

This leadership profile is intended to provide information about American University and the position of vice provost and chief online officer. It is designed to assist qualified individuals in assessing their interest.

# **Executive Summary**

American University (AU) seeks an inaugural vice provost and chief online officer to develop and drive an online and digital education strategy that will ensure the university meets both traditional and lifelong learners wherever they are — on campus, online, and through evolving hybrid-learning modalities. Through this strategy, AU aims to be a leader and changemaker in the delivery of education to all types of learners during rapidly changing times. The vice provost and chief online officer will be responsible for the leadership, administrative oversight, and coordination of all aspects of online and digital education, which is central to learning, one of the overarching themes in the university's 2019–2023 strategic plan, thereby playing an integral role in helping to shape American University's future.

Working in close partnership with the deans and the schools and colleges, the vice provost and chief online officer will drive the development of digital learning initiatives at AU and guide a growing portfolio of online programs, their delivery, the infrastructure and processes to support their success, and the financial foundations upon which they sit. The strategy will address how to deploy online and digital education to support distance degree programs; enhance the experience of campus-based undergraduate, graduate, and professional students through digital tools and materials; and serve the needs of learners at all stages.

Reporting to the provost, the vice provost and chief online officer will optimize AU's impact as a changemaker in providing innovative educational experiences and enhancing the university's reputation, visibility, and reach while providing new resources to further strengthen the institution. The vice provost will be a strategic and innovative thinker, an entrepreneurial tactician, and a creative and energetic leader of both people and programs.

In order to realize its strategic goals, AU seeks a leader with significant and successful prior experience, including in building, implementing, and/or managing an online education enterprise. The ideal candidate will have a master's or doctoral degree; experience and expertise in negotiating strategic partnerships and business agreements in online program management are highly desirable.

To submit a candidate nomination or to express personal interest in this position, please see "Procedure for Candidacy" on page 13.

## **Opportunities and Expectations for Leadership**

In January 2019, American University released its new strategic plan, Changemakers for a Changing World. A central component of that plan is the development and implementation of a new digital education strategy. With strong support from President Burwell and Provost Myers, and in partnership with the deans and other senior university leaders, the inaugural vice provost and chief online officer will unite stakeholders across the university around a compelling and harmonizing vision — and execution of that vision — for online education and digital learning at AU. Such an effort will require an appreciation of the university's highly collaborative culture while pursuing goals aggressively yet collegially through partnership and with trust.

The vice provost will provide university-wide strategic direction and thought leadership across all AU online endeavors and chart a course to the university's digital future. In so doing, the vice provost will work toward ensuring that AU's systems and processes enable frictionless movement between modalities, facilitating support for such flexible offerings across schools and colleges.

Specifically, the vice provost will be expected to:

- Lead an analysis of AU's existing strengths and resources as compared with market demand for digital education, deploying such analysis on an ongoing basis to assess AU's online program portfolio.
- Collaborate with the president, provost, deans, faculty, and other university stakeholders on developing recommendations for expanding existing online offerings and developing new programs.
- Spearhead an examination of the current modalities for delivering digital and hybrid education and develop recommendations for how best to advance AU's digital education strategy in the future.
- Oversee assessments of what steps should be taken to build the infrastructure, processes, and culture for AU to implement a successful digital education strategy.
- Review AU's existing marketing and recruitment strategies and develop recommendations for the evolution of these strategies, in conjunction with the Office of University Communications and Marketing.
- Build and lead AU's new digital education strategy office, which will collaborate with academic and other units to coordinate marketing, enrollment, and learner support for online and hybrid programs, support coordination between cross-school programs, and provide ongoing research and analysis of program success.
- Lead an assessment of AU's existing online partnerships, including their opportunities and limitations. Serve as the central relationship manager, in collaboration with the deans, with AU's online partners.

## **Professional Qualities and Personal Characteristics**

The vice provost and chief online officer will be a strategic, innovative and broad thinker, an entrepreneurial tactician, and a creative and energetic leader of both people and programs. The vice provost will be an individual of the highest integrity and ethical standards with a track record of building, collaborating, and turning vision into reality. In order to realize its strategic goals, AU seeks a leader with significant and successful prior experience harmonizing and managing an online education enterprise. The ideal candidate will have a master's or doctoral degree and significant relevant experience.

In addition, the preferred candidate will demonstrate the following experiences and qualifications:

#### Expertise in online education and digitally enhanced pedagogy

- Deep familiarity with the competitive landscape of online education, including programs offered by other higher education institutions and other providers, and regional, national, and global markets
- Understanding of different types of online and hybrid programming, including free-standing degree programs, certificates, stackable credentials, and badges
- Proficiency with issues regarding Web accessibility and universal design
- Vision for the future of online education, including ways in which institutional mission and values can be woven into and differentiate AU's online enterprise
- Thorough understanding of the online program management marketplace and the role of OPMs in universities' digital strategies.

#### Administrative, financial, and business development acumen

- Ability to build a customer-focused organization, and proven management of cross-functional teams in support of strategies and tactics to achieve institutional goals
- Ability to analyze and redesign processes, structures, and incentives as needed to facilitate a successful and effective learning environment
- Track record in developing and translating market research into successful programs
- Knowledge of business development, marketing, business practices, and customer relations
- Financial and operational acumen necessary for complex budget management, enrollment planning, and forecasting; capacity to conceptualize, articulate, and make a business case to support the endeavor and the analytical wherewithal and finesse to analyze effectiveness from both a learning and financial perspective.

#### **Collaborative leadership**

- Participatory decision-making style that prioritizes transparent communications and honest, collegial working relationships with internal and external stakeholders
- Demonstrated record of collaboration; an approach informed by both curiosity and an eagerness to engage with others
- Commitment to promoting and enhancing diversity, equity, and inclusion
- Ability to catalyze cross-university participation and to build and gain support for a shared vision
- Outstanding interpersonal and communication skills and a high level of empathy and emotional intelligence.

## **Online Learning at American University**

American University offers online courses and/or programs through its various schools and colleges. Undergraduate and graduate students can find many options to fulfill curriculum requirements, explore special topics, or work toward completing their degrees, with AU students able to select from more than 100 online classes offered during the fall, spring, and summer sessions.

Online classes retain the rigorous academic standards and high quality of instruction expected in all AU courses while offering the convenience and flexibility of online learning. The university's ever-growing portfolio of online degree and certificate programs is designed to fit the schedules of working professionals and others who seek the advanced knowledge and skills required in an increasingly competitive marketplace, helping learners reach their professional and educational goals

AU's portfolio of online programs was established and developed from the ground up in a distributed rather than centralized approach. Envisioning, developing, administering, and overseeing the university's online offerings and support functions is therefore currently disbursed among the schools, colleges, and AU Library. This approach has had multiple advantages: units have had the freedom and flexibility to be entrepreneurial; faculty are invested; and programs and courses are high-quality. At the same time, AU has multiple online program management partners and service providers, different technologies and learning platforms, and course schedules that vary across programs. The establishment of a vice provost and chief online officer role reflects an evolutionary shift in direction as university leaders seek a partner in developing an overarching vision and coordinated university-wide strategy while still allowing the units to be entrepreneurial.

### **Online Degree and Certificate Programs**

#### **Undergraduate Certificate**

• Undergraduate Certificate in Health Inequity and Care

#### **Graduate Degrees**

- Master of Arts in Economics (Applied Economics specialization)
- Master of Arts in International Relations
- Master of Arts in Special Education: Learning Disabilities
- Master of Arts in Strategic Communication
- Master of Arts in Teaching: Elementary and Secondary
- Master of Business Administration
- Master of Education in Education Policy and Leadership
- Master of International Service
- Master of Legal Studies
- Master of Public Administration and Policy
- Master of Science in Agile Project Management
- Master of Science in Analytics
- Master of Science in Counter-terrorism and Homeland Security
- Master of Science in Healthcare Management
- Master of Science in Human Resource Analytics and Management
- Master of Science in Instructional Design and Learning Analytics
- Master of Science in Measurement and Evaluation
- Master of Science in Nutrition Education
- Master of Sports Analytics and Management

#### **Graduate Certificates**

- Agile Project Management
- Healthcare Management
- Human Resource Analytics and Management
- Instructional Design and Learning Analytics
- Nutrition Education
- Project Management and Evaluation
- Sports Analytics and Management

### Center for Teaching, Research and Learning

The <u>Center for Teaching, Research and Learning</u> (CTRL) is AU's catalyst for inspiring, mentoring, and celebrating faculty in their roles as teachers and researchers. Launched in 1998 as the Center for Teaching Excellence, its teaching mission was expanded in 2009 to incorporate support for faculty research. Today, the center creates opportunities for faculty to re-envision and strengthen their teaching and research practices and to help prepare the next generation of faculty.

CTRL continues to identify and implement innovative educational practices, recognizing the vital connection between successful teaching and faculty scholarship. The center offers training courses to faculty teaching or interested in teaching online or hybrid courses, and provides continual support and individual consultations to online/hybrid instructors after they complete the initial group training. The center also shares alternative teaching models for continuing classes when face-to-face instruction is disrupted. CTRL includes three groups: Teaching and Learning Resources, Online Learning, and Research Support.

CTRL is a nexus for faculty development of scholar-teachers at AU committed to using evidence-based and data-driven approaches in their pursuits. Its work is guided by the Inclusive Excellence Framework, which views diversity, equity, and inclusion as catalysts for achieving institutional and educational excellence.

## American University: An Overview

Chartered by Congress in 1893 in the nation's capital, American University is a highly selective studentcentered research institution defined by its global outlook, practical idealism, and passion for public service. AU's nationally and internationally acclaimed faculty are renowned for their commitment to excellence in scholarship and teaching and for sponsoring programs that draw upon the extraordinary cultural, scientific, public affairs, legal, business, international, and communications resources in the greater metropolitan area of Washington, DC. Recognized for its emphasis on personalized teaching and experiential education, the university provides for the direct involvement of faculty and students in the institutions and culture of the nation's capital. As AU has grown in reputation and stature, it remains grounded in the ideals of its founders as it continues to be a leader for a changing world.

AU students distinguish themselves for their service, leadership, and ability to rethink global and domestic challenges and opportunities. AU faculty are sponsored by many of the most prestigious funders in the country, including the John D. and Catherine T. MacArthur Foundation, the Bill and Melinda Gates Foundation, the Ford Foundation, the National Institutes of Health, the National Science Foundation, and the National Endowment for the Arts. At American University, passion becomes action; students actively engage in the world around them as the leaders of today train the leaders of tomorrow.

The traditional four-year residential program remains at AU's core. At the same time, the university has long been committed to lifelong learning and professional and executive education. For example, the School of Public Affairs' renowned Key Executive Leadership MPA program Key Executive Leadership Certificate have been transforming managers into exceptional leaders for more than 40 years. As the demands on and opportunities for institutions of higher education continue to grow exponentially, the university recognizes it must also evolve to encompass a future of learning and work that increasingly requires complementary approaches to education. Demand is growing for educational programs that can meet these needs, and AU is committed to being a leader for a new generation of lifelong learners.

Looking forward, and building on a longstanding and robust portfolio of online programs and courses across its schools, AU is committed to developing a digital strategy to ensure that the university meets the changing needs of its learners on campus, online, and through evolving hybrid-learning modalities — a crucial step that will help inform the ongoing development of lifelong learning initiatives across AU.

AU's community of current and future learners range from working professionals seeking additional skills to children attending summer camps, from recent graduates completing online master's degrees to alumni seeking short courses in areas of personal interest. AU endeavors to provide a diverse range of educational programs and experiences — online and in-person, degree and non-credit — to serve these different populations. In so doing, the university will extend its reach and enhance its reputation and visibility while developing new revenue streams that will strengthen the institution as a whole.

As AU distinguishes itself as a changemaker in the delivery of lifelong learning and continually models innovative approaches to teaching and learning, it will enable increasingly seamless transitions across programs to enhance the educational experience for all AU students.

### Mission, Vision, and Values

American University's mission is to advance knowledge, foster intellectual curiosity, build community, and empower lives of purpose, service, and leadership.

It is a leading student-centered research university where passionate learners, bold leaders, engaged scholars, innovators, and active citizens unleash the power of collaborative discovery. AU partners with

key organizations in the Washington, DC, region, and around the globe to better the human condition, learn from a vast array of experiences and internships, create meaningful change, and address society's current and emerging challenges.

The university's ongoing pursuit of its mission and vision is driven by a set of deeply held core values: integrity; excellence; human dignity; community; diversity, equity, accessibility, and inclusive excellence; free inquiry and seeking truth; and impact.

### By the Numbers

- More than 14,000 undergraduate, graduate, and law students enrolled in degree and non-degree programs
- Academic offerings include 71 bachelor's, 87 master's, and 10 doctoral degrees, plus the Washington College of Law's JD, MLS, LLM, and SJD programs; 27 master's degrees and graduate certificates are offered online
- 94 percent of AU faculty hold the highest degree in their field
- AU's distinguished faculty includes former ambassadors, elected officials, and winners of Oscars, Emmys, Pulitzers, and the National Book Award
- Based on prestigious scholarship and competition results reported in May 2017, more than 250 AU faculty participated as Merit Award mentors during the past year
- 44 percent of new tenure-line faculty in fall 2017 were people of color; one in four are African American
- A top-producer of Fulbright Scholars (12 in 2017), and one of only seven institutions with more than one Truman Scholarship that same year (two total)
- Two Rhodes Scholarship finalists in 2018
- 91 percent of undergraduates held an internship (Graduation Census 2018)
- 93 percent of all reporting graduates showed positive employment or graduate school outcomes six months after graduation.

### Recognition

- No. 78 Best National University (U.S. News & World Report 2019)
- No. 6 Best College (Princeton Review Best 384 Colleges 2019)
- No. 51 Best Private College Value (Kiplinger 2018 Best College Value)
- Top-producer of Boren Scholars and Fellows (No. 1), Presidential Management Fellows (No. 4), and Udall Scholars (No. 2)
- No. 7 in the nation by institution type and percentage of undergraduates who studied abroad in 2018 (Open Doors)
- No. 2 Most Peace Corps Volunteers (for medium-sized schools in 2019)
- No. 1 Most Politically Active Students (Princeton Review)
- No. 2 Most Active Student Government (Princeton Review)
- First university in the U.S. to be carbon neutral (announced in April 2018)
- Has an A1 Moody's rating and an A+ S&P rating unique among peer universities.

#### Campus

Located in a beautiful residential district of Washington, DC, American University's 90-acre campus an accredited arboretum — combines the advantages of a traditional college setting with the energy, culture, and opportunities of a global capital city. The Princeton Review named AU among the four most beautiful urban college campuses in 2015.

Work has commenced on AU's new Hall of Science, a three-story, state-of-the-art facility that relocates the university's biology, environmental sciences, chemistry, and neuroscience departments to a modern, centralized location. By bringing together these programs, the project will foster collaboration across various disciplines through shared space and research laboratories. The building is on track to receive LEED Gold certification, reflecting AU's focus on energy efficiency and commitment to sustainability, which is unmistakable the moment one sets foot on campus.

AU is proud to be the first urban campus, first research university, and largest higher education institution to achieve carbon neutrality. The culture of sustainability is evident through faculty research efforts, student involvement, and staff practices. Green buildings incorporate energy efficient technologies and a focus on human health. Environmentally conscious grounds management means planting local and adaptive species. AU uses solar energy, strives for zero waste, and works with community partners to offer sustainable transportation — just a few of the elements that contribute to American University' commitment to minimizing its footprint.

### Leadership

American University's leadership is dedicated to stewarding the academic mission, research enterprise, and strategic vision of the university.



Sylvia M. Burwell took office as American University's 15th president on June 1, 2017. A visionary leader with public and private sector experience, she is the first woman to serve as AU's president. She brings to American University a commitment to education and research, the ability to manage large and complex organizations, and experience helping to advance solutions to some of the world's most pressing challenges.

Burwell served as the 22nd secretary of the U.S. Department of Health and Human Services from 2014 to 2017. During her tenure, she managed a trillion-dollar

department that includes the National Institutes of Health, Centers for Disease Control and Prevention, Food and Drug Administration, and the Medicaid and Medicare programs; oversaw the successful implementation of the Affordable Care Act; and led the department's responses to the Ebola and Zika outbreaks. Before that, she served as the director of the Office of Management and Budget, working with Congress to negotiate a two-year budget deal following the 2013 government shutdown. In both roles she was known as a leader who worked successfully across the aisle and focused on delivering results for the American people. Her extensive government experience includes former roles as deputy director of the Office of Management and Budget, deputy chief of staff to the president, chief of staff to the secretary of the Treasury, and special assistant to the director of the National Economic Council.

Burwell has held leadership positions at two of the largest foundations in the world. She served 11 years at the Bill and Melinda Gates Foundation, including as chief operating officer and president of the Global Development Program. She later served as president of the Walmart Foundation and ran its global Women's Economic Empowerment efforts. Her private sector experience includes service on the board of directors of MetLife. She earned a bachelor's degree in government from Harvard University and a BA in philosophy, politics and economics from the University of Oxford as a Rhodes Scholar.



Daniel J. Myers took office as American University's provost and chief academic officer on June 1, 2019. A professor of sociology, he previously served as provost and executive vice president for academic affairs at Marquette University where he held an academic appointment as professor in the Department of Social and Cultural Science. While at Marquette, Myers supervised all aspects of academic affairs and shared joint oversight for the budget. He focused on faculty relations, built a model of faculty development, and enhanced interdisciplinarity through cluster hiring. Myers accumulated a record of significant accomplishments in diversity and inclusion, creating

an office of institutional diversity and equity; developing and enforcing new hiring protocols for faculty and staff searches; and founding a Race and Ethnic Studies program, an LGBTQ+ resource center, and faculty/staff affinity groups.

Prior to Marquette, Myers was vice president and associate provost for faculty affairs at the University of Notre Dame where he designed and managed a cross-disciplinary faculty cluster hiring process, which led to increased research output and funding.

Myers earned a doctorate and master's degree in sociology from the University of Wisconsin at Madison and a master's in higher education and student affairs and a bachelor's in political science from The Ohio State University. He has written five books and co-authored or authored more than 30 peer-reviewed articles. He has been a member of the Sociology Advisory Panel of the National Science Foundation and a referee for almost 40 journals and book publishers.

### **Strategic Plan**

American University's five-year strategic plan, Changemakers for a Changing World, addresses the issues facing AU's community and higher education while building on the university's legacy of leadership, scholarship, and service, and boldly embracing opportunities for greater impact. Such issues include:

- Producing graduates whose education, experience, and commitment prepare them to lead change and navigate the future of work
- Enhancing opportunities for learning, deepening understanding, and elevating the discovery of knowledge to benefit the community and keep AU connected with the world
- Cultivating partnerships that create additional opportunities for dynamic learning and cutting-edge research
- Leading in the development of transformative approaches to inclusivity.

The plan is organized into three strategic themes — scholarship, learning, and community — each with key imperatives to guide focused efforts. Built on the university's established strengths, the plan's success will be measured across four impact areas:

- Improving retention and graduation rates
- Achieving operational excellence throughout AU
- Enhancing the university's reputation
- Diversifying and growing revenue.

#### Scholarship

Scholarship is central to American University's future. AU will develop areas of strategic focus that draw on fields where the university already excels, where its expertise crosses schools and disciplinary boundaries, and that hold promise for the future. AU will establish new ways to support the work of faculty across a range of disciplines. By 2023, the university will have launched major efforts in every area of strategic focus that will have increased AU's reputation as a leader in each one. These efforts will have enhanced AU's overall reputation as an institution that cultivates top-flight, cross-disciplinary research to address some of the nation's and the world's most important policy issues. The centers, both in the areas of strategic focus and other areas, will have attracted increased external support, including from government, nonprofit, and private sector sources, and AU will have demonstrated increased ability to compete for grants that support research at the \$1 million level and above.

AU will see greater student interest in these fields, as demonstrated by increased enrollment in graduate programs in these areas. Recruitment and retention of outstanding senior faculty in the areas of strategic focus will have improved. The university will also see improved rates and placements of scholarly publications in the areas of strategic focus, as measured by impact factors, press prestige, awards recognizing achievements in the arts and humanities, and other outcomes. Learn more.

#### Learning

Learning is at the core of AU. As the university prepares for tomorrow's opportunities, it continues to embrace the highest-quality teaching while exploring new frontiers of learning and scholarship. AU will expand opportunities for lifelong learning experiences that are more flexible, personalized, and accessible. In five years, the university will have developed and launched strategies for lifelong learning, involving both digital and face-to-face components, for both degree and non-degree programs. The programs resulting from these strategies will be of high quality and will have generated significant additional revenue on an annual basis. AU also will have identified a structure for successful oversight, management, and operation of these programs. The vice provost and chief online officer will play an integral role in realizing these goals. Learn more.

#### Community

AU is an institution deeply rooted in community locally, nationally, and globally. It is committed, at all levels of the university, to building an inclusive community and infusing every aspect of its mission and functioning with inclusive excellence. AU already is deeply connected to Washington, DC — both as a national capital and as a local community — and it is similarly connected to the Washington, DC, region. The university will expand and deepen those relationships in three areas where it can have a significant impact and create more opportunities for experiential education and scholarship: education, arts and culture, and economics.

In addition to Washington, DC, working with other partners will be key to AU's future. Some of these partnerships will be internal; others will be with institutions beyond campus. Partnerships, internal or external, will be pursued to enhance the university's reputation, improve its graduation and retention rates, diversify and grow revenue, and/or achieve operational excellence while bolstering AU's communities and addressing the needs of its partners. Furthermore, in order for AU to reach its ambitious goals, seek out new opportunities, and continue the excellent work that happens every day across its community, the university must make it easier for people to do their jobs. AU is dedicated to assessing the university's current approaches to processes, policies, infrastructure, and people to remove unnecessary barriers and better support collaboration and innovation. Learn more.

### Academics

Its total fall 2018 enrollment was 14,311, with 7,441 degree-seeking undergraduates, 4,275 degreeseeking graduate students, 1,438 law students, and 1,157 students in non-degree certificate programs, Washington Semester program, or AU Abroad. AU offers 71 bachelor's degrees, 87 master's degrees, 10 doctoral degrees, JD, LLM, SJD, MLS, certificates, and associate degrees.

Face-to-face courses run on a 15-week semester basis in fall and spring, with shorter summer-term classes. In addition, AU offers study-abroad programs and alternative breaks. Ninety-one percent of undergraduates participate in at least one internship during their time at AU, and 54 percent of students participate in study abroad. AU's undergraduate freshman retention rate is 88 percent, and 80 percent of freshmen graduate from AU within six years.

AU's campus-based student body is cosmopolitan and globally diverse, with all 50 states, the District of Columbia, and more than 140 countries represented. Thirteen percent of undergraduates and 13 percent of graduate students are international. The university's mission is carried out by 915 full-time faculty and nearly 1,700 full-time staff. Ninety-four percent of full-time faculty hold the highest degree in their field. Among AU's 700 adjunct faculty are policy makers, diplomats, journalists, artists, writers, scientists, and business leaders. Online enrollment at the university has been growing rapidly in the past few years. In the 2018–19 academic year, AU enrolled 4,669 online students, of which 55 percent were graduate students, 35 percent undergraduate, and 10 percent non-degree.

### **Schools and Colleges**

With eight schools and more than 170 programs including bachelor's, master's, and doctoral degrees, American University students choose a personalized curriculum of theoretical study and experiential learning, taught by internationally-recognized faculty in courses that take them from the classroom, to the nation's capital, and all around the globe.

The largest school at American University, the <u>College of Arts and Sciences</u> features more than 100 degree programs that span the arts, humanities, sciences, and social sciences. Its diverse, scholarly community offers outstanding opportunities for hands-on interdisciplinary research, internships, and creative expression.

A top-ranked, AACSB-accredited institution, the <u>Kogod School of Business</u> offers undergraduate degrees and graduate programs, including an MBA. Students gain real-world experience through programs grounded in experiential learning and expert faculty that prepare them to lead in all sectors of business: public, private, and nonprofit.

From journalism to strategic communication to independent filmmaking and games, the <u>School of</u> <u>Communication</u> inspires tomorrow's digital storytellers. Students learn to produce media that matter with the support of faculty who have received the highest honors in their professional field, including Academy and Emmy awards and the Pulitzer Prize.

With a vibrant community and passion for change, the <u>School of Education</u> is dedicated to creating and ensuring excellent learning experiences for every child. Through cutting-edge research, innovative outreach programs, and the development of inspiring coursework, students address the most challenging issues in the field.

A top-10 school of international affairs, the <u>School of International Service</u> prepares graduate and undergraduate students for global service in government, nonprofits, and business while connecting

them to an active international network of more than 20,000 alumni. Students graduate prepared to combine knowledge with practice and wage peace in our world.

Dedicated to professional and experiential learning, the <u>School of Professional & Extended Studies</u> (SPExS) offers an array of options for lifelong learners spanning the applied social sciences. Programs range from undergraduate internship-based semester programs to market-driven online master's degrees for professionals at critical junctures in their careers.

Set in the heart of the nation's capital, the <u>School of Public Affairs</u> is a top-ranked school of public administration and policy, government, and justice. From AU's politically-engaged campus, students gain access to world-class faculty members, influencers, and internship opportunities where they can have a meaningful impact on our world.

Today's economic, political, and social changes require innovative legal solutions. As one of the most diverse law schools in the country, the <u>Washington College of Law</u> equips students to navigate this new reality. Programs include international law, law and government, trial advocacy, and business, with experiential opportunities through clinics and externships.

# Washington, DC

American University is an intimate community within an urban city, where stunning sights are never far from view. The 68-square-mile district is more than the backdrop of the federal government. With a backbone built on arts and culture, the city is filled with art galleries, museums, Michelin-starred restaurants, and thriving performing arts and music scenes.

DC is a mosaic of neighborhoods, from historic Capitol Hill and Georgetown to the Penn Quarter's arts scene to the 24/7 buzz of Adams Morgan. The banks of the Potomac and Anacostia rivers are flourishing with some of the capitol region's most exciting destinations for live music, sports, dining, and on-the-water activities.

The Washington, DC Metro — one of the busiest public transportation systems in the country — connects all four quadrants of the city with suburban Virginia and Maryland and is a convenient way to navigate the region. Baltimore and Annapolis are within easy driving distance, as are other Maryland suburbs, and three major airports connect Washington with every major city in the U.S.

Learn more about Washington, DC.

# **Procedure for Candidacy**

Inquiries, nominations, and applications are invited. Review of applications has begun and will continue until the position is filled.

Candidates should provide a CV or resume, a letter of interest that addresses the responsibilities and requirements described in this leadership profile, and the names and contact information of at least five references. References will not be contacted without candidates' knowledge.

Confidential inquiries, nominations, and application materials should be emailed to:

Robin Mamlet, Philip Tang, and Zachary Durst WittKieffer <u>AUOnline@wittkieffer.com</u>

American University is an equal opportunity, affirmative action institution that operates in compliance with applicable laws and regulations. The university does not discriminate on the basis of race, color, national origin, religion, sex (including pregnancy), age, sexual orientation, disability, marital status, personal appearance, gender identity and expression, family responsibilities, political affiliation, source of income, veteran status, an individual's genetic information or any other bases under federal or local laws (collectively "Protected Bases") in its programs and activities.