actively involved in addressing regional and state level educational, mental health and social issues.

COEPD at Marshall University was granted accreditation at the initial-licensure level and the advanced-level by the Accreditation Council of the Council for the Accreditation of Educator Preparation (CAEP) on April 29, 2019. The Counseling program is accredited by the Council for Accreditation of Counseling and Related Educational Programs (CACREP).







## MISSION OF THE COLLEGE

When the West Virginia Legislature purchased Marshall College in 1867, it ensured the preparation of teachers by establishing the West Virginia State Normal School as part of the college program. This function has remained an integral part of the university mission throughout the years.

The College of Education and Professional Development continues to prepare teachers and other professional educators, including counselors, principals, supervisors, and superintendents. It also provides continuing education opportunities for professional educators. All teacher education programs at Marshall University are under the direction of the College of Education and Professional Development.

The College of Education and Professional Development provides educational services for students and the community which include the Appalachian Rural Systemic Initiative, Appalachian Studies Association, Autism Training Center, Child Development Academy, Early Education Center, Learning Resources Center (LRC), Testing Center, the Center for Higher Education for Learning Problems (HELP), the Center for Reading Excellence, and the June C. Harless Center for Rural Educational Research and Development. The College of Education and Professional Development provides education and services for programs that are open, complex, demanding, and evolving. It meets the academic needs of educators and other professional personnel.

## THE COLLEGE OF EDUCATION AND PROFESSIONAL DEVELOPMENT DEAN'S OFFICE

The dean, reporting directly to the provost and senior vice president for academic affairs, is assisted by four staff members and two associate deans, and is responsible for all aspects of academic life within the college, including teaching, research, personnel matters, and budgets. Serving as the chief academic and administrative officer of COEPD, the dean oversees all operational, fiscal, and strategic matters of the college. The dean develops and maintains the highest standards for academic excellence and accomplishment and serves as the spokesperson of the college to external partners.

## COLLEGE OF EDUCATION AND PROFESSIONAL DEVELOPMENT LINKS

<https://www.marshall.edu/coepd/>

<https://www.marshall.edu/coepd/coepd-programs/>

<https://www.marshall.edu/coepd/centers/>

<https://www.marshall.edu/coepd-assessment/caep-accreditation/>

<https://bit.ly/4gSjVMp>

## THE OPPORTUNITY

The next dean of the College of Education and Professional Development will be an innovative, dynamic, and transformative leader who will be a change agent in bringing the college to the next level.

## LEADERSHIP CHALLENGES, OPPORTUNITIES, AND PRIORITIES

### PROVIDE TRANSFORMATIVE LEADERSHIP

The College of Education and Professional Development has a rich history of teaching, research, and service to the campus and community. The last few years have witnessed the development of outreach, technical assistance, and early learning centers, and new programs—in person, on-line and hybrid—at the undergraduate and graduate levels.

Building on these achievements, the new dean will provide transformative leadership for the college, university, and region, creating a strategic vision and maintaining a collaborative strategic planning process aligned with broader university goals and priorities.

Leading initiatives that foster and enhance inclusive excellence and multicultural and global competence in the college, the new dean will engage all stakeholders in planning for the academic future of the college. Moreover, they will serve as a representative and enthusiastic spokesperson for the college and university with the state's elementary, secondary, and higher education institutions, as well as to the community at the local, regional, national, and international levels.

Within the college, the dean will lead and mentor department chairs, faculty, staff, and students. Additionally, the dean will spend time on both COEPD campuses—in particular, Huntington and South Charleston—as well as with state and national policy makers. Finally, they will build and nurture relationships with educational and professional development partners, especially in the tri-state region and, in doing so, strengthen the reputation of the college and university. In all, the dean will foster an environment of integrity and united purpose that contributes to the encouragement of multi-and cross-disciplinary pursuits.

## **ENROLLMENT MANAGEMENT**

Engaging in strategic enrollment management planning and implementation will be a key responsibility for the dean. Marshall's president has set ambitious goals for enrollment that go beyond reversing declines to achieving significant expansion of the college's undergraduate and graduate enrollment, retention, and graduation rates.

The "demographic cliff" poses a significant challenge to higher education nationwide including West Virginia due to population trends. However, under President Brad Smith's leadership since 2022, Marshall University has seen robust growth, with total enrollment increasing by 13.4% and first-time freshmen growing by 18.8% from Fall 2022 to Fall 2024. The next dean will play a key role in sustaining this momentum by prioritizing student recruitment and retention, collaborating with enrollment management and student success, and leading efforts to develop, revamp, and innovate degree programs that attract students to all of the college's learning modalities and prepare them for lifelong success in alignment with the university's strategic priorities of increasing access and ensuring affordability.

## **TECHNOLOGICAL INNOVATION AND ADAPTATION**

Rapid advancements in technology, especially in artificial intelligence, are reshaping traditional skills such as writing as well as research and teaching. The dean will lead the college in adopting these technologies thoughtfully, while preserving its core mission. This includes encouraging the integration of innovative teaching methods, such as active learning, and enhancing hybrid and online program and course offerings to attract additional students, aligning with its strategic priority of on-demand delivery to attract diverse student populations.

## **STRENGTHEN RESOURCE ACQUISITION, ALLOCATION, AND MANAGEMENT**

The dean will identify, attract, and strategically manage financial resources for the college. This begins with effectively managing an annual budget (including state appropriations, revenue programs and private gifts and grants) and its endowment balance.

With Marshall's adoption of an Incentivized Budget Model, the new COEPD dean must navigate financial challenges while seizing opportunities to grow revenues. By leading increases in credit hour production, attraction of additional students to educational and professional development majors, addition of external grants and philanthropy, while efficiently allocating resources, the dean will ensure the college meets its dual missions of education and scholarship. Careful budget management will be essential, balancing operational needs with investments in faculty, staff, and student success.

The dean also will have responsibility for community outreach and fundraising on a significant scale. There is strong community and state support for Marshall and COEPD's programs. As such, the dean will be well situated to conduct the outreach needed to increase financial support for the college and its programs. The dean will build on past successes and significantly grow the endowment.

To accomplish this, the dean will work closely with the Marshall University Foundation to cultivate relationships with alumni and friends of the college and secure financial resources through development efforts and initiatives.

## **BUILD ACADEMIC AND RESEARCH EXCELLENCE**

The dean will apply knowledge of national and international trends and priorities to develop new and improved academic programs and continuing education opportunities. This includes focused efforts to attract and retain quality faculty and students.

The dean will ensure that CAEP (Council for the Accreditation of Educator Preparation) and other specific accreditation requirements and practices continue to be met by engaging with the accreditation community via training, networking, and consultation. The dean will monitor ongoing quality and continuous improvement in the college's academic program at both the undergraduate and graduate levels, in traditional and online settings.

The dean must lead the college in embracing its role in advancing research, scholarship, and creative endeavors. As Marshall University's research profile grows as a Carnegie R2 institution, the next dean will foster a culture of scholarly excellence and build the college's research portfolio by supporting faculty research, growing external research grants and contracts, growing doctoral programs, and increasing the college's contributions to the University's expanding research ecosystem.

## STUDENT ENGAGEMENT AND ADVOCACY

A cornerstone of the new dean's leadership will be fostering meaningful engagement with students, whose perspectives are essential to shaping the college's strategic vision and advancing its mission. As future educators and leaders, COEPD students bring invaluable insights that inform the college's goals and initiatives.

The dean will prioritize building strong connections with the student body through intentional engagement, including attending campus events, hosting open forums, and participating in town hall meetings. These forums, facilitated in partnership with the Student Government Association, serve as critical venues for students to share their concerns, provide feedback, and collaborate on actionable solutions with college leadership.

Additionally, the Dean's Student Advisory Council, composed of exemplary COEPD students selected by faculty and staff, will serve as a key advisory group to the dean. The Student Advisory Council plays a vital role in enhancing the student experience by organizing events that foster a sense of belonging within the college while supporting professional development. Collaborating with the Student Advisory Council will enable the dean to align college initiatives with student needs and priorities effectively.

By cultivating these avenues of engagement, the dean will reinforce a culture of inclusivity and responsiveness, empowering students to shape their educational experiences. This collaborative approach will not only strengthen the college's sense of community but also prepare students to excel in their future roles as educators and leaders.



## QUALIFICATIONS, EXPERIENCE AND CREDENTIALS

The College of Education and Professional Development seeks a leader who is visionary, inspirational, adaptable, progressive, encouraging, and innovative who will continue the momentum of the college. The new dean will be a collaborative, student-centered person who has the capacity for calculated risk-taking.

The successful candidate will be a courageous, strong advocate for the college's academic programs and will ensure high-quality performance in all the college's efforts. Additionally, they will demonstrate a successful track record of building enrollment as well as internal and external partnerships that enhance revenue. A terminal degree is required.

The new dean will ideally have the following attributes and experiences:

- An established record in teaching, research, and service sufficient to merit appointment to the rank of full professor in one of the college's departments.
- A commitment to the relationship between high-quality teaching, scholarship, and service in strengthening academic excellence.
- An understanding of and commitment to the multiple learning modalities present in the college, as well as to the balance of undergraduate and graduate educational settings.
- Significant and successful administrative experience in a complex higher educational environment will be essential.
- Proven successful experience in leading strategic planning and growth initiatives based on innovation in areas such as curriculum, teaching and learning, accreditation and assessment, and technology-enabled instruction.
- Experience of working for or working with school systems.
- A commitment to diversity, equity, and inclusion and a track record of positive actions that resulted in a more diverse faculty, staff and student body.
- An informed commitment to the ideals of professional development.
- An understanding of shared governance and the roles and privileges of faculty in furthering the accomplishments and reach of the college.
- Successful leadership in securing and maintaining accreditation standards.
- High emotional intelligence, communication, and listening skills, with a confident and personable public presence.
- A practice of maintaining visibility and accessibility.
- A high energy level and work ethic.
- A track record of success in fundraising, or a strong aptitude for this important role.
- A track record of securing and managing external grants and contracts.
- A gifted advocate for the college with the state's school systems and public officials.
- An interest in utilizing the resources of the college to strengthen the quality of life in Huntington.
- The highest standards of integrity and transparency.
- A strong desire to make a significant contribution to COEPD, Marshall University, Huntington, and South Charleston



# IN SEARCH OF EXCELLENCE

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## NOMINATIONS AND APPLICATIONS

Representing AGB Search, Senior Executive Search Consultants Garry W. Owens and Sally Mason, and Executive Search Consultant Sarah Dirksen will be assisting the Marshall University **Dean, College of Education and Professional Development** Search Committee. Should prospective nominators or potential candidates have questions or wish to seek additional information, they are encouraged to email Dr. Owens ([garry.owens@agbsearch.com](mailto:garry.owens@agbsearch.com)), Dr. Mason ([sally.mason@agbsearch.com](mailto:sally.mason@agbsearch.com)), or Ms. Dirksen ([sarah.dirksen@agbsearch.com](mailto:sarah.dirksen@agbsearch.com)) to arrange time for a confidential conversation prior to submitting materials.

Applicants are requested to submit the following materials:

1. A letter of interest, which addresses specifically how the candidate's experiences and qualifications intersect with the Marshall University Dean, College of Education and Professional Development's listed responsibilities, required qualifications, expected experience, and Strategic Priorities as outlined in the **Leadership Profile**;
2. A current **curriculum vitae**; and
3. A list of **five professional references** with email addresses, telephone numbers and a brief explanation of your professional relationship. (References will not be contacted without prior authorization from the applicant.)

For full consideration, application materials should be submitted through the AGB Search portal system accessible via this link <http://bit.ly/3DOM6Kh> by **February 21, 2025**. Please direct any questions regarding the application process to [Marshall-COEPD@agbsearch.com](mailto:Marshall-COEPD@agbsearch.com).

Nominations and expressions of interest are encouraged and should be directed to [Marshall-COEPD@agbsearch.com](mailto:Marshall-COEPD@agbsearch.com) or to the AGB search consultants listed above.

*It is the policy of Marshall University to provide equal opportunities to all prospective and current members of the student body, faculty, and staff on the basis of individual qualifications and merit without regard to race, color, sex, religion, age, disability, national origin, gender identity, or sexual orientation. This nondiscrimination policy also applies to all programs and activities covered under Title IX, which prohibits sex-based and gender-based discrimination in higher education. Marshall University strives to provide educational opportunities for minorities and women in the graduate student body which reflect the interest, individual merit and availability of such individuals. The University ensures equality of opportunity and treatment in all areas related to student admissions, instructions, employment, placement accommodations, financial assistance programs and other services.*

