



UNIVERSITY of
ROCHESTER

Leadership Profile

Dean

Margaret Warner Graduate School of Education
and Human Development



WittKieffer

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This leadership profile is intended to provide information about the University of Rochester and the position of dean of the Margaret Warner Graduate School of Education and Human Development. It is designed to assist qualified individuals in assessing their interest in this position.

The Opportunity

The University of Rochester, an AAU institution in Rochester, New York, seeks the next dean of its Margaret Warner Graduate School of Education and Human Development to build upon its legacy of teaching, research and service. The Warner School's academic programs and groundbreaking research are advancing the fields of teaching and curriculum, counseling and human development, and educational leadership, preparing the next generation of educators and leaders across those disciplines to make the world ever better.

The Warner School's commitment to improving education and supporting positive human development is built on a set of deeply held beliefs: that the improvement of education is in pursuit of social justice; that development and learning shape, and are shaped by, the contexts in which they occur; that the complexity of educational problems requires an interdisciplinary and collaborative approach; and that best practices are grounded in research and theory, just as useful theory and research are informed by practice. These principles enable and inspire the Warner School's impact on local and global communities of learners, anchored by a core conviction that education can transform lives and make the world more just and humane.

Warner School faculty, students and alumni are deeply involved in community-engaged initiatives and scholarship and urban school reform, including through a partnership to transform and rebuild the impoverished Beechwood neighborhood; Horizons at Warner, a summer enrichment program for Rochester children; and the Laboratory for Aging, Population Health, Disparities, and Intervention Research, in collaboration with the University of Rochester Medical Center. In 2015, the university entered into an agreement to serve as the Educational Partnership Organization for East High School through which the Warner School assumed responsibility for overseeing the instructional and social-emotional developmental programs at one of the most stressed secondary schools in New York State. The Warner School has launched the Center for Urban Education Success to build on its work at East High by studying outcomes, disseminating findings and translating new knowledge into solutions for educators across the country.

In the last 12 years, the Warner School has grown dramatically, increasing its student enrollment by more than 40 percent and its faculty by more than 20 percent and doubling its external funding. In 2013, Raymond F. LeChase Hall became the new home of the Warner School. A 65,000-square-foot facility and the first major academic building to be constructed on the university's Wilson Quadrangle in 30 years, LeChase Hall provides classroom, office and community building spaces for the school's faculty, staff, students, centers and programs.

The next dean will be charged with developing and implementing a compelling and innovative vision for the Warner School's future; ensuring its financial sustainability; building community both within and beyond the school; fostering greater interdisciplinary and cross-school collaborations; and maximizing the school's impact on the fields of education and human development and on individual lives at scale.

To nominate an individual or to express your own interest in the position, please see "Procedure for Candidacy" on page 12.

Role and Responsibilities

The dean of the Margaret Warner Graduate School of Education and Human Development is a senior academic leader at the University of Rochester and, in partnership with the president and provost, an important steward of institutional priorities, goals and objectives. In Rochester's decentralized environment, deans have significant autonomy within their schools. At the same time, they must also be effective advocates on behalf of their schools in university-wide settings. As the Warner School's chief executive and intellectual leader, the dean is the champion of the school's mission. The dean shapes the vision, goals and objectives for the school, generates resources in support of those priorities, and manages the school's operations.

The dean's primary responsibilities and duties are summarized below.

- Support and advance the teaching, scholarship, practice and development of all Warner School faculty, including oversight of appointments, promotion and tenure as well as sponsored research, grants, contracts, and research projects administration
- Oversee all matters related to academic programs, curricula and quality, including development and implementation of academic policies and procedures
- Foster a diverse and inclusive community that models the university's values and ideals
- Manage the school's operating and capital budgets and both short- and long-term financial planning
- Serve as chief development officer for the school, building and stewarding key relationships with alumni, friends and donors
- Oversee enrollment management strategy, including issues regarding tuition, student recruitment and doctoral student funding, as well as student services operations
- Serve as chief advocate for the school's strategic partnerships, community-engaged scholarship and other community engagement efforts in the City of Rochester and greater Finger Lakes region
- Champion and promote a culture of assessment, anchored by defined learning objectives and driven by a shared goal of continuous improvement of academic programs to maximize both teaching effectiveness and student learning outcomes
- Ensure adherence to the expectations of institutional and programmatic accreditation organizations.

Opportunities and Expectations for Leadership

The next dean of the Warner School will be an innovative and inspirational leader with vision, a commitment to social justice and significant academic and administrative accomplishments to advance the Warner School as a leading graduate school of education and human development. Specifically, the next dean will be expected to:

Develop a strategic plan to strengthen the school

The Warner School has a rich legacy of preparing educators and remains a destination of choice for the best and brightest graduate students in the region. The next dean will develop and advance a vision for the Warner School's future that leverages the school's longstanding strengths, the faculty's groundbreaking research and its translation into practice, particularly in urban education, and the university's global stature to elevate the Warner School's standing as one of the nation's leading graduate schools of education and human development.

Inspire innovation and foster organizational agility

The Warner School's relatively small size makes it nimble and flexible. The dean will fully leverage this advantage and catalyze innovation and creativity across the school, motivating faculty and staff to seize new opportunities and explore different business processes in pursuit of academic excellence and administrative effectiveness and efficiency.

Continue and strengthen the focus on research

The dean will seek innovative ways to build upon the ongoing intensive commitment to discovery at the school consistent with the University of Rochester's mission as a leading global research university, and work to enhance the environment in support of such efforts.

Ensure a strong financial future

The dean will be creative and entrepreneurial in diversifying and exploring new sources of revenue. This will include developing a strategic enrollment management plan, pursuing new grants and funding opportunities and cultivating new philanthropic support.

Enhance diversity and an authentic commitment to equity and inclusion

Diversity in thought and practice is the lifeblood of academic excellence and institutional strength. The next dean will enhance the diversity of the faculty and student body, ensuring that students are prepared for success as professionals in diverse educational and organizational contexts and that all members of the Warner School community are respected and welcome.

Strengthen and promote greater collaborations across the university

The dean will strengthen existing relationships and forge new ties with schools, units and initiatives across the University of Rochester, including exploring potential new opportunities at the Warner School for Rochester undergraduates.

Build and embrace community

Drawing on the school's social justice mission—and building in particular on the East High partnership, the work of the Center for Urban Education Success and other community initiatives—the next dean will unify Warner faculty, staff and students in a shared commitment to community-engaged scholarship and practice. The Warner School will play a leading role in the university's efforts to foster deeper connections with, and strengthen its contributions to, the City of Rochester and the Finger Lakes region, and will model and inspire further commitment to the community across the institution.

Develop leadership across the school

The Warner School today has a predominantly senior faculty with the capability and capacity to share in academic and administrative leadership responsibilities. The dean will work to instill a culture that prioritizes leadership development, activating the leadership potential of faculty, staff and students while inspiring a shared responsibility for the school's success.

Elevate the school's external visibility and voice in the national dialogue

The next dean will understand and appreciate the challenges facing educators across education, and serve as a thought leader and key voice on matters of education policy, pedagogy and innovation within the university, in the local and regional communities and on the national stage.

Qualities and Qualifications

As the intellectual leader of the school, the dean will draw upon a personal track record of scholarly distinction and/or thought leadership to uphold the highest standards of quality for the Warner School's academic and research enterprise. The next dean will have earned a doctoral degree in education or a related discipline. In addition, the ideal candidate will have the following professional qualifications and personal characteristics:

Vision, innovation and entrepreneurial drive

- Experience in collaboratively developing, articulating and implementing a strategic plan
- Track record of innovation, strategic growth and creative thinking and problem solving
- Courage to make and inspire principled, bold decisions that both honor and challenge tradition

Proven organizational leadership and management

- Experience managing complex operations, including direct oversight of both people and programs
- Sophisticated financial acumen and budgetary expertise, including strategic resource allocation
- Organizational sophistication and demonstrated success in managing change, ideally in a decentralized research university environment
- Ability and desire to develop leadership potential in others
- Management style that balances personal accountability with the delegation of authority necessary for operational efficiency and to build highly effective teams

Ability to bridge disciplines and build community

- Intellectual curiosity and both the capacity and commitment to understand, appreciate and champion interests beyond one's own
- Ability to build consensus and to connect people, ideas and initiatives
- Proven success in advocating for diversity, equity and inclusion
- Track record of fostering collaborations and relationships across disciplines and organizational units
- Commitment to urban education and a record of impactful community engagement through research and/or practice
- Highly effective interpersonal and communication skills
- Inclusive, collegial, collaborative and transparent decision-making behavior

About the University of Rochester

Founded in 1850, the University of Rochester is a top-tier private research university and a longtime member of the Association of American Universities (AAU). The University's mission, "Learn, Discover, Heal, Create – and Make the World Ever Better," is reflected in its Latin motto, *Meliora* ("ever better"). *Meliora* is also embodied in the University's recently adopted values: *Meliora, Equity, Leadership, Integrity, Openness, Respect, and Accountability*.

The University of Rochester is ranked 29th among national universities in U.S. News & World Report, and is the fifth largest private employer in New York State. The University is led by President Sarah C. Mangelsdorf, former provost at the University of Wisconsin-Madison, an experienced academic leader, and professor of psychology.

Located in the City of Rochester on the southern shore of Lake Ontario and northwest of the picturesque Finger Lakes in New York State, the University of Rochester enrolls more than 12,000 full-time and part-time undergraduate, graduate, and professional students and employs more than 2,000 full- and part-time faculty. The University's academic programs are delivered through seven units: Arts, Sciences & Engineering (comprising the School of Arts & Sciences and the Hajim School of Engineering & Applied Sciences and the undergraduate College); the Eastman School of Music; the School of Medicine and Dentistry; the School of Nursing; the Eastman Institute for Oral Health; the Simon Business School; and the Warner School of Education. Academic programs are offered within three locations: the River Campus, which houses Arts, Sciences & Engineering, the Simon Business School, and the Warner School of Education; the Medical Center, which is next to the River Campus and houses the School of Medicine and Dentistry, the Eastman Institute for Oral Health, and the School of Nursing; and downtown Rochester, home to the Eastman School of Music. The physical proximity works to foster interdisciplinary collaborations across schools.

The faculty boasts 16 members of the American Academy of Sciences, 16 members of the National Academy of Medicine, 10 members of the National Academy of Sciences, and six members of the National Academy of Engineering. In University history, seven alumni, four faculty, and one senior research associate have been awarded Nobel Prizes. The University also operates the Memorial Art Gallery, one of the few university-affiliated art museums in the country that also serves as the local community's civic art museum, and the Laboratory for Laser Energetics, a national research facility recognized for groundbreaking work to understand the interaction of light and matter.

Operating under the "UR Medicine" name, the University of Rochester Medical Center's clinical services have grown more than 30 percent over the past four years. The six-hospital UR Medicine health system is anchored by Strong Memorial Hospital, an 846-bed University-owned teaching hospital located proximate to River Campus. Strong is the state's only hospital outside New York City to provide liver and heart transplants, a maternal-fetal medicine program for congenital birth defects, and a range of pediatric surgical subspecialties. The system is part of an accountable care organization with 500 primary care providers and 1,500 specialists serving more than 500,000 patients across upstate New York.

The University works toward being a community in which all who work, teach, create, and provide care are welcome and respected, and where all can pursue and achieve their highest objectives for themselves, their communities, and the world. Steeped in Rochester's rich history of social justice and entrepreneurial spirit, the University strives to be an inclusive, equitable, sustainable, and responsive organization at every level.

The University's endowment exceeds \$2.5 billion, and its comprehensive annual budget, including the Medical Center and clinical care enterprise, is \$4.6 billion. Overall, the University and its affiliates employ more than 33,000 people. As the largest private employer in Rochester, the University has a profound impact on the region's cultural, social, educational, clinical, and economic strength. The University and its affiliates continue to expand their economic impact within New York State. In 2017, the University was responsible for directly and indirectly sustaining nearly 60,000 jobs in the state.

Through research and entrepreneurship, the University strives to address the greatest challenges of our time. The University sponsors technology transfer efforts that have helped launch more than 60 startup firms over the past 20 years and have led to numerous transformational discoveries, including an algorithm used for image rendering on almost every printer and computer screen; surfactants to boost lung development in premature infants; the haemophilus influenzae type B (Hib) vaccine to prevent meningitis in children; and human papillomavirus (HPV) vaccines that protect against cervical cancer. Total sponsored research funding in each of the past two years has exceeded \$400 million.

The University is fortunate to be located in a community rich in history and promise. The Rochester area routinely ranks as one of the most livable cities in the United States and as one of the best places in the country for families, with outstanding schools, housing, and cultural life. Rochester offers its 1.1 million area residents the amenities of a large metropolitan area with a quality of life not available in many areas of comparable or larger size. The University's extensive engagement with the Rochester community spans cultural opportunities provided by the Eastman School of Music and the Memorial Art Gallery, to direct involvement with public institutions, such as a successful partnership with East High School, which aims to serve as a model for revitalizing urban public education.

Leadership

Sarah C. Mangelsdorf became the 11th president of the University of Rochester on July 1, 2019. An experienced academic leader, she has earned wide recognition for developing important strategic initiatives tailored to the goals of each institution and for taking a leading role in building both financial and institutional support for those goals. She is known for her work on issues of academic quality, educational access, and diversity and inclusion at some of the nation's leading public and private institutions. Before taking the helm at the University of Rochester, Mangelsdorf served as provost at the University of Wisconsin-Madison. She is a professor of psychology who is internationally known for her research on emotional and personality development.

As chief operating officer at Wisconsin, Mangelsdorf oversaw all academic programs and budget planning for 12 schools and colleges, including Education, Business, Engineering, and Graduate Studies, as well as the Schools of Medicine and Public Health and of Nursing, which are affiliated with UW Health, the integrated health system of the University of Wisconsin-Madison. She earlier served as dean of the Weinberg College of Arts and Sciences at Northwestern University before becoming provost at Wisconsin in 2014. She began her academic career at the University of Michigan and in 1991 moved to the University of Illinois at Urbana-Champaign, where she was later named dean of the College of Liberal Arts and Sciences.

In her first several months in office, Mangelsdorf has made a priority of a "listen and learn" tour, hearing voices representative of students, staff, faculty, alumni, parents, and community members, to help inform the University's strategic vision for the next chapter. In her inaugural address, she underscored commitments to strengthening the University's research prominence, fostering equity and inclusion, and engaging with the community.

In 2016, Robert L. Clark, then dean of the Hajim School of Engineering, was appointed as the University's 10th provost. An expert in acoustics and bionanomanufacturing, Clark also serves as University senior vice president for research. He spent 16 years at Duke University, where he served as senior associate dean, and then dean of the Pratt School of Engineering. He has been awarded the R. Bruce Lindsey Award from the Acoustical Society of America, the National Science Foundation Career Program Award, the Presidential Early Career Award for Scientists and Engineers, and the NASA Group Achievement Award. In 2016, he was named Engineer of the Year by the Rochester Engineering Society.

Commitment to Diversity

The University of Rochester is committed to fostering, cultivating and preserving a culture of diversity and inclusion. The university believes that a diverse workforce and inclusive workplace culture enhances the performance of the organization and its ability to fulfill its important missions. The university is committed to fostering and supporting a workplace culture inclusive of people regardless of their race, ethnicity, national origin, gender, sexual orientation, socio-economic status, marital status, age, physical abilities, political affiliation, religious beliefs or any other non-merit fact, so that all employees feel included, equal valued and supported.

About the Warner School

The Warner School is committed to defining educational leadership that is research-based and tested against the realities of the nation's schools and communities. Founded in 1958, and renamed the Margaret Warner Graduate School of Education and Human Development in 1993, the school is recognized both regionally and nationally for its tradition of advancing educational knowledge, informing and shaping education and social policy and training researchers and practitioners to make a transformative impact on local and global communities of learners. Today, the Warner School is preparing the next generation of educators and education scholars to be leaders and agents of change who are knowledgeable, reflective, skilled and caring, and to make a difference both in their fields and in the lives of others.

Academic Programs

The Warner School enrolls approximately 600 graduate students, including 200 doctoral candidates, across its [academic programs](#), which include degree and/or certificate programs in teaching and curriculum, school leadership, higher education, educational policy, counseling and human development, program evaluation, online teaching and learning and applied behavioral analysis. Several new programs have been launched in recent years, including an [accelerated Ed.D.](#) to address the needs of practicing educators; a program to [teach English abroad](#) that has attracted many international students; graduate certificate programs in [program evaluation](#) and [digitally-rich teaching](#); and an interdisciplinary master's program in [Health Professions Education](#) offered in partnership with the School of Medicine and Dentistry and the School of Nursing.

Faculty

Approximately 50 tenure-track, clinical-track and visiting full-time professors actively advance the school's teaching, research and practice missions, advising students, supervising independent studies and/or serving on comprehensive exams or on doctoral dissertation committees. In addition, expert practitioners and faculty from other institutions serve as instructors or co-instructors for specific courses or internship supervisors. These adjunct faculty members are selected to complement the expertise of the tenure-track and clinical-track faculty.

Complementary Strengths in Research and Practice

At Warner, scholars come together from across a wide array of disciplines, bringing a diverse set of research tools and methodologies to their teaching, research and outreach. Students at Warner gain a rich appreciation for how to evaluate and use research to improve their work and practice. Doctoral students become more steeped in the creative thinking and habits that allow them to conduct quality research as educational leaders making important decisions and evaluating programs and/or as scholars generating new knowledge and understandings of education and human development.

Warner School faculty pursue an array of [research, projects and initiatives](#), and all are committed teachers who work closely with students. Tenure-track faculty are active researchers who think deeply about the impact and implications of their work on educational and social policy and on the work of teachers, counselors, school administrators, university leaders, agents

of community change and educators in non-traditional settings. These faculty publish in top-tier scholarly journals and disseminate their findings in professional publications and as opinion pieces in local and national media outlets. Clinical faculty are deeply engaged in projects and initiatives in the community and beyond that promote change and improve schools, agencies and communities. Increasingly, faculty are combining their passions for research and community in community-engaged scholarship, working alongside community partners as co-researchers rather than subjects to better understand the dynamics at play and to gain new knowledge that will benefit the community.

Centers

The [Center for Professional Development and Education Reform](#) partners with organizations and institutions to improve educational practices and policies through professional learning, leadership development and program evaluation. The center merges policy, scholarship and practice to build capacity among its education partners while fostering a vibrant, intellectual community for collaboration on the most pressing educational challenges.

The [Center for Urban Education Success](#) (CUES) supports the success of K–12 urban schools in and beyond Rochester and meaningful, lasting change for urban high schools across the nation. Through clinical and academic research, collaborations with other institutions and the pursuit and dissemination of best practices, CUES is creating a model for urban school improvement and a robust clearinghouse of research, practitioner guides and other artifacts to support urban schools and the challenges they face. Grounded in the university’s partnership with East High, CUES integrates that work with the Warner School’s educational programs, community outreach efforts and urban education research. The center seeks to expand opportunities to apply quality research-based solutions at East and to leverage the knowledge gained to enhance and influence the revitalization of K–12 urban education regionally, nationally and globally.

The [Center for Disability and Education](#) provides high-quality information and support to people navigating the world of disability. The Center provides expertise, guidance, and linkage to community members, students, families, school districts, non-profit agencies, and higher education institutions.

[Center for Learning in the Digital Age \(LiDA\)](#) collaborates with various educational partners to leverage the potential of digital technologies for education, so as to enhance learning and development in K-12 and higher education settings, as well as in a variety of non-traditional settings.

East High School Educational Partnership

East High School, a secondary school within the Rochester City School District (RCSD), serves approximately 1,400 students in grades 6–12. In 2014, following a decade of poor student achievement at East High, the New York State Education Department gave RCSD the option of closing the school, operating it as a charter school or finding another organization to run it. New York State allows a poorly performing school to appoint a qualified organization such as a university to operate the school as its Educational Partnership Organization (EPO) under an approved plan for initiating comprehensive reform efforts. The EPO effectively assumes the powers of a school district superintendent and is given significant freedom to undertake transformations within the school, while the school remains a part of the public school system.

In 2015, the New York State Education Department approved a plan and budget for the University of Rochester to serve as the Educational Partnership Organization (EPO) for East High School. The university entered this partnership at the request of the RCSD Board of Education and following nearly a year of gathering extensive community input and reviewing research and best practices in the field. The plan involves several major structural, personnel and curricular changes in the school and is designed to shift the school's culture, enhance its academic program and increase support for students and staff to help ensure their success. East High is currently operated in partnership with the university under the leadership of Warner School professor Stephen Uebbing and associate professor Shaun Nelms, who also serves as East High's superintendent.

National Council

Established in 2008, the [Warner School of Education National Council](#) is the school's leading volunteer advisory group. The council's membership consists of distinguished national leaders who provide guidance and expertise on key initiatives for the school. The council meets with the dean semi-annually and played an integral role in developing the Warner School's themes and goals for the Meliora campaign.

LeChase Hall

[Raymond F. LeChase Hall](#) officially opened its doors in January 2013 as the new home of the Margaret Warner Graduate School of Education and Human Development on the 20th anniversary of the school's renaming. A four-story, 65,000-square-foot facility located in the heart of the River Campus, LeChase Hall is the first major academic building to be built on the Wilson Quadrangle in three decades and a remarkable testament to the university's commitment to the Warner School and its important role at Rochester. LeChase Hall includes 14 modern classrooms, specialized classrooms such as the Genrich-Rusling Room and Pallodoro Methods Classroom, the Miller Technology and Research Lab, faculty offices, meeting rooms and a multitude of common and collaborative spaces.

Procedure for Candidacy

Inquiries, nominations and applications are invited. Review of applications will continue until the position is filled. For fullest consideration, applicant materials should be received as soon as possible and no later than March 10, 2020.

Candidates should provide a *curriculum vitae*, a letter of application that addresses the responsibilities and requirements described in this leadership profile, and the names and contact information of five references. References will not be contacted without prior knowledge and approval of candidates.

Materials should be sent electronically via e-mail to the university's search consultants:

Robin Mamlet, Sarah Miller and Kim Brettschneider
RochesterWarnerSchool@wittkiewer.com
(630) 575-6178

The University of Rochester values diversity and is committed to equal opportunity for persons regardless of age, color, disability, domestic violence status, ethnicity, gender identity or expression, genetic information, marital status, military/veteran status, national origin, race, religion/creed, sex, sexual orientation or any other status protected by law.

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