



An Invitation to Apply for the Position of

**Associate Dean for Academic Affairs and Research**

The Robert F. Wagner Graduate School of Public Service

New York City

Summary of the Search

The Robert F. Wagner Graduate School of Public Service at New York University (NYU Wagner) seeks an Associate Dean for Academic Affairs and Research. New York University (NYU) is one of the largest private universities in the United States with an impressive global network of 12 campuses in five continents, and NYU-Wagner is one of the top-ranked schools of public affairs in the nation. The Dean of NYU-Wagner, Dr. Sherry Glied, and the search committee are seeking an Associate Dean who is an academically distinguished and tenured or tenurable faculty member in an academic specialty that is central to a school of public service. NYU-Wagner expects to appoint a leader to support, manage and inspire an accomplished, academically ambitious faculty and to further strengthen the School's highly ranked academic programs. The new Associate Dean's tenure is expected to commence in the summer of 2014.

NYU Wagner has achieved a strong position and presents exciting opportunities for an academic leader. Over the past decade, Wagner has established its physical and intellectual home within a dynamic university that is actively "in and of the world" and at the heart of New York City. No school has risen so far, so rapidly in the rankings of over 200 schools of public affairs, policy, and administration,<sup>1</sup> from #26 in 1998 to its current rank of #6. The School has consolidated its resources in the iconic Puck Building at the intersection of the vibrant neighborhoods of Greenwich Village and SoHo, and has forged critical links with faculties in related academic units at NYU. Wagner, like the rest of NYU, emphasizes its scholarly mission, and its multi-disciplinary faculty has grown impressively, in number and prestige. It has attracted a strong student body with an integrated curriculum that attends to student aspirations, teaches hard policy and management skills, tests students in real-world contexts, and improves their career trajectories. As never before, Wagner is a key participant in the academic life of NYU and part of public policy debates across the globe.

Successful candidates will bring scholarly rigor, a collaborative research vision, and a commitment to academic program excellence. They should have a successful track record in building their own programs, in aiding the work of their colleagues, and in improving professional education. The Associate Dean will build upon existing faculty strengths while recruiting the next generation of Wagner faculty and will lead ongoing curriculum and program

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<sup>1</sup> *U.S. News and World Report*

development. The best candidates will bring to Wagner a grounded and informed view of public service education, as well as an ability to work as a member of a dynamic team.

Dean Sherry Glied has charged a search committee to conduct the search for the next Associate Dean of Wagner. The executive search firm of Isaacson, Miller has been retained to assist the search committee. All inquiries, applications, and nominations should be directed to Isaacson, Miller as indicated at the end of this document.

### NYU Wagner

NYU Wagner is a school of public service, not public administration, public management, or public policy. Its administration and faculty believe that the field of public service has changed fundamentally, both locally and globally, and that schools must adapt to these changes. To translate ideas into action in this new world, Wagner (a) promotes research on issues of local and global importance, (b) teaches context (social, political, economic, and geographic forces; race-, class-, and gender-based issues), (c) teaches across the private, public, and nonprofit sectors, exploring the values and methods that shape public initiatives; and (d) helps students seek creative solutions to complex problems.

### *Academic Programs*

NYU Wagner offers graduate programs leading to the professional degrees of Master of Public Administration (MPA) in Public and Nonprofit Management and Policy, Master of Public Administration in Health Policy and Management, and Master of Urban Planning (MUP). These offerings are the “core business” of the professional school. In addition, Wagner has a selective and highly regarded PhD program, and the School offers courses taken by several hundred NYU undergraduates. The School is currently expanding an Executive MPA (EMPA) degree program for mid-career professionals.

The MPA and MUP programs are top-ranked nationally. The MPA in Public and Nonprofit Management and Policy is the largest program, accounting for approximately 60 percent of Wagner’s students. *U.S. News and World Report* ranks the School as #5 in the field of nonprofit management and #2 in city management and urban policy. The urban planning program accounts for roughly 15 percent of Wagner’s students and competes vigorously with other urban planning programs across the country. The health policy and management program is ranked #8 and accounts for another 15 percent of Wagner’s students. The MUP and MPA courses begin with a common set of courses (in management, statistics, microeconomics, financial management, and policy). Students then move on to courses in the specialization of their choice. In the largest program, the MPA, students can choose to specialize in Management, Public Policy, Finance, or International. In the final year of their studies, all students participate in the Capstone, Wagner’s signature client-driven project.

### *Wagner Students*

Wagner enrolls approximately 1,000 students across its graduate programs. Slightly more than half the student body is full time. More than 80 percent of Wagner students work or engage in internships while in school, which is representative of the School’s goal to integrate theory and practice. Students from outside the U.S. account for about 15 to 20 percent of enrollment.

Domestic students of color account for just under 20 percent of the student body,<sup>2</sup> and women account for 70 percent of the total.

At NYU, Wagner is a small school, but among similar graduate schools, it has a relatively large student body. The School is heavily tuition driven, charging \$35,000 a year.<sup>3</sup> With great attention to its audience, and understanding the burden of tuition, the School has developed its value proposition carefully.

Wagner attracts a mission-driven student, usually with a strong orientation to domestic or global urban settings. The School's strong trajectory, increasingly prominent faculty, deep integration into NYC public life, and its place in the NYU Global Network have created a foundation for success. Students come to Wagner aiming to find a definitive place in the world of public life, to acquire skills and to develop a network that will enhance their career. Many students arrive already committed to a distinct career path, but the majority come to explore and find their place. The School responds to their ambition with a strong student services program and consistent faculty advising.

### *Faculty*

Wagner has a core of 37 tenured and tenure-track faculty. Throughout its history, the School has achieved remarkable success in its research mission, despite limited resources. An entrepreneurial senior faculty has consistently raised expectations for themselves and their colleagues. They have successfully substituted soft for hard money, and built a research enterprise considerably beyond the school's conventional capacity. In recent years, Wagner professors have brought in significant grants from the Annie E. Casey, Bill and Melinda Gates, Ford, Citi, MacArthur, Robert Wood Johnson, and Rockefeller foundations; the Carnegie Corporation; and a range of public agencies, private corporations, and family foundations. The School is proud of the increased prominence faculty have achieved in scholarly circles and of the impact of their work in the practice of both public policy and public management. Their continued success is essential to the status and prominence of the School.

For the last ten years, the faculty has been in continuous hiring mode, largely focused on recruiting junior tenure track and clinical faculty. As faculty have retired, the School has aggressively and successfully recruited junior faculty with excellent research credentials, hiring newly minted PhD's from Harvard, Stanford, MIT, and other leading research universities. The searches compete with peer schools of public policy/management and also with business schools and disciplinary departments of economics and political science. With the help of the University's administration, Wagner has crafted joint appointments with the faculty of Arts and Sciences or with other professional schools within NYU. These joint appointments, along with the University's location in NYC and standing in higher education, have proven very attractive in recruiting faculty.

To supplement the work of its tenure track faculty, the School attracts a wealth of working professionals as adjunct faculty. The School's strong adjunct faculty reflect the deep pools of expertise available in New York City and the attractiveness of NYU Wagner as a place of

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<sup>2</sup> Approximately 80 percent of students self-report ethnicity.

<sup>3</sup> For full-time students

professional engagement. The School's adjunct faculty are particularly useful in upper level courses, where their practical experience and professional networks are invaluable to students.

### New York University

Within the span of a single generation, NYU has evolved from what had historically been a strong regional school to become both one of the nation's leading research universities and a pioneering global university. Founded in 1831, New York University hosts 18 schools and colleges at five major centers in Manhattan and in sites in Africa, Asia, Australia, Europe, and South America.

Today, NYU has over 40,000 students in NYC, Abu Dhabi and its newly opened portal in Shanghai. The faculty, which in 1831 consisted of 14 professors and lecturers, now totals over 3,100 full-time members whose research and teaching encompass the humanities, the sciences, and the social sciences; the law; medicine; business; education; the fine arts, studio art, and the performing and cinematic arts; music; social work; public administration; the ancient world; and continuing and professional studies. With more than 2,500 courses offered, the University awards more than 25 different degrees. Although the University is large, the individual schools and colleges are small- to moderate-sized units – each with its own traditions, programs, and faculty.

NYU's advance in recent decades can be seen in retrospect to have flowed not only from the assets of its unique location and its ability to attract talented scholars, but also from a distinctive institutional “personality” marked by a spirit of entrepreneurship, creativity, a willingness to take risks, an agility in decision making and a readiness to work with colleagues across boundaries in what its President has deemed a “common enterprise of excellence.” NYU has chosen to think boldly and creatively about ways to build programs and attract students and faculty.

### Responsibilities of the Associate Dean for Academic Affairs and Research

#### *Curriculum, Pedagogy and Academic Initiatives and Programming*

Wagner is self-consciously a professional school of public service. To deliver on this mission, the curriculum and classroom pedagogy of the core programs must be continuously refined. Educational programs should be regularly assessed and improved to provide students with the skills and insights they need to find excellent jobs at graduation and to progress in their careers. The school depends deeply on tuition for revenue and management gives the admissions and financial aid office very precise targets for admission and retention. Key programs must grow or shrink and attract the very strongest students in their markets.

The faculty are deeply involved in developing and maintaining the academic programs. Working with the faculty and the Dean, the Associate Dean will play a key role in these critical endeavors: (a) ensuring – along with the full time faculty who direct programs and specializations – coherence of curriculum; (b) maintaining quality control, including overseeing course evaluations; (c) course planning and staffing; (d) promoting innovation and effectiveness in teaching; and (e) dealing with plagiarism, academic code, and grievance issues. The Associate Dean will also work with the Dean, faculty, and staff to investigate new degree and non-degree programs.

### *Faculty Relations and Research*

The Associate Dean, working with the Dean and the faculty, will recruit, retain, and support a superbly trained, diverse, and productive academic faculty. The Associate Dean is responsible for mentoring junior faculty and for enabling the entire faculty to conduct innovative, important research, as individuals and as a professional and intellectual collective. The Associate Dean should develop and nurture research collaborations across Wagner faculty and among Wagner faculty and faculty in other parts of the University. The Associate Dean is also responsible for performance appraisals for the faculty.

The Associate Dean is tasked with promoting research, and with guiding faculty to resources that can support their research. The Associate Dean will work with the Dean to develop resources needed to enhance Wagner's research capacity. The Associate Dean will also work with the Dean to manage Wagner's portfolio of research centers and initiatives.

### *Partnering with the Dean on the Administration of the School*

The School has articulated its vision, raised its profile and sharpened its ambitions. Many foundations, think tanks, NYU Schools, and individual academic entrepreneurs seek partnerships with the School under highly specific circumstances. The Dean and her senior staff must regularly make complex choices, both in the core programs and in “soft money” and supplementary additions. Each choice uses and adds people, time, space and money. The Dean seeks an academic partner, who owns the academic mission, who can share in the strategic and the tactical choices and who can help the entire team to chart the pathway of an emerging and vivid school.

NYU provides opportunities for continuous academic, cross school collaboration and it expects all the academic units to work with the Provost's office and their counterparts across the University. The Associate Dean will partner with the Dean to represent Wagner, explaining the School's formal academic strategic plan, identifying opportunities for collaboration, integrating Wagner's plans into university plans and defending individual tenure and promotion decisions with the Provost's office.

### Expected Experience and Qualifications

The Committee understands that not every candidate will possess every ideal qualification, but it seeks candidates who can lead and manage a prestigious, academically ambitious faculty. It has high aspirations for the search.

Wagner seeks an academically distinguished and tenured or tenurable faculty member in an academic specialty that is central to a school of public service.

The best candidates will bring knowledge of a range of research methodologies, good judgment on the trends in modern, evidence based, verifiable social science research and a history of collaboration in and respect for multidisciplinary research.

The Dean seeks a partner. Candidates should possess a highly developed collaborative style that can work easily in a dynamic, energetic administrative team.

The Associate Dean must share the emerging Wagner vision. Candidates should bring a serious interest in the changing the framework of public service and public service education and should come to Wagner prepared to join the dialogue.

Public management and public policy disciplines are both critical to Wagner. The Associate Dean must understand and appreciate excellence in both fields.

Candidates should come to the search with an interest in entrepreneurial, academic leadership. The best candidates are excellent researchers and teachers who have an “academic builder-instinct.” They should bring a history of success in building their own program, in aiding the work of their colleagues, or in service to an improved academic unit or school. Ideally, they will have participated in the construction of both new research endeavors and tuition driven teaching programs. The Committee will have an interest in widely varied formal and informal roles.

Candidates should bring a capacity to manage collaborate processes with faculty, students and administrators and a gift for management to results.

The School seeks an intellectually curious Associate Dean, engaged with the large issues across the whole field of public service, who can inspire and sustain the energies of the faculty and the student body.

#### Application Procedure

This search is being led by Tim McFeeley and Jeraul Mackey of Isaacson, Miller. Applications, including a curriculum vitae and a letter of interest that is responsive to the challenges above, should be sent to the following electronic mailbox: [4975@imsearch.com](mailto:4975@imsearch.com).

*Electronic submission of materials is preferred.*

Inquiries and nominations should be addressed to the search mailbox or to:

Jeraul Mackey  
Isaacson, Miller  
263 Summer Street  
Boston, MA 02210

617-262-6500

*NYU is an Equal Opportunity/Affirmative Action Employer and actively works to enhance its diversity.*