

PROFESSOR DENNIS J. GAYLE

Chancellor/EVP, American University in the Emirates, Dubai

EDUCATION

Ph.D. in International Political Economy, University of California at Los Angeles (1982); M.Sc. in International Economics, London School of Economics and Political Science (1975); Oxford University, Post-Graduate Diploma in International Politics, International Economics and International Law (1972); University of the West Indies, BA General Honors in Economics, English and Spanish (1970); Fellow, American Council on Education, 1997-1998; Harvard University Institute of Educational Management, 2001.

RESPONSIBILITIES

Chief Academic and Administrative Officer. Collaborates with the University President in enforcing decisions and policies of the Board of Trustees, advising the Board concerning any emerging policy inconsistencies, and in presenting annual budgets for approval. Plan, develop and review the policies, procedures and objectives of the American University in the Emirates (AUE). Ensures compliance with legal and accreditation requirements as well as ministerial regulations. Authorizes and approves all institutional projects, programs and reports. Oversees institutional operations through the leadership team. Assess and evaluate the performance of senior administrators. Supervise the Provost and Vice President for Academic Affairs, the Vice President for Research and Advancement, and the Vice President for Administrative and Financial Affairs. Adjust public relations as well as marketing policies and procedures as necessary. Coordinate the functions and operations of all academic and administrative units, and evaluate their performance. Reward and discipline employees. Responsible for the regulation of all aspects of student affairs and discipline. Develop and implement AUE's strategic and operational plans. Monitor and ensure progress towards implementation of strategic and operational goals by systematic follow-up. Document progress towards AUE's mission, objectives and goals, while revising them in accordance with the current and expected business and educational environment. Develop and review policies and procedures relating to the work of faculty members and administrative staff members. Resolve major internal institutional problems. Ensure that administrative and financial policies and procedures are in place to protect AUE's revenues and assets, as well as the effective and efficient use of its resources. Directs the implementation of appropriate internal financial controls. Monitor unit performance against approved budgets.

ACCOMPLISHMENTS

- Reorganized the Marketing Department to include a new Student Recruitment Unit, with the responsibility to identify and collaborate with compensated recruitment agents in selected countries worldwide
- Expanded student recruitment by developing and implementing a customized Advanced Placement Program in collaboration with Emirate of Dubai high schools
- Implemented a Responsibility Center Management approach to budgeting
- Revised admission standards to increase English language score requirements, while adding student essays and interviews within intended Colleges
- Streamlined Admissions, Student Affairs and the Financial Affairs Department into a 'one-stop shop' for students seeking admission and registration

Curriculum Vitae
Professor Dennis J. Gayle
June 2016

- Developed partnership agreements with selected US universities for purposes ranging from study abroad, internships and joint research to RFP responses
- Established a Center for Continuing Education and Training as a profit center, to provide competitive short training programs offered by interested faculty
- Developed University strategic and operational plans that were complemented at the College level, reviewed results, and made required adjustments
- Implemented international program accreditation processes in all Colleges and collaborated with Colleges of Business Administration, Fine Arts & Design, and Media & Mass Communications respectively to begin intensive engagement with the Standards of the AACSB, NASAD and the ACEJMC.
- Sought to establish the foundations for AUE accreditation by a US regional body
- Developed Departments in most Colleges, as basic units for academic decisions
- Implemented 360-degree evaluation system online for all faculty and staff
- Established foundations for a Graduate College and a School of Engineering
- Expanded and further engaged members of the volunteer Board of Trustees, while serving as an ex-officio Board member
- Established an Institute for Effective Teaching to encourage the implementation of best practices in holistic curricular and co-curricular student learning
- Established an Academic Advising Center to complement the relationship advising implemented by faculty members with specific student advisees
- Worked with the Center for Educational Technology to train faculty members on blended learning presentations, while briefing students as to expectations, and made this a requirement for at least 20% of each course offered.
- Worked with the Guidance and Counseling Center to improve outreach to potential employers, the student counseling process, and student feedback.
- Worked with Vice President for Administration and Finance to update and streamline administrative and financial policies and procedures, while building a culture of diversity, inclusion and equal opportunity, and maintaining the University's physical plant, as well as appropriate property inventories
- Worked with Provost and Vice President for Academic Affairs to improve coordination between academic and administrative staff units, and to enhance the Academic Council's role in academic policy development, as well as student academic advising, together with student retention and graduation rates.
- Worked with Vice President for Research and Advancement to increase incentives for faculty research publications and to generate supporting grants

PERSONALITY

Entrepreneurial, communicative, energetic, enthusiastic self-starter, creative, collegial, warm, innovative, flexible, reflective and systematic, considerate and tolerant, accountable, goal-oriented and data base-driven decision maker who values transparency, fairness and inclusiveness, and is committed to active listening, supportive leadership and team-work. Myers-Briggs Type Indicator: ESTJ.

APPOINTMENT SUMMARY (DESCENDING ORDER)

- ❖ Chancellor/EVP, The American University in the Emirates, July 2012-June 2016
- ❖ President/CEO, ActiVision Higher Education Consultancy, March 2011-June 2012
- ❖ Interim Vice President for Academic Affairs at Indiana Institute of Technology July 2010-February 2011

- ❖ Campus President, American InterContinental University (AIU) London, December 2007-June 2010
- ❖ Vice President for Academic Affairs, American InterContinental University, London, April 2007-December 2008
- ❖ Executive Director, the University of the West Indies' Graduate Institute of International Relations, August 2002- December 2006. Also Senior Advisor to the Vice Chancellor and Member, Chancellor's Task Force on University Governance
- ❖ Associate Provost and Associate Vice President for Academic Affairs, and Tenured Professor of International Economics, University of North Florida, 1999-2002
- ❖ Vice Provost for International Education and Tenured Associate Professor of International Marketing, Florida International University, 1987-1997
- ❖ Assistant Professor of International Political Economy and Business, and Assistant Dean, Graduate Studies and Research, University of Alabama, 1982-1987
- ❖ First Secretary, London High Commission, Deputy Ambassador, Paris Embassy, Senior Economist, Jamaican Foreign Service, 1970-1979
- ❖ Current Accounts Manager, Barclays Bank, DCO, 1966-1967.

CONTRIBUTIONS: INDIANA INSTITUTE OF TECHNOLOGY

- Collaborated with Academic Quality Improvement Team to complete process of securing reaccreditation by Higher Learning Commission of the North Central Association through 2017.
- Worked with faculty members to develop new programs: EMBA, Supply Chain Management, Business Economics, Pre-Law, Para-Legal, Honors Program, Cyber Security, Fashion Marketing and Management
- Worked with faculty to implement an enhanced program review system
- Facilitated faculty development and encouraged increased research activity as a means of improving teaching competencies
- Worked with Ph.D. Director to expand and enhance Global Leadership Ph.D. Program, with 'tracks' in international business and education, and to create a Center for Ethical Leadership
- Enhanced academic advising and student retention processes by refocusing faculty members upon relationship-based advising, rather than registration
- Established a Sustainability Committee, including faculty, staff and student members, with the mission of developing/promoting 'green' initiatives
- Established foundations for significant international student recruitment, including completed university articulation (8) and agency (12) agreements, and an International Office, as well as an ESL Program
- Set up a dedicated Indiana Tech Recruitment Office in Wenzhou, China
- Established/chaired and International Student Support Services Committee
- Streamlined the faculty file system to promote inclusive and systematic record management, so as to support program/institutional accreditation
- Repositioned Campus Librarian role as faculty not staff, and expanded Library
- Planned phased replacement of most student textbooks with e-books
- Collaborated with Online Education Director on student ID verification
- Worked with Admissions Team to improve student registration process
- Worked with Enrollment Management to increase Early Start enrollment by 25% from Summer 2010 to Spring 2011 by encouraging enhanced collaboration between Education Program and Fort Wayne Community Schools

- Recruited new Deans of Business Administration and General Studies, as well as Global Leadership Ph.D. Program, Biomedical Engineering, Education and Business Administration faculty members
- Worked with the College of Business Administration to begin the ACBSP accreditation process, and with the College of Education to follow-up an ABET visit to the Mechanical and Electrical Engineering programs
- Participated in Leadership Fort Wayne training workshops and seminars
- Collaborated with Institutional Advancement in fund development activities
- Addressed International marketing classes as invited visiting speaker

ACHIEVEMENTS AT AMERICAN INTERCONTINENTAL UNIVERSITY LONDON

- Worked with Campus staff to secure approval from UK Quality Assurance Agency for Higher Education, for Campus quality assurance and enhancement systems, establishing the basis for a successful Institutional Audit and full UK accreditation
- Reorganized Campus academic programs into a School of Business and a School of Design, to improve synergies in staffing and class scheduling
- Worked with the Deans and faculty to develop successful new academic programs: Executive MBA, BA in International Finance, MA in Interior Design, Fashion, and Visual Communications
- Worked with Deans, faculty and Corporate ownership to implement new program: BA in Mass Communications, while restructuring and revitalizing inadequately successful Film and Audio program in Media Production
- Enhanced Campus staff morale by regular email, intranet and Campus Newsletter briefings as well as Faculty Forum, Campus Management, Executive Team, Faculty and Staff Development Committee, and Interconnections meetings, in collaboration with Vice President for Human Resources
- Improved Institutional Effectiveness Student Satisfaction Scores from an average 65% in April 2008 to an average 80% in June 2010.
- Improved Institutional Effectiveness Staff Satisfaction Scores to an average 85%
- Improved customer service orientation of Campus staff by systematic externally-sourced training program, and internal workshops
- Worked with Student Affairs Vice President and Student Affairs team to improve student retention to 97% per annum (Spring 2010), compared with a projected 87% and to create a Student Council that enhanced student engagement with the Campus, together with Faculty-Student Liaison Committees within Academic Departments, and initiatives such as "Lunch with the President" each quarter
- Worked with Admissions Vice President to reorganize Admissions Advisor and Campus Relations teams in Chicago and London, by refocusing upon relationship marketing, personally developed inquiries, referrals, and more effective inquiry follow-up, to significantly improve student recruitment levels by 26% on the preceding period, during the year to Spring 2010
- Repaired the infrastructure of Campus buildings, including roofing, bathrooms and external and internal painting, and improved signage, working through a new Facilities Management Committee, in collaboration with the Vice President for Finance and Facilities Management
- Significantly upgraded furnishings of Reception area and Student Lounge
- Developed a global marketing strategy, driven by articulation agreements and study abroad arrangements worldwide, to replace dependence upon US market

- and ad hoc international recruiting, and appointed a Campus Marketing Manager, to fill a newly established marketing research and branding position
- Encouraged development and use of innovative local program marketing materials in hard copy and e-copy format
 - Marketed the Campus locally, using branding and positioning techniques such as continuous plasma TV presentations and competitive student work displays in the Campus main 'shop window' on Marylebone High Street, London W1
 - Encouraged the development of academic partnerships with UK universities, beyond existing UK honors degree validation arrangements with London South Bank University, on behalf of the Quality Assurance Agency for Higher Education
 - Implemented a modified Responsibility Center Management System across Campus, using identified profit and cost centers, to motivate performance
 - Reduced operating income deficit by strategic cost reduction and revenue growth, while establishing the foundations for profitability during 2009-2010.
 - Completed application to UK Home Office and British Accreditation Council, to secure inclusion of AIU London in newly developed List of Higher Education Institutions authorized to sponsor international (non-European Union) students
 - Developed and finalized an inter-institutional agreement with a partner university in France to reduce the cost of the Campus' footprint during 2009-2010, by leasing space and reorganizing office/classroom use, based upon a new Space Management Plan
 - Recruited experienced new Vice President for Finance and Facilities Management
 - Recruited senior scholar/academic leader as Vice President for Academic Affairs
 - Upgraded the IT infrastructure of the Campus, by installing new student and staff Servers to enhance storage capacity and response speed, as well as integrated copier/scanners/printer communications solutions, in collaboration with Vice President for Information Technology

PRIOR APPOINTMENTS NARRATIVE (ASCENDING ORDER)

Dennis J. Gayle was appointed to the posts of First Secretary in the Jamaican High Commission in London with accreditation to Copenhagen in 1972, and Deputy Ambassador in the Paris Embassy and Permanent Representative to UNESCO, with accreditation to Berne, in 1976. In these roles, he advanced the interests of his sending country in economic development, trade promotion, investment and financial aid.

He was subsequently appointed to the post of Senior Economist in the Jamaican Ministry of Foreign Affairs. During the decade to 1980, he participated in most of the United Nations' major economic conferences, such as the UNDP, UNEP, FAO, GATT, ECOSOC, and the General Assembly, helping to address international challenges such as development, environmental degradation, international trade, international food security and international finance by molding an actionable multilateral consensus in each case.

Upon completing his doctorate in international political economy (IPE) at the University of California in Los Angeles in 1982, he accepted an appointment at the University of Alabama, where he initiated curriculum development in IPE, conducted related research with a focus upon economic development and growth, taught very popular classes based upon relational learning, launched the Faculty International Relations Forum, in

collaboration with the University Chancellor, while designing and leading study-abroad programs to the University of Oxford and the University of the West Indies, *inter alia*.

By 1987, he was working at Florida International University as an Associate Professor of International Marketing (tenured in 1990) and founding Vice Provost for International Education, as well as founding Chair of the Asian Studies Program, which offered an interdisciplinary degree in this field. He established an External Advisory Board in each case, including relevant professional members of the Miami-Dade community, as well as faculty. In these roles, he increased the number of international students recruited by an average of 5% each year, from 6,000 to 8,000 (1990-1997); facilitated the growth in Fulbright faculty and student scholarships earned, as well as the appointments of visiting scholars, secured US\$1.2 million in international education grants and provided funding for faculty research, and served as an Executive Board member of the Association of International Program Administrators. He also contributed to the reaccreditation of the Business College by the American Association of Collegiate Schools of Business (AACSB).

In 1997-1998, Dennis J. Gayle was competitively selected as a Fellow of the American Council on Education, and was hosted by Pace University, where he served as a member of the President's Executive Cabinet, with special responsibility for strategic planning and international education. At Pace, he collaborated with faculty to produce and launch a new international education strategy, and to develop an interdisciplinary education policy. As an ACE Fellow, Dr. Gayle participated in each of the major higher education association meetings, custom-designed leadership training seminars, and invited visits with the presidents of many universities, in the USA and other countries, in order to explore best university leadership and management practices. He was subsequently appointed as Associate Provost and Associate Vice President for Academic Affairs, and tenured Professor of International Economics, at the University of North Florida.

In these roles, Professor Gayle worked with his reporting teams to launch an innovative program review system, as well as a capital campaign in collaboration with the Executive Team, yielding \$60 million in two years during its active phase. He also led the process leading to University reaccreditation by the Southern Association of Colleges and Schools (SACS); encouraged significantly expanded recruitment of international students and scholars; revitalized the Florida West Africa Linkage Institute; facilitated cross-disciplinary research; worked with colleagues on the Vice Presidents' Council to design and implement strategic cost control initiatives and student engagement enhancements, as well as a broader five-year strategic plan; represented the University at the State Board of Regents; and applied best practices in blended learning, while teaching an international economics class of some 30 graduate students each year. Further, he collaborated with the City of Jacksonville in streamlining its Leadership Program. He also participated in the 2001 Harvard University Institute of Educational Leadership Seminars.

By the fall of 2002, Professor Dennis J. Gayle was recruited by the University of the West Indies, one of the world's two regional institutions of higher education, as Senior Advisor to the Vice Chancellor, Executive Director of the UWI Graduate Institute of International Relations, and Professor of Management Studies. In his advisory role, Professor Gayle collaborated with the leadership team in the development of new regional campuses, the refinement of the UWI Distance Education Program, an

expanded range of international institutional partnerships, and University strategic plan implementation, while helping to develop a regional accreditation agency.

He was selected by the Chancellor as a member of his Task Force on University Governance, during 2005-2006, and contributed to the development of a major report to the University Council, including a number of significant action recommendations.

In his executive role, he launched a new peer-reviewed journal, the Journal of Caribbean International Relations, as well as an IDB-funded Caribbean Trade Network for regional countries; encouraged curriculum enhancement, including the development of new courses in quantitative and qualitative research methodology for all students in the social sciences; collaborated with United Nations, Inter-American Development Bank and European Community representatives to implement an annual conference series on international development challenges; recruited three excellent faculty members following international searches; led an alumni development initiative, eventually linked to a capital campaign; led innovative in-country human resource development workshops throughout the region; funded international research programs designed by faculty members; and supervised a dozen Ph.D. and M. Phil dissertation students each term from the Institute as well as the UWI Management Studies Department.

Within this academic department, in which he was tenured, Professor Gayle led the faculty in curriculum development, initially driven by a successful faculty retreat focused upon transformational change, continuing strategic planning, and preparation for a planned program accreditation application to the AACSB, while continuing to implement his research program, focused by that time upon management and leadership challenges in the governance of the twenty-first century university.

By April 2007, Professor Dennis J. Gayle was recruited as Vice President of Academic Affairs at the American InterContinental University (AIU) in London, and was promoted to the post of President in December 2007, following the resignation of his predecessor, an international search process, and the encouragement of his colleagues to apply.

As Vice President for Academic Affairs, he engaged effectively with the faculty and students of the Campus, in capitalizing upon new program, faculty and alumni development opportunities, the creation of more robust program review and institutional effectiveness systems, academic policy development, and Campus accreditation.

As President, he collaborated with all members of staff in positioning the Campus as a community of caring and concern characterized by educational excellence, and as a for-profit international business enterprise able to address its budgetary challenges and opportunities. He also sought to inspire institutional as well as individual achievement, based upon professional ethics, commitment to excellence, and continued quality enhancement, driven in part by the requirements of the UK Quality Assurance Agency for Higher Education (UK Honours degrees) and those of the Higher Learning Commission of the North Central Accreditation Association, as well as the criteria of the Non-Public Post-Secondary Educational Commission (US degrees). He fulfilled the responsibilities of both President and Vice President of Academic Affairs until December 2008, with the recruitment and arrival of a new Vice President of Academic Affairs.

Professor Gayle then continued to lead the University as President in an excellent manner, until June 2010, having worked successfully to reverse the impact of the 2008 recession, by turning an operating income deficit into an increasing net profit, based upon curricular innovation and expanding student recruitment. However, AIU's corporate ownership in the USA embarked upon extended negotiations that eventually concluded in the sale of the University to Regent's University, also in London.

During July 2010-February 2011, he accepted a position as Interim Vice President for Academic Affairs at the Indiana Institute of Technology, where he engaged intensively with faculty members, College Deans, Program Directors and administrators to make a range of contributions to the university's further development, within seven months.

He then reactivated his international consultancy company, ActiVision Inc. in order to focus upon academic management interventions at contracting universities in the US and elsewhere, while exploring new options for returning to university leadership.

In June 2012, Professor Gayle was recruited as the first Chancellor of the American University in the Emirates, with the indicated responsibilities and accomplishments.

PROFESSIONAL RECOGNITION

- Chair, Board of Governors, Queensland (now ABI) College London, 2010-2016
- Chair, Board of Governors, University College of the Caribbean, 2000-2010
- Invited to lecture as Visiting Professor of Strategic International Business and Marketing (1985-2006) at many universities, such as the American University of Cairo, Egypt, Universidad de la Laguna, Tenerife, Spain, Bocconi University, Italy, the University of Technology, Sydney, Australia, Massey University, New Zealand, Stellenbosch University, South Africa, Universidad de Valdivia, Chile, University of Ife, Nigeria, Graduate Institute of International Relations, Geneva, the Free University of Berlin, Germany, Universidad Autonoma de Madrid, Beijing University, Peoples Republic of China, Keio University, Japan, Kagoshima Keizei University, Japan, University of Toronto, Canada, Institute of Development Studies, University of Sussex, England, Centre for Management Development (Barbados) Arthur Lok Jack Graduate School of Business (Trinidad) and the Mona School of Business (Jamaica), University of the West Indies.
- Elected Managing Editor, Editorial Team, Caribbean Studies Newsletter, 1994-1997 and Executive Council Member, Caribbean Studies Association, 1993-1995
- Elected Executive Council Member, Association of International Education Administrators, 1994-1997.
- Elected President, International Political Economy Section of the International Studies Association, 1990-1992
- Elected Council Member, International Studies Association, 1990-1992

AWARDS

- American Council on Education Fellowship, 1997-1998
- Fulbright Senior Administrator Award, Japan 1995
- Caribbean Americas Business Network Award, Miami, Florida, May 19, 1994
- Fulbright Senior Administrator Award, Germany 1992

- British Council Fellowship to Oxford University, 1971-1972
- Sir Donald Sangster Memorial Scholarship, The University of the West Indies

ACADEMIC AND CONSULTANCY BACKGROUND

Professor Gayle's published and regularly cited academic work includes seven books (see below), twelve book chapters, twenty-three refereed journal articles, twenty-one book reviews, and many other invited articles and abstracts relating to international political economy, management, international marketing, and international development issues.

- ❖ Governance in the Twenty-first Century University (2003)
- ❖ Island Tourism and Sustainable Development: Experiences of Caribbean, Pacific and Mediterranean Islands (2002)
- ❖ Caribbean Public Policy: Regional, Cultural and Socioeconomic Issues for the 21st Century (1997)
- ❖ The Caribbean in the Pacific Century (1993)
- ❖ Tourism Marketing and Management in the Caribbean (1993 and 2015)
- ❖ Privatization and Deregulation in Global Perspective (1990)
- ❖ The Small Developing State: Comparing Political Economies in Costa Rica, Singapore and Jamaica (1985).

ResearchGate 10-12-2015 citation index 6.27 for 38 citations that year and 67 reads.

He has made related presentations at over forty international academic conferences, and lectured at the graduate and undergraduate levels within fields such as international education, strategic international business, international marketing and management, development economics, organizational behavior, project management, international economics, and institutional leadership and governance.

He has supervised more than thirty successful doctoral candidates at the University of Alabama, Florida International University, the University of North Florida, and the University of the West Indies.

As Chair, University College of the Caribbean Board of Governors, he collaborated with the CEO in increasing ROI by 50% during 2005-2010, while enhancing academic quality, adding six new campuses, and developing a distance education program.

Professor Gayle has secured grants valued cumulatively at more than US\$1.7 million for implemented research, policy analysis and institutional enhancement projects.

His 2003 book, Governance in the Twenty-first Century University: Approaches to Effective Leadership and Strategic Management, ASHE-ERIC Higher Education Report, Volume 30, Number 1, Jossey-Bass Higher and Adult Education Series, has been regularly cited as an important addition to the literature concerning university leadership and management, codifying best practices.

In 2006, he authored a related book chapter, "Technology and its Impact on Campus Decision-Making," in Peter D. Eckel, Editor, The Shifting Frontiers of Institutional Governance: New Frontiers, New Pathways, American Council on Education/Praeger Series on Higher Education, pp. 111-126. Professor Gayle's 1996 co-authored book on Caribbean Tourism Management and Marketing was reprinted and republished by Routledge Publishers in January 2015.

In June 2016, Professor Gayle completed a contracted book chapter in Coral Reef Tourism – Conservation and Management, eds. Anja Pabel and Bruce Prideaux (Central Queensland University), for Routledge, concerning Caribbean Coral Reef Tourism.

His past international consultancies include human resource development, leadership development, project identification, feasibility studies, project preparation and management, tourism marketing, and organizational development, in countries such as Malaysia, Mauritius, India, South Africa, and Botswana. As President/CEO of ActiVision Inc. he led a team of experienced consultants in contracted leadership and management interventions within universities in the USA and abroad, across areas such as accreditation, program review, student recruitment, engagement and retention challenges, strategic planning and positioning, board member development, and international education.

LANGUAGES

English, Latin, Spanish, French, German, Japanese, Mandarin Chinese, Swahili, Urdu. By way of a caveat, some of his non-native languages suffer from insufficient practice. He is also a student of Arabic, with speaking competence at a quite basic level only yet.

APPENDIX: COMPETENCES AND COMMITMENTS

- ✓ ACE-trained senior university leader, with extensive management experience
- ✓ A scholar who has earned the rank of tenured Professor at several universities
- ✓ Advanced knowledge concerning all aspects of teaching and learning
- ✓ Capacity to develop vibrant, engaging and empowered learning communities
- ✓ Commitment to the continuous improvement of student learning and success
- ✓ Extended experience with all aspects of university management and leadership
- ✓ Successful work in roles including department chair, dean and vice president
- ✓ Effective data-driven problem solving, assessment, and decision making
- ✓ Capacity to multi-task in leading and managing complex organizations
- ✓ Exceptional networking, change management and conflict management skills
- ✓ Familiarity with higher education issues and trends, such as faculty development, effective student service, community engagement and experiential education
- ✓ Commitment to practice leadership in a collaborative, respectful and positive way
- ✓ Skillful, adaptable and inspiring university leader who generates compelling strategic visions and collaborates with his teams to implement them.
- ✓ Capacity to address institutional opportunities and challenges with high energy
- ✓ Ability to think and act strategically so as to provide bold and effective leadership
- ✓ Power to articulate a vision that can be shared by university community members, build consensus, and to lead the strategy implementation process
- ✓ Collaborative strategic planning, strategy implementation and evaluation
- ✓ Superior interpersonal communication and team-building leadership skills
- ✓ Faculty recruitment, retention and continuing professional development, to sustain excellence in curriculum implementation, review and improvement
- ✓ Faculty motivation, recognition and support, with the goal of sustained excellence in research as well as curriculum development, delivery and review
- ✓ Staff motivation, recognition and empowerment, encouraging consistent excellence in team participation and performance
- ✓ Dedication to open communication, integrity, accountability and transparency
- ✓ Commitment to shared governance, including faculty, staff and students
- ✓ Academic program development and accreditation process management
- ✓ Encouraging the expansion of excellent faculty research/grant development
- ✓ Expertise in all aspects of international education and internationalization
- ✓ Promotes a positive campus climate, and a culture of diversity and inclusion
- ✓ Financial strategy development, implementation, and resource allocation
- ✓ Ability to oversee sound budgetary and fiscal planning processes that enhance long-term financial strength, while maximizing the use of available resources
- ✓ Financial acuity in relating strategies to budgets and evaluating related reports
- ✓ Sound judgment, creativity, resilience, patience and political acumen
- ✓ Ability to articulate a progressive, growth-oriented institutional vision, in terms of teaching, scholarship, service, population, finance, technology and facilities
- ✓ Successful experience in fund-raising leadership, collaborating with stakeholders
- ✓ Strong competences in strengthening sponsored research activities, increasing undergraduate student success and diversity, and enhancing academic programs
- ✓ Extended experience with educational and communications technology
- ✓ Ability to address organizational issues while enhancing campus climate
- ✓ Capacity to collaborate well with multiple internal and external constituencies
- ✓ Successful project identification, development and management consultant