

21 February 2020

Dr. Jon Marvel
Chair, Search Committee for Dean, College of Business
College of Business
104 Forsyth Building
Western Carolina University
Cullowhee, NC 28723

Dear Dr. Marvel and Members of the Committee:

I'm thrilled to apply for the position of Dean. I've spent 20 years of my career at Western Carolina University, having served the past seventeen years in administrative posts. My experience and credentials are a good match for the position.

I am currently leading the WCU College of Business' efforts for AACSB reaffirmation. Although I've only been in this role for a few months, I've been preparing for these responsibilities for over three years. In preparation for this role, I've attended six AACSB workshops/seminars since 2016. In addition, I've participated in reaffirmation efforts for the past ten years as a participant on the Strategic Planning Committee and as a School Director.

The position profile lists thirteen required or preferred qualifications and expectations. I have briefly commented on each of them here, in the order of appearance in the job description. Per the job announcement, it is important for the Dean to be able to:

- **Facilitate and support fundraising initiatives and create, sustain, and build relationships with multiple and diverse external constituencies.** I've worked with several groups on fundraising efforts. During my time on the Board of Trustees at Summit Charter School, our team raised approximately \$6,000,000 to build a gymnasium and a classroom building. I've also had ten years' experience with the Jackson County Community Foundation, which raises money for causes in Jackson County. In addition, I've been afforded the opportunity to participate in several fundraising events for the College of Business. Most recently, I accompanied Chancellor Brown on visits with three donors in the Los Angeles, California area. Further, at my request, Jamie Raynor, Interim Vice Chancellor for Advancement provided training for visiting with donors.
- **Promote a culturally aware and welcoming environment with a strong commitment to recruiting and retaining diverse faculty, staff and students.** As a School Director, I have participated in many Open Houses and Orientation sessions. Further, I have been involved in numerous faculty and administrator searches.
- **Strengthen the College's relationships with alumni, state and regional business leaders, and surrounding communities.** I've been involved with College alumni events for the past ten years. In addition, I've invited many alumni back to speak to classes. As a manager for the Corporation for Entrepreneurship and Innovation, I've had opportunities to interact with business leaders.
- **Sustain and further support the excellence of faculty through mentoring, cultivating, and/or identifying faculty talent to promote their abilities and potential of moving towards leadership roles within their discipline and beyond.** Several years ago, another School Director and I started our own version of new faculty orientation for College of Business faculty. These orientations typically address the relationship of TPR and AFE processes, along with tutorials of university systems (e.g. Navigate, Digital

Measures). It is truly one of the most rewarding experiences as an administrator to see faculty members that I hired earn tenure. It's also rewarding to help them discover career paths (e.g. administration, research) that they never considered.

- **Promote the College's students as opportunities to add value to organizations through internships, projects and full-time employment.** As my discipline (Sport Management) requires internships of each student, I've been involved with their supervision for approximately 20 years. This is another way to get involved with the business community. In addition, these experiences will become more important to our College as AACSB's proposed new standards require institutions to report on metrics such as job placement and success rates.
- **Understand the needs of students in both residential and distance learning settings while promoting opportunities and activities for their personal and academic growth.** Having been involved in launching one undergraduate online program (BSBA in Business Administration and Law) and one graduate online program (MS in Sport Management), I am familiar with the advantages and disadvantages of such programs.
- **Serve as a highly strategic partner to faculty and staff in developing new distance and online learning initiatives.** My experience with launching online programs has taught me that such programs need to be planned strategically with faculty as the resources needed to staff one program affect the entire college.
- **Establish priorities for investing in current, as well as new academic programs.** As mentioned above, these priorities should be established with input from across the college. Almost every program is affected when new programs are added. Part of the strategy should be discussion of revision of programs.
- **The Dean should have exemplary academic qualifications in one of the disciplines of the College.** I hold a Ph.D. in Sport Management from Florida State University and have earned the rank of Professor of Sport Management. My AACSB qualification status (per the College's Policy on Classification of Faculty Qualifications) is *Scholarly Academic*.
- **The Dean should have the experience and skill sets to build relationships, garner and provide resources, and form collaborative partnerships.** I enjoy positive relationships on campus, in the community, and in my discipline (national and international). I value face-to-face interaction, as I enjoy taking breaks to stroll through the college. Further, I enjoy collaborating with units from across the university and outside the university, as can be evidenced by the service activities listed on my vita.
- **The Dean should have a willingness to commit to the region and to promoting its vitality.** Having lived in Sylva or Cullowhee for the past twenty years, I couldn't be prouder of our community and the growth we've experienced.
- **The Dean must be collaborative, consultative, and transparent in his/her decision-making process.** The work environment should be collegial, efficient, and productive. I believe in data-driven decisions, with both the data and the decision process being transparent to stakeholders. Similarly, the University's strategic plan should guide all activities and initiatives. Therefore, the College's strategic plan must support the University's plan. With strategic plans aligned, each unit's goals should be clear.
- **The Dean should have a demonstrated commitment to student success, faculty excellence in teaching and research, institutional diversity, and community outreach.** My scholarship primarily centers around college athletics and sport management pedagogy. Over ten years ago, WCU's faculty adopted Boyer's Scholarship Model. So, while I have published traditional peer-reviewed journal articles, I appreciate being able to engage in the scholarship of application. For example, I currently serve as Faculty Athletics Representative for WCU and have served as President of the Southern Conference, a

member of the NCAA's Legislative Committee, and a member of the NCAA's Institutional Performance Committee. As my academic discipline is Sport Management, this connects my teaching discipline with my service and scholarship activities.

If you see a good "fit" between the needs of the College of Business and my skill sets, I would welcome the opportunity to speak with you further. Thank you for your consideration.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "A. Grube". The signature is written in a cursive style with a large initial "A" and a long, sweeping underline.

AJ Grube