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Search Committee
Provost and Vice President for Academic Affairs
University of Montana

Dear Members of the Search Committee:

Thank you for considering my application for the position of Provost and Vice President for Academic Affairs of the University of Montana. Given the outstanding reputation of UM and the prospect for working with President Engstrom, dedicated scholars, top quality students, and committed alumni, I am happy to submit my application.

The impressive accomplishments of UM are a testament to its quest for quality. As the flagship university of the state, UM continues to develop programs that improve student success and faculty achievements. Other important strides taken recently include establishing notable academic programs, hiring quality faculty, and perhaps most prominent, improving retention and graduation rates. Having served at four other research universities with comparable goals and aspirations, I feel that I have a realistic perspective for the direction in which UM intends to move, and I have become increasingly more prepared and experienced to serve as its provost. I have carefully analyzed the university's Strategic Initiatives and feel I can enthusiastically and successfully follow through on the priorities identified in the plan.

Academic Leadership

From an administrative leadership perspective, I have served in a number of roles that prepare me for this position. Last summer, I was appointed Interim Senior Vice Provost for Student Success (<http://www.uky.edu/studentssuccess/>). The role did not exist previously at UK, and my first task was putting together an office ranging from recruitment services, enrollment management, registrar, student affairs, the undergraduate college, scholarships, central advising, international affairs, the center for excellence in learning and teaching, academic enhancement, the general education core, and the honors program. I am now responsible for over 460 employees and budgets totaling over \$80 million. The goals we have set for the UK Office for Student Success closely parallel the ambitions of student quality found in UM's Academic Strategic Plan.

Since summer of 2009, I have served as Dean of the College of Communication and Information at the University of Kentucky (<https://ci.uky.edu/ci/>). Our college is a rapidly growing unit at UK offering bachelors, masters, and doctoral degrees. Our doctoral program was ranked

seventh in the latest National Research Council study and we have earned top-5 rankings in specialty areas in other respected studies. The recent growth of our college has helped us to negotiate in the last two years over \$2 million in new instructional resources including new faculty positions, advising and recruiting personnel, graduate assistants, and support for internships and service-learning initiatives. We have also been successful in securing new funding (~ \$1.7 million) for teaching and research facilities in two different buildings on campus, including the development of a Center of Excellence for Student Achievement that serves the entire college. With support from the Provost, we have developed four new start-up organizations in the college in the last two and a half years. These units include the Risk Sciences Division, the Information and Communications Technology Lab, the Dissemination and Implementation Sciences Consortium, and iNET (Innovation Network for Entrepreneurial Thinking). iNET has become so successful and attracted such positive attention among other colleges on campus, we have decided to take its scope campus-wide. It is now a Provost-direct initiative, with me serving as Chair of the Board of Directors. The college was recently designated an i-School; inclusion in an internationally elite group of information schools whose external funding record and robust doctoral programs qualify them for membership. For the first time in years, the College recruited a National Advisory Board of respected and well-positioned professionals to offer counsel and guidance on leveraging unique opportunities for our students and faculty. The advisory board also serves the College as donors and as network links to other development prospects.

I have also served as a department chair at two research universities; Texas Tech University from 1989-1994 and the University of Oklahoma from 1994-2000. From 2004-2007, I served as a member of the Executive Council for the National Communication Association (NCA), the oldest and largest organization (8,000 members) devoted to the study of communication. During that time, I served as second vice president, first vice president, president, and past-president. During the year in which I was president, I was responsible for a number of leadership functions including serving as the direct supervisor for the Executive Director of NCA, heading the Executive Council, and ultimately being responsible for a multi-million dollar budget and endowment. I served as Director of the Center for Risk and Crisis Management at the University of Oklahoma, a community-based research enterprise. The Risk Center was envisioned early on as a multi-disciplinary effort with key stakeholders coming from four different colleges (Arts and Sciences, Journalism and Mass Communications, Atmospheric and Geographic Sciences, and Education). We were grateful that in its first year of operation, the Risk Center was chosen as one of only a few research organizations as recipient of a university-wide grant program entitled the Competitive College Investment Fund. In its second year, the Risk Center secured a sizeable, competitive grant from the National Science Foundation that I brought with me to UK.

Budgeting and Resource Allocation

My budget and fiscal responsibility experience is long and varied. In my current role as dean, I am responsible for a multiple-million dollar academic unit that has grown significantly in the past two and half years. State appropriations have been flat or declining during this time and managing university resources has been a challenge. Nevertheless, we are gratified that the university has seen fit to reallocate limited funds to accommodate our College's growth. I have also managed the budget for two academic departments, the second one being very complex with multiple accounts and reporting mechanisms. I was also the budget director for a large, multi-year contract for the Department of Defense. In my role as president of the National Communication

Association, I had ultimate responsibility for a very sizable budget and multiple investment funds and endowment accounts.

Scholarship and Funded Research

I know that UM wants to attract a proven scholar as its next provost. I have remained active with students and colleagues in pursuit of goals that produce relevant and scholarly research. My primary interests have been in the areas of organizational and health communication, with more recent efforts in risk and crisis communication. Most of my research articles and scholarly chapters (90+) have appeared in communication, public relations, media management, and psychology journals and volumes. I have also authored and edited 16 books in the areas of communication, risk management, health, and terrorism. I have been the principal investigator or Co-PI for several grants from business, non-profit, and government institutions totaling more than \$11 million. Our most recent award is from the National Science Foundation to develop processes for commercializing risk and health related research. Perhaps the consistent theme throughout my research career has been an applied focus on communication problems, whether the contexts are healthcare, terrorism, or community-based organizations. I have served on the editorial boards of over thirty research journals and as editor of the *Journal of Applied Communication Research*, published by the National Communication Association. Articles published in *JACR* have been referenced or reviewed by such publications as the *Wall Street Journal* and the *Harvard Communication Letter*.

Teaching and Mentoring

I have enjoyed my teaching role across all levels of the university curriculum. I have taught over two dozen different courses and provided leadership in curriculum reform in each department in which I have been associated. I take pride in the new programs we have developed as well as providing leadership in new areas of emphasis that reflect changing student interests and programmatic needs. Our college is taking a leadership role in e-learning with a fully online master's degree in information sciences. We have under review a 3+2 degree program (partially online) which leads to a masters in information and communication technology. I have also taken advantage of professional development opportunities that focus on the undergraduate experience, including summer conferences and the elite Hope Conference for Undergraduate Studies sponsored by NCA. At the graduate level, I have directed over twenty-five doctoral dissertations and served on over 100 doctoral and masters committees. Many of my students have gone on to positions in academics, non-profit organizations, corporations, and government agencies. What is particularly gratifying is the large number of students who have asked me to join their networks on Facebook, Twitter, and LinkedIn. As an academic leader at UM, I will emphasize academic excellence among our students and faculty and will be a dedicated servant of the teaching mission of the university.

Development and Fund Raising

As Provost and Vice President of UM, I would emphasize the importance of developing resources for each of the colleges. I would prioritize fund raising and development activities and would devote considerable attention to nurturing and developing alumni and stakeholder relations. In my leadership role at NCA I appointed a campaign committee to investigate the plausibility of conducting a "100 Year Anniversary Capital Campaign." The committee was composed of a university president, a provost, several deans and development officers, and public relations

experts. Throughout the process, we emphasized the importance of strategic planning, relationship development, crafting a story or theme for giving, and communicating a vision for the gift and for the donor. At UK, we are dedicated to securing new resources by ensuring that development and philanthropy were included as major goals of our new strategic plan.

Diversity and Inclusion

As an administrative leader, I have always taken seriously the critical responsibility of diversity and inclusion. At UK, I appointed a first-ever College Diversity Committee with responsibility for responding to a key goal in the College's strategic plan for improving and enhancing opportunities for inclusion and diversity. The Committee has drawn a large number of members and is very active in promoting diversity in the College and across campus. In my role as interim senior vice provost, I have enjoyed working with UK's Office for Diversity and Inclusion in furthering the success of our first generation students and students of color. We are making important strides in attracting and retaining our students. As Chair of the Committee on Committees at NCA, I was particularly proud of our diversity record in placing a large number of key individuals in leadership roles in that organization.

Shared Governance

For ranges of collaborative contributions that I feel have prepared me for this position, I would kindly direct attention to my vita. However, a few contributions I would highlight include serving as a Senator of the University Senate for the last four years, Chair of the Work-Life Council; campus co-chair of the United Way campaign; co-chair of the Legal and Ethical Conduct Policies Committee, member of the Dean's Council, chair of the College Faculty Council, all at UK. Each of these experiences has included aspects of shared leadership, team building, strategic planning, and other dimensions relevant to collaborative decision-making.

In closing, I feel that my experience has prepared me for the administrative rigors of the position of Provost and Vice President of Academic Affairs at UM. I would enjoy working with the faculty, students, alumni, regents and President Engstrom. I would be a provost that is entrepreneurial and opportunistic, and one who communicates a clear vision of UM. I would be an aggressive advocate on behalf of the university, the city of Missoula, and the state of Montana. In my research of UM, I was very impressed with the goals and ambition expressed in the documents I found on your website. From what I have observed, UM is poised to address the opportunities that lie ahead. I would look forward to joining you in that effort.

Please contact me if you require additional information.

Sincerely,

H. Dan O'Hair, Ph.D.