



*The Spelman & Johnson Group*

## **Position Specification**

### **Assistant Dean of Students/Director of the Disability Resource Center Purdue University West Lafayette, Indiana**

#### **Background**

Purdue University is a coeducational, state-assisted system in Indiana. Founded in 1869 and named after benefactor John Purdue, we are one of the nation's leading research institutions with a reputation for excellent and affordable education.

We are accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools.

Our West Lafayette campus offers more than 200 majors for undergraduates, over 70 master's and doctoral programs, and professional degrees in pharmacy and veterinary medicine. In addition, we have 18 intercollegiate sports teams and more than 850 student organizations.

#### ***Purdue History***

##### **July 2, 1862**

President Abraham Lincoln signed the Morrill Land Grant Act, which turned public lands over to any state that agreed to use the land sale proceeds to maintain a college teaching agriculture and the "mechanic arts."

##### **1865**

The Indiana General Assembly voted to participate in the plan and took steps to establish such an institution.

##### **May 6, 1869**

The Indiana General Assembly chose the Lafayette area for the new institution and accepted a \$150,000 gift from John Purdue, as well as \$50,000 from Tippecanoe County and 100 acres of land from local residents. The legislature named the new school Purdue University.

##### **1872**

Purdue's first president, Richard Owen, started his term.

## **September 16, 1874**

Classes began with six instructors and 39 students. Purdue's first graduating class had 14 students.

## **John Purdue**

The principal benefactor for the University's founding was born October 31, 1802, near Shirleysburg, Pennsylvania, and died September 12, 1876, in Lafayette, Indiana. He is buried on the Purdue — West Lafayette campus.

## ***Statement of Integrity and Code of Conduct***

### **Preamble**

Purdue University has a tradition of ethical conduct spanning its history. As a land-grant institution, we demonstrate our responsiveness to our constituencies and extend to them access to our knowledge resources. We nurture relationships with other partners in education who support our vision or join us to foster common interests. We integrate our mission with our responsibilities. We contribute our knowledge resources impartially in serving our public purposes. As faculty, students, staff, and administrators, we are a community of dedicated learners, scholars, professionals, and practitioners - all contributing our talents to uphold our standards, and improve ourselves and the broader community in which we live and work. Our responsibilities and obligations toward the advancement of learning, discovery, and engagement in the University and in Indiana extend to our nation and the world. This statement of integrity is meant to provide an overarching declaration that informs specific policies and procedures regarding conduct, enforcement, and accountability. Such policies and procedures either exist in official University documents or will be developed as necessary.

### **Statement**

At Purdue, integrity is indispensable to our mission. We act with honesty and adhere to the highest standards of moral and ethical values and principles through our personal and professional behavior. We demonstrate our understanding of these values and principles and uphold them in every action and decision. Trust and trustworthiness go hand in hand with how we conduct ourselves, as we sustain a culture that is based upon ethical conduct. We expect our actions to be consistent with our words, and our words to be consistent with our intentions. We accept our responsibilities, share leadership in a democratic spirit, and subject ourselves to the highest standards of public trust. We hold ourselves accountable for our words and our actions.

We champion freedom of expression. To ensure our integrity, we safeguard academic freedom, open inquiry, and debate in the best interests of education, enrichment, and our personal and professional development. We embrace human and intellectual diversity and inclusiveness. We uphold the highest standards of fairness, act as responsible citizens, respect equality and the rights of others, and treat all individuals with dignity.

To fulfill our goals as a learning community, we insist that the objectives of student learning are not compromised. We treat all students equitably, and our evaluations of learning achievements are impartial based on demonstrated academic performance. As students, we understand that learning is the most important goal and we embrace ethical values and principles, and reject academic dishonesty in all our

learning endeavors. In the realm of new discoveries, we place the highest value upon truth and accuracy. We acknowledge the contributions of others. We place a higher value on expanding and sharing knowledge than on recognition or ownership.

We work diligently drawing from the strong work ethic of our state of Indiana and are committed to always acting in the best interests of the University. We pledge to make wise use of our resources and to be good stewards of financial, capital, and human resources. We operate within the letter and spirit of the law and prescribed policies, and strive to avoid impropriety or conflict of interest.

As members of the Purdue community, we demonstrate unyielding and uncompromised integrity in support of the highest standards of excellence for the University. As individuals, we all contribute to this Purdue standard of integrity as an exemplary model for all universities.

## **Academic Program**

### ***Colleges and Schools***

Agriculture	Management
Consumer and Family Sciences	Pharmacy, Nursing, and Health Sciences
Education	Science
Engineering	Technology
Liberal Arts	Veterinary Medicine

### **College of Agriculture**

One of two divisions originally established at Purdue in 1869. It now consists of 11 academic departments.

### **College of Consumer and Family Sciences**

Established as a department of home economics in 1905, it became a school in 1926. It was named the School of Consumer and Family Sciences in 1976 and became a college in 2005 and has four academic departments.

### **College of Education**

Established as a department of education in 1908, it became a school in 1989 and a college in 2005. It is accredited by the National Council for Accreditation of Teacher Education (NCATE) and the Indiana Professional Standards Board and is in compliance with Title II reporting requirements.

In addition to the degrees offered through the college, teacher preparation programs are offered in collaboration with the colleges of Agriculture, Consumer and Family Sciences, Liberal Arts, Science, and Technology.

### **College of Engineering**

Four-year programs in civil and mechanical engineering first became available in 1875. The college now has 11 schools and three divisions. It ranks among the largest in the United States, and both its undergraduate and graduate programs are highly ranked by U.S. News & World Report.

### **College of Liberal Arts**

Established in 1963 as the School of Humanities, Social Science, and Education, it was renamed in 1989 and 2005. The college currently has 12 academic departments.

### **Krannert School of Management**

Established in 1958 through the merging of the Department of Industrial Management and Transportation and the Department of Economics. It is recognized as one of the top business schools in the country.

### **College of Pharmacy, Nursing, and Health Sciences**

Established as a school in 1979 by merging the three schools under one dean. It became a college in 2005.

#### *School of Pharmacy*

Originally established as a two-year school of pharmacy in 1884, it currently offers programs leading to a BS and a PharmD. Graduate degrees and advanced postgraduate residencies also are offered.

#### *School of Nursing*

Established as a program in the University Extension Administration in 1963, as a department in the School of Technology in 1964, and as a school in what is now the College of Pharmacy, Nursing, and Health Sciences in 1979. Baccalaureate, second-degree baccalaureate, RN to BSN, master's, and doctoral programs are offered. It operates the Nursing Center for Family Health on the West Lafayette campus as well as several off-campus clinics.

#### *School of Health Sciences*

Established in 1979, the school offers a group of programs directed toward people concerned with improving the population's health and environment. It provides both undergraduate and graduate degrees as well as course concentrations in pre-medicine, pre-occupational therapy, pre-physical therapy, and other areas of pre-allied health.

### **College of Science**

Established in 1962, the college has seven academic departments, including the first computer science department in the nation.

## College of Technology

Founded in 1964 to provide appropriate career educational opportunities to students whose technological interests and aptitudes are application-oriented. Now one of the nation's largest, it consists of eight academic departments and resides in 10 Indiana communities in addition to the West Lafayette campus.

## School of Veterinary Medicine

Established as a school in 1957, it opened in 1959. In addition to its associate, baccalaureate, and graduate programs, the school cooperates with the Indiana University School of Medicine to offer first- and second-year courses.

## The Student Body

In 1930, West Lafayette campus enrollment was 85 percent male (3,851) and 15 percent female (693). In 2008-09, the ratio is 57.8 percent male (23,186) and 42.2 percent female (16,904).

Students on the West Lafayette campus come from the following areas:

- 57.5% — Indiana
- 28.8% — other states (all 50 states and the District of Columbia represented)
- 13.6% — international (includes U.S. territories, residents abroad, resident aliens, and 128 foreign nations)

## An Overview of Student Services

Purdue University has a new strategic plan focused on people, programs, and partnerships, and it is designed to place Purdue among the great research universities of the world. Titled "New Synergies," the plan for 2008 – 2014 has three focus areas:

- **Launching tomorrow's leaders** by enhancing student success with careers in a dynamic global society, as well as fostering intellectual, professional and personal development for life-long learning;
- **Promoting discovery with delivery** by conducting field-defining research with breakthrough outcomes and catalyzing research-based economic development and entrepreneurship;
- **Meeting global challenges** by enhancing Purdue's presence and impact in addressing grand challenges of humanity.

Student Services supports the overall mission of the institution in some very practical ways. In partnership with all members of the campus community, we promote efforts to achieve educational equity and multiculturalism. We strive to improve the recruitment, retention, and graduation rates of our students. We offer services including financial aid, academic record keeping, support for organized student housing units, a learning resource center, programs of physical and mental health care and information, and assistance in removing both physical and psychological barriers to college. We hold a significant concern for the emotional and physical safety and welfare of students. Our broad range of support and extra-curricular programs enhance student development and embrace the philosophy of life-long learning.

Staff members within Student Services are educators first and foremost, and our work begins with a commitment to the uniqueness of each student. This principle guides us as we assist students in making important decisions affecting their academic and personal lives. We believe, as do faculty, that students need to be active participants in the learning process and that the best learning takes place in situations where a balance of challenges and support exists. The developmentally-based learning which occurs in the myriad of activities and opportunities supported by Student Services is an important lifetime complement to the discipline-based learning that occurs in the classroom. Opportunities for this guided learning abound at Purdue in residence halls, 81 Greek chapters, 12 cooperative houses, 875 registered student organizations, volunteer programs, three ROTC units, bands and instrumental ensembles, choral groups, the career center, convocations and lectures, and the many other activities, seminars, workshops, and programs which promote and recognize this out-of-class learning.

### ***Dean of Students Office***

At Purdue University, we strive to prepare and empower students for life, not just for employment. In recognition that students come to campus from many different places, with different backgrounds, and different needs, every effort is made to provide the best and most comprehensive resources possible for students' academic and personal advancement. It takes tremendous creativity, energy, and dedicated personnel to make our campus environment the most invigorating and inspiring place it can be for fostering lifelong learning and personal growth and development for students.

The staff of the Office of the Dean of Students (ODOS) is committed to the view that student interaction with the University environment can be personally satisfying and productive and should contribute positively to a student's total development. In support of this vision, we are committed to:

- Work directly with all students to promote their physical, emotional, social, and ethical development;
- Work collaboratively with other segments of the University to promote the personal and intellectual development of students; and
- Assist in creating a University environment perceived as human and responsive to student concerns.

### **An Overview of the Position and Leadership Environment**

Purdue University hired its current vice president, Dr. Thomas Robinson, in 1998. With a long career as the senior student affairs officer at seven different institutions, Dr. Robinson brings a strong sense of stability to the Division of Student Service and has a strong vision for student engagement. Robinson sees this Assistant Dean of Students/Director of the Disability Resource Center position as integral to providing stellar accommodations at one of the nation's premier institutions. The Division of Student Services is seeking a person with strong, innovative leadership and a student development focus that is balanced, proactive, and supportive of students regarding all aspects of the process of providing accommodations. Robinson looks to this new Assistant Dean to help fill the role of pulling together various university resources to address issues and support individual students in their life as Purdue students. Of particular interest is a deep understanding and appreciation of social justice, national best practices, and an ability to harness resources to provide excellent resources to students.

The Associate Dean of Students, Danita Brown, reports directly to Tony Hawkins, Purdue's Dean of Students. Hawkins is a proven leader at Purdue and seen as very competent with the ability to garner respect from colleagues and staff. Dean Hawkins looks to the new Assistant Dean to continue the dynamic growth of the Disability Resource Center through the implementation of new practices founded in national research.

The successful candidate will need to create change while honoring the processes and procedures needed to implement these changes.

Danita Brown, the Associate Dean of Students, joined Purdue's Office of the Dean of Students 18 months ago. Having most recently served as Interim Dean of Student Services at West Virginia University at Parkersburg, Dr. Brown brings a wealth of public higher education experience. With this strong background within higher education, Dr. Brown has expanded the knowledge base within the division while implementing sound practices founded in policy. Currently, Dr. Brown is serving as the interim Director of the DRC and will serve as the new Assistant Dean's direct supervisor.

Heather Stout has recently stepped down from the Assistant Dean position to assist within the division in a new capacity of counseling. For four years, Heather led the department while implementing change. Of particular interest to Purdue is the ability to bridge the physical gap between Young Hall (where the DRC is located), to Schleman Hall (where much of the Student Services administration is located). The new Assistant Dean will need to work diligently to bridge this geographical divide.

The staff within the DRC office has strong tenure. The new Assistant Dean will be tasked with focusing on the entire student experience, including the creation of a seamless connection between individual expectations and the expectations of Purdue University. The leadership is looking to pull together various university resources, within student services and across the whole university, to address issues, support individual students, and to work closely with parents. The DRC would be well served to use some of the research obtained to make decisions for the future. The entire division is looking for this new assistant dean to lead the way into the next generation of the DRC.

With the supportive leadership of Purdue, some challenges still exist. Services for students with disabilities are difficult to navigate within the university. For a student, this structural design of where the office is located might seem difficult to navigate. A director with strong communication skills and a desire to work as a team will help to mitigate this. This department primarily oversees the academic accommodations for students. Any physical changes to buildings, structures, sidewalks, for example, would happen through collaborative relationships with other offices at Purdue.

The director administers all facets of a university-wide program of services for students with all disability types, including physical and learning disabilities, to support their success in the classroom. The director develops and administers operating policies and procedures consistent with the university, state, and federal guidelines, including Section 504 and ADA regulations. The director establishes comprehensive policies in compliance with Title II of the ADA in advance of any request for auxiliary aids or services. The director supervises professional and administrative staff providing accommodations for students with appropriate documentation, and promotes disability awareness to the Purdue faculty, staff, and student body.

Additional priorities and challenges include:

- Evaluate the organizational structure and determine optimal configuration for achieving departmental goals and priorities, which may include retraining staff members;
- Collaborate with leadership team to build a cohesive team that shares a common mission, vision, and values;
- Develop a comprehensive budget with a long-term strategic plan;
- Manage the programs, activities, and services related to providing appropriate accommodations for students with disabilities;
- Supervise staff, as well as student employees;
- Coordinate with external and internal agencies in effectively creating response to students with disabilities and promoting a culture that ensures accessibility as well as promotes competence in applying diverse learning strategies. Serves on Purdue University committees concerned with disability issues;

- Oversee a budget of approximately \$200,000 (not including salaries) 870,000 (including salaries) that supports access, accommodation services, and advocacy for students with disabilities;
- Inform the university concerning current laws, rules, and regulations related to disability issues and foster ongoing communication with community and campus;
- Serve as a consultant to Purdue in disseminating information regarding decision making, such as promoting universal architectural design that ensures accessibility for students, faculty, staff, and community members;
- Ongoing assessments of services, programs, and activities in regard to quality of service and effectiveness in furthering specified student-learning outcomes;
- Oversee database that allows for confidential up-to-date information regarding students with disabilities and accommodations;
- Create institutional buy-in while serving as an agent of change, demonstrating sensitivity to the wide range of experiences and perspectives staff bring to their respective roles;
- Support division-wide, as well as department-specific, goals;
- Develop a strategic plan for the integration of technology.

### **Characteristics of the Successful Candidate**

The successful candidate will have a master's degree in vocational rehabilitation, counseling, higher education administration or a related field; an earned doctoral degree is preferred. The position requires five years of progressive supervisory experience preferably in a higher education setting. The candidate must have a proven track record of experience and knowledge about disability issues in higher education, gained by active participation in professional organizations and conferences. Highest levels of verbal and written communication skills are a must for advocating and contributing to the overall leadership and vision of the DRC. The chosen candidate must also possess knowledge and skills to assess and evaluate services and programs.

As articulated by Purdue stakeholders, the successful candidate will ideally possess the following qualities/attributes (in no particular order):

- Possess a vision for, and comprehensive understanding of, a contemporary, full-spectrum, large, public university environment;
- Demonstrate knowledge and experience leading a disabilities resources operation;
- Be knowledgeable of national best practices in the disabilities services arena including the concept of the using research and assessment to guide decision-making;
- Demonstrate a command of current technology and an understanding of how to harness available technological resources in the delivery of services to students with disabilities;
- Demonstrate a record of superior communication and presentation skills, successful relationship-building, and collaboration with internal (e.g., students, faculty, staff, and administrators) and external (e.g., alumni, parents, employers, and community members) constituencies;
- Be an agent of change with the capacity to build alliances and to bring others onboard with new initiatives;
- Demonstrate a familiarity with current college trends within disabilities services;
- Bring strong leadership, visionary, and managerial skills to the position;
- Embrace and support the Purdue mission, contributing broadly to the success of the Purdue and the engagement of students;
- Be flexible to adapt to changing circumstances and committed to continuous assessment and process improvement;
- Exhibit a caring attitude to students, staff, and faculty in the execution of duties;

- Be an individual of impeccable integrity and high ethical standards;
- Support staff development and a strong team environment;
- Demonstrate an unwavering commitment to diversity;
- Possess financial acumen and the ability to build and monitor a budget;
- Navigate complex environments and systems inherent in a large university structure.

### **Responsibilities of the Position**

The Office of the Dean of Students is seeking applications and nominations for the position of assistant dean of students/director of the disability resource center with responsibility for supervision of the Disability Resource Center (DRC). The position requires excellent interpersonal, communication and organizational skills; demonstrated knowledge of current disability law and best practices in providing accommodations in a post-secondary educational setting; and a demonstrated knowledge of Web accessibility challenges and familiarity with assistive technology and software used by students with disabilities. Also required are demonstrated abilities in problem-solving, prioritization, managing multiple administrative tasks and decision making; the ability to work collaboratively, in a group and/or independently with individuals from diverse backgrounds; demonstrated leadership and supervisory skills as well as a knowledge of budgeting principles and procedures. The assistant dean will lead the DRC team in the administration and coordination of the Center, which provides services to students with disabilities. Duties include providing supervision and direction to the DRC staff; reviewing and updating policies and procedures to ensure conformance with recent Office of Civil Rights (OCR) and legal decisions; tracking, analyzing and communicating program metrics; managing the program budget and tracking costs. In addition, the assistant dean serves as a member of Purdue's Advisory Council on Disability Issues.

Additional responsibilities include:

- Provide knowledgeable oversight of DRC operations and devise an optimal staffing model to ensure strong strategic and day-to-day leadership for all related functions to assure quality student engagement in the DRC;
- Work collaboratively with other campus departments to facilitate comprehensive programs and services for students;
- Maintain a strong relationship with Academic Affairs and serve as a primary liaison for the Office of the Dean of Students with the colleges, departments, and centers that comprise the academy of the University regarding disability issues;
- Provide stellar support to students;
- Systematically assess, evaluate, and update the effectiveness of all DRC programs, policies, and activities;
- Affirm and celebrate the rich diversity of the individuals and groups in the Purdue community;
- Participate in the development of policies and best practices through strong innovative measures;
- Foster positive relationships with students' families while partnering with them for their student's success;
- Lead DRC staff to incorporate programs and services into the Purdue experience;
- Nurture and enhance positive working relationships throughout Purdue, particularly between faculty and DRC staff, to sustain an ethos of shared participation in and responsibility for a balanced student experience;
- Manage the fiscal and material resources allocated to the DRC;
- Support, develop, and direct DRC staff to meet goals, build on past success, and create new strategies that propel the division forward; and
- Create a strong sense of teamwork throughout the DRC.

## Profile

Purdue University will consider candidates whose experience includes positions of progressive responsibility in student affairs at large, public, diverse institutions with a preference for candidates that have worked at selective institutions with a high-achieving student population. A strong background that includes experience in disability resources would be beneficial. Direct line experience in configuring and supervising staff, creating community, evaluating programs and services, and implementing innovative strategies directed at building a vibrant university community in which students are both supported and challenged, are all important. The ability to lead as well as to work effectively as a member of a team is critical, as is the ability to work across units and the institution in a collegial and collaborative manner.

## Measures of Success for the Position

At an appropriate interval after joining Purdue University, the following items will define success. The new Assistant Dean of Students has:

- Assess the current environment and develop a vision for the short-and and long- term future of the department;
- Develop and implement a plan for staffing within the department;
- Develop a strategic budgetary plan for \$870K;
- Forward movement on infusing further assistive technology into the delivery of services to students;
- Articulated a vision for the division that has been embraced by stakeholders across the University and that students and the larger Purdue community find energizing;
- Begun using a plan as a benchmark for a division-wide assessment program and includes institutions to which Purdue benchmarks;
- Provided students with clear, easy-to-understand information regarding policies, procedures, and practices;
- Established a strong collaborative relationship with all aspects of academic affairs—a relationship that defines the leadership of Purdue University.

## Overview of Benefits

For a comprehensive overview of the Purdue University benefits package, please visit:

<http://www.purdue.edu/hr/Benefits/benefitsPlans.html>

## Application and Nomination

Review of applications will begin immediately and will continue until the position is filled. For optimal consideration please submit materials by February 26, 2010. A resume with an accompanying cover letter may be submitted via the SJG — The Spelman & Johnson Group website at [www.spelmanandjohnson.com](http://www.spelmanandjohnson.com) under the Open Positions link. Nominations for this position may be emailed to Jennifer N. Hiatt at [jnh@spelmanandjohnson.com](mailto:jnh@spelmanandjohnson.com). If you are unable to submit materials electronically, please call SJG at 413-529-2895.

**SJG — The Spelman & Johnson Group**  
Purdue University – Assistant Dean of Students/Director of the Disability Resource Center  
Jennifer N. Hiatt, Search Associate

**Visit Purdue University's website at [www.purdue.edu](http://www.purdue.edu)**

Purdue University is committed to affirmative action, equal opportunity and diversity of its workforce.