

## An invitation to apply for the position of



### Executive Dean of the School of Arts and Sciences

#### THE SEARCH

Rutgers, The State University of New Jersey, seeks an experienced, collaborative, and inventive academic leader to serve as Executive Dean of Rutgers University–New Brunswick’s School of Arts and Sciences (SAS). This is an exceptional opportunity to lead the largest academic unit at this esteemed university with an established reputation for combining excellence in teaching with world-class research and service to the state, nation, and globe. The School of Arts and Sciences provides the liberal arts and science foundation for undergraduate education at Rutgers–New Brunswick, with 47 departments and programs offering more than 100 undergraduate majors and minors. In addition, departments across SAS offer more than 100 first-class graduate programs. The Divisions of Humanities, Life Sciences, Mathematical and Physical Sciences, and Social and Behavioral Sciences provide students with an education of unparalleled breadth and depth. The 56 [research institutes and centers](#) across the School of Arts and Sciences provide homes for faculty, students, and staff to conduct in-depth research, pursue interdisciplinary scholarship, and collaborate with scholars from a wide range of fields. The School of Arts and Sciences fosters a culture in which outstanding teaching, boundary-breaking research, and engagement with the broader world are interconnected and contribute to the greater good of its home state of New Jersey, the nation, and beyond. In addition, Rutgers–New Brunswick’s School of Arts and Sciences ensures outstanding support to students through a host of resources, services, and programs of teaching and learning enabled by 750 full-time faculty, 500 administrative staff, and more than 20,000 students.

Founded as the eighth oldest college in the United States, Rutgers has a rich history. Established in 1766 as Queen's College, Rutgers is one of only nine U.S. institutions of higher education chartered before the American Revolution. Today, Rutgers, The State University of New Jersey is a research powerhouse, the top public university in New Jersey, a member of the Association of American Universities, and among the most diverse institutions in the Big Ten Academic Alliance. Rutgers is composed of four chancellor-led units: Rutgers University–New Brunswick, the state land-grant institution and its largest campus, with multiple highly-ranked schools, departments, and doctoral programs; Rutgers University–Newark, a diverse urban campus and anchor institution in its host city with a nationally-leading commitment to community engagement; Rutgers University–Camden, noted for its close-knit and collaborative intellectual environment and distinctive cross-disciplinary doctoral programs; and Rutgers Biomedical and Health Sciences, the University’s academic health center and home to one of the country’s leading cancer institutes. Together, the four campuses present rich and complementary opportunities for learning, discovery, and engagement to advance excellence and the public good.

Reporting to the Chancellor-Provost of Rutgers—New Brunswick and serving as a key member of her leadership team, the Executive Dean of the School of Arts and Sciences will join Rutgers at a time of fresh leadership and transformative ambition. In July 2020, Jonathan Holloway took office as the University's 21<sup>st</sup> president, and in July 2021 Francine Conway joined Dr. Holloway's leadership team as Chancellor-Provost of Rutgers—New Brunswick. This is a time of enormous energy and anticipation, across the campus and within the School of Arts and Sciences.

The Executive Dean will be a collaborative leader building bridges both within the School and across Rutgers—New Brunswick to advance the aspirations that undergird Rutgers—New Brunswick’s new Academic Master Plan. The successful candidate will amplify the excellence within students, faculty, and staff. An unwavering and demonstrated commitment to furthering diversity, equity, inclusion, and belonging is an absolute requisite, as is a passion for the combined commitments to student success, path-breaking research, and community engagement that animate Rutgers University.

A search committee has been formed and Isaacson, Miller, the national executive recruiting firm, has been retained to support the committee. Confidential inquiries, nominations, and applications can be directed to the firm as indicated at the end of this document.

## **RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY**

The history of Rutgers University testifies to its institutional ambition and its importance to the state of New Jersey. Chartered in 1766, Rutgers (then Queen’s College) was initially a private liberal arts college with ties to the Dutch Reformed Church. In the nineteenth century, it was renamed Rutgers College in honor of trustee and Revolutionary War veteran Henry Rutgers, and after the Morrill Act of 1862, Rutgers became New Jersey’s land-grant college. In the 1920s, Rutgers became officially nonsectarian and assumed university status; after World War II, state legislative acts designated Rutgers as the State University of New Jersey. Rutgers—New Brunswick (now joined by Rutgers Biomedical and Health Sciences) joined the Association of American Universities in 1989, and in 2013 became a member of the Committee on Institutional Cooperation (now called the Big Ten Academic Alliance), a consortium of 15 leading research-intensive universities.

Rutgers University is a vibrant institution with a dynamic intellectual environment, featuring more than 8,700 faculty and 14,900 staff members serving approximately 70,000 undergraduate and graduate students. The University offers more than 150 undergraduate majors and more than 400 graduate programs. In 2021, *U.S. News & World Report* ranked 38 Rutgers graduate programs across a wide range of disciplines among the top 25 in the nation. The University’s FY2022 budget is approximately \$4.8 billion; research grants and sponsored programs totaled more than \$900 million in FY2021. Rutgers’ more than 500,000 living alumni and other friends are generous in their financial support. In FY2020, alumni and friends gave over \$240 million, making that year’s fundraising results the second highest in the University’s history, notwithstanding the COVID-19 pandemic.

## **LEADERSHIP AND GOVERNANCE**

**Jonathan Scott Holloway**, 21<sup>st</sup> President of Rutgers, The State University of New Jersey, assumed his role in 2020. An eminent historian of 20<sup>th</sup> century African American thought and letters and an elected member of the American Academy of Arts and Sciences, Dr. Holloway was previously Provost of Northwestern University and Dean of Yale College. At Rutgers, Dr. Holloway has identified three overarching priorities for his tenure: the relentless pursuit of academic excellence; the development of strategic and institutional clarity; and the establishment of a beloved community.

Dr. Holloway’s arrival has vitalized the University in multiple ways. A permanent Office of Climate Action has been created; the University’s first Senior Vice President for Equity has been named and a comprehensive Equity Audit has been completed to undergird a strategic diversity plan for the institution; a transformative new [faculty hiring initiative](#) has been announced; a task force to examine the [future of work](#) has been formed; and several major

commitments to student access and success have been undertaken. These include the [Scarlet Promise Grants](#), which provide undergraduate scholarships and emergency, temporary relief to those facing hardship; and the [Rutgers Summer Service Internship Initiative](#), which will offer paid summer public service internships to up to 150 second- and third-year undergraduate students.

**Francine Conway** was appointed to join Dr. Holloway’s leadership team as Rutgers–New Brunswick’s inaugural Chancellor-Provost on July 1, 2021. Chancellor-Provost Conway’s role combines elements of the previously existing chancellor’s portfolio with those of the provost to establish a clear focus on academic excellence for students and faculty. An internationally recognized scholar of child psychology, Dr. Conway also serves as a Distinguished Professor. Before assuming her current role, Dr. Conway served as Rutgers–New Brunswick’s Provost and Executive Vice Chancellor for Academic Affairs, and before that as Dean of the Graduate School of Applied and Professional Psychology.

Chancellor-Provost Conway draws on the expertise of diverse leaders and deans who are dedicated to fulfilling the University’s mission of teaching, research, and service. These diverse leaders oversee and direct major academic units and administrative divisions and are responsible for carrying out the Chancellor-Provost’s vision for the University. Their leadership areas include Academic Affairs, Advancement, Educational Equity, Enrollment Management, Equity, Faculty Advancement and Faculty Affairs, Finance, Marketing and Communications, Research, Student Affairs, Technology and Instruction, and Undergraduate Education. The Office of the Chancellor-Provost is focused on several priority initiatives that will strengthen opportunities and support excellence among faculty, students, and staff. The Rutgers–New Brunswick [Academic Master Plan](#) (AMP) is a strategic initiative that serves as the roadmap for the institution’s future, clarifying strategies to accomplish the University’s academic and service missions.

For more information, visit <https://www.rutgers.edu/about-rutgers>.

## THE SCHOOL OF ARTS AND SCIENCES

The School of Arts and Sciences is the liberal arts school of Rutgers University–New Brunswick, the largest and most comprehensive academic unit, and a main hub of the undergraduate education experience at Rutgers. With roots that date back to the beginning of classical higher education in America, the School reflects a tradition of liberal arts learning that began in 1766 with the founding of Queen’s College, the institution that would become Rutgers University. Four outstanding undergraduate institutions carried that tradition into the 21<sup>st</sup> century: Rutgers, Douglass, Livingston, and University colleges. Established in 2006 with the union of the four colleges, the School of Arts and Sciences is a globally engaged teaching and research institution, committed to preparing students for life in a rapidly changing world. SAS faculty engage with the critical concerns facing society - from geneticists and neuroscientists working to understand Alzheimer’s and autism, to sociologists shining light on unequal access to health care, to geologists tracking the impact of climate change on the sea level at the Jersey Shore; and philosophers focus their inquiries on matters both theoretical and applied and extend their expertise across disciplinary boundaries. SAS is home to poets, novelists, and critics; astronomers, anthropologists, and economists; scholars of the Middle East, Africa, Asia, Europe, and Latin America; and experts in more than two dozen world languages. SAS is also home to highly ranked programs in biology, chemistry, computer science, English, history, mathematics, philosophy, physics, psychology, and sociology.

Rutgers operates under a responsibility-centered management (RCM) budget model. The School of Arts and Sciences’ operating budget for fiscal year 2023 is \$448 million. The school raises approximately \$20 million

annually, primarily through individual major gifts and institutional support. Over the past five years, Rutgers' endowment has generated more than \$230 million in spendable funds. Donors have designated funds for scholarships, fellowships, faculty research, lectures, symposia, and other programs. Donor gifts—paired with prudent investment strategies—have more than doubled the funds available for donor-specified areas over the past 10 years. These successes continue to support the University's mission: preeminence in research, excellence in teaching, and commitment to community. During the 2020–2021 fiscal year, Rutgers' endowment received more than \$22 million in donor support. These new funds, coupled with a sound investment strategy, helped grow the endowment to a market value of \$2 billion.

Rutgers School of Arts and Sciences comprises a large community of students, faculty, staff, alumni, and community members organized around a structure in which the research and teaching of academic divisions intersect with the units that provide support for our mission. Administrators in the offices of the Executive Dean, administration, advancement, undergraduate education, research and graduate education, and academic affairs provide the underpinning for work done by educators, administrators, and skilled staff in the four academic divisions: Humanities, Life Sciences, Mathematical and Physical Sciences, and Social and Behavioral Sciences.

For more information, visit <https://sas.rutgers.edu/>.

## **ROLE OF THE EXECUTIVE DEAN**

Reporting to the Chancellor-Provost, the Executive Dean serves as the principal officer of SAS and is charged with supervising its administration and leading its faculty and staff in the creation and implementation of effective programs in instruction, research, and service, and supporting student success. The responsibilities of the Executive Dean include appointing the SAS leadership team, department chairs, program committees and directors, and recommending faculty appointments, reappointments, and promotions, as well as managing and recommending the budget.

As the head of the largest unit in the University, the Executive Dean is expected to lead with a collaborative vision, execute with sophisticated tactics, and unite the diverse departments within SAS with a sense of common purpose in service to the entire University. In consultation with the Chancellor-Provost, the Executive Dean sets the strategic direction of SAS. In addition, the Dean works in concert with other deans and University leadership to build interdisciplinary partnerships across the vibrant Rutgers University landscape.

The role of the Executive Dean requires intellectual flexibility, creative energy, and discipline in thought and approach. Success in the position demands a collaborative spirit and a habit of consultation and transparency. A commitment to academic excellence, dedication to equity and inclusion, and consistent communication are absolute requirements.

The Executive Dean currently has 13 direct reports:

- Executive Vice Dean
- Vice Dean of Administration
- Vice Dean, Undergraduate Education
- Vice Dean, Research & Graduate Education
- Dean, Humanities
- Dean, Social and Behavioral Sciences

- Dean, Life Sciences
- Dean, Mathematical and Physical Sciences
- Associate Dean for Industry Engagement
- Director, New Program Initiatives & Digital Learning
- Director, Communications & Marketing
- Senior Director, Office of Development
- Manager SPVR, Special Events & Programs

## **OPPORTUNITIES AND CHALLENGES**

The overarching goal for the next Executive Dean of the School of Arts and Sciences is to serve simultaneously to assist the Chancellor-Provost in advancing the objectives of the Academic Master Plan, and to be a steward and champion of the extraordinary faculty and student body of the School. Specifically, the Executive Dean will be expected to:

### ***Lead and support an inclusive and holistic vision for the future of the School of Arts and Sciences.***

Through engagement with faculty, staff, students, and the Deans of the divisions along with campus leaders of adjacent Schools, the Executive Dean will develop and articulate a shared vision that delivers the highest level of intellectual service to the community, the nation and the world. The Executive Dean will elevate Rutgers' reputation as a world-class leader in scholarship and research by attracting and retaining top faculty and by prioritizing research productivity and distinction, as well as sustaining and enhancing excellence and access in its education of an outstandingly diverse student body.

The Executive Dean will be a champion of the Academic Master Plan set forth by the President and Chancellor-Provost. The Executive Dean will uphold the Academic Master Plan theme, "This is What Excellence Looks Like." The ideas and priorities within the plan amplify scholarly leadership, innovative research, student success, and community engagement. Emerging from the Academic Master Plan is the [Discovery Advantage](#) initiative, a central vehicle for transforming the student experience. Six implementation teams are leading a multifaceted approach to reinvent the undergraduate experience in relation to curriculum, living-learning communities, advising, administrative and financial structure, enrollment, and data analytics and assessment. The Executive Dean will help shape the ideals of the Academic Master Plan into structures and actions. The mandate for transformation will allow the Executive Dean to facilitate systemic change and create long-lasting benefits for all students, faculty, and staff.

### ***Foster a collaborative environment internally and externally.***

The Executive Dean will seek and encourage opportunities to foster a culture that is increasingly collaborative and reflects a full understanding of SAS's broader institutional role. The Executive Dean will prioritize the student experience when considering organizational structures and relationships between SAS and other units. They will act upon the School's mission of service to Rutgers–New Brunswick, while cohesively advocating for respective schools and departments within SAS. The Executive Dean will promote a spirit of collaboration that breaks down barriers standing in the way of programmatic innovation within SAS and across the campus. They will stimulate creativity, agency, and enterprise, and will resist the tendency to silos and unhealthy internal competition. The Executive Dean will engender within SAS a coherent and inclusive organizational identity, and will promote a cooperative ethos among faculty, staff, and students. The Executive Dean will leverage external relationships across government, industry and academic connections such as the Big Ten Consortium to further SAS's goals.

***Integrate diversity, equity, and inclusion across all facets of the School of Arts and Sciences.***

The Executive Dean will consistently model a deeply personal commitment to diversity, equity, and inclusion. They will listen, respect, and value members of the SAS and Rutgers–New Brunswick communities, and make their commitment explicit in hiring, retention, professional development, access, and support of faculty and staff. They will find opportunities to embed an inclusive understanding of the world and of the lived experience and aspirations of the School’s students in SAS curricular and programmatic offerings. The Executive Dean will actively promote the President’s vision of a beloved community, a place of inclusion and equity, a culture defined by mutual respect, and the spirited exchange of opinions and ideas.

***Strengthen and rationalize resources within SAS.***

SAS’s budget is sizeable and requires attentive resource management to address core expenses and provide for needed improvements and innovations. The Executive Dean must have the financial acumen to maintain the strength and sustainability of the School’s finances and to proactively identify and address potential financial stressors. The Executive Dean of SAS should operate with financial responsibility consistent with the university policies. In addition, the Executive Dean will communicate effectively and build transparency with respect to budgeting processes, principles, and resource allocation decisions.

***Champion the School and grow its fundraising capacity and results.***

The Executive Dean will strengthen the financial foundation of SAS to enable investment in infrastructure and recruitment, development, and retention of top-tier faculty, staff, and students. The Executive Dean will present a compelling case for the value of the liberal arts to external supporters, strengthening ties to alumni, foundations, corporate partners, and public officials. They will have a keen grasp of the forces that shape the economics of higher education and will target opportunities that fortify the financial health of SAS. The Executive Dean will address financial challenges forthrightly, transparently, and with the aforementioned priorities, while sharpening the focus on identifying new programmatic revenues and opportunities for philanthropic support. The next leader of SAS must understand the critical role of the arts and sciences in addressing the challenges of our modern world. They will clearly articulate a vision for SAS within the values of Rutgers and in a way that inspires external partnership and investment. The Executive Dean will play an influential role in the funding raising priorities of the Rutgers University Foundation or its SAS equivalent.

**QUALIFICATIONS AND CHARACTERISTICS**

The successful candidate will be a distinguished scholar and broadly engaged intellectual, with a scholarly record consistent with a tenured faculty appointment in the School of Arts and Science. The next Executive Dean will possess many of the following professional qualifications and capacities:

***A track record of innovative, entrepreneurial, and collaborative intellectual leadership:*** Highly effective strategic oversight in administrative settings, with clear evidence of capacity for success in managing the scale and complexity of the School of Arts and Sciences. Demonstrated success communicating and implementing new ideas collaboratively. An ability to lead through change. Belief in shared governance, faculty engagement, student success, and a commitment to open communication at all levels. An invigorating convener whose imagination, energy, and clarity uplift the vision of others. A community builder.

**Commitment to academic excellence:** Passion for supporting creative expression and discovery; enthusiasm about the value of all disciplines within SAS; intent interest in the scholarly work of faculty across fields. Demonstrated success in strengthening academic programs and research; and evidence of effective support for innovations in teaching and learning. A track record of embracing and encouraging multidisciplinary work; evidence of collaboration with partners from a range of disciplines.

**Demonstrated record of commitment to diversity, equity, and inclusion:** A history of success in achieving a more inclusive and equitable community; demonstrated effectiveness in recruiting and retaining a more representative and diverse community of faculty and staff. Dedication to students; enthusiasm for the array of student backgrounds and identities that make up the vibrant and diverse student community at Rutgers. Evidence of a keen interest in student success, advancement, and career development. Ability to maintain and increase engagement with alumni as part of the community.

**Superb management, planning, and financial skills:** Ability to work at scale, navigate complex organizations, and leverage and promote the talents of others. The knowledge necessary to create a framework for resource allocation, policy creation, and systems building, and the skills required to communicate that framework with clarity. Commitment to the professional development of faculty and staff.

**Courageous leadership:** A gift for facilitating difficult conversations, a habit of consulting widely, and an unerring sense of when a decision must be made. An understanding that some leadership decisions may not satisfy all segments of a community, and the thick skin and grace to absorb the fallout.

**Excellent communication skills, both oral and written:** Demonstrated talent for inspiring confidence and enthusiasm, and galvanizing colleagues and supporters. The aptitude and patience to listen, discern, illuminate, and explain. The skill and drive necessary to advance the philanthropic goals of SAS. Ability to articulate decisions clearly, consistently, and forthrightly.

**Professional and personal qualities:** Commitment to the mission, purpose, values, and ideals of Rutgers University. An action orientation married with an inclusive, approachable presence. A resourceful approach to problem solving; embracing of innovation and experimentation. Optimism, resilience, persistence, curiosity, willingness to reflect and learn, and humility. Unquestioned integrity and sound judgment.

## FOR CONSIDERATION

Questions, nominations, and applications should be submitted electronically and in confidence to:

Lisa Savereid, Partner  
Ryan Leichenauer, Managing Associate  
Cheryl Hicks, Senior Associate  
*Isaacson, Miller*  
<https://www.imsearch.com/8767>

*Rutgers, The State University of New Jersey, is an Equal Opportunity/Affirmative Action Employer. Qualified applicants will be considered for employment without regard to race, creed, color, religion, sex, sexual orientation, gender identity or expression, national origin, disability status, genetic information, protected veteran status, military status or any other category protected by law. As an institution, Rutgers values diversity*

*of background and opinion, and prohibits discrimination or harassment on the basis of any legally protected class in the areas of hiring, recruitment, promotion, transfer, demotion, training, compensation, pay, fringe benefits, layoff, termination or any other terms and conditions of employment.*