



## **Robert L. and Mary L. Sproull Dean of the Faculty of Arts, Sciences & Engineering Position Description**

The University of Rochester seeks nominations and applications for the position of the Robert L. and Mary L. Sproull Dean of the Faculty of Arts, Sciences & Engineering.

Arts, Sciences & Engineering (AS&E) seeks an eminent, energetic, strategic, judicious, and collaborative leader to serve as its next dean. The dean is responsible for all aspects of AS&E's academic programs, research activities, fundraising and outreach, finances, operations, undergraduate education, admissions, and athletics. The dean is charged with maintaining the highest standards of teaching, scholarship, and research and with fostering rich interactions among the curricular and co-curricular activities of the core academic unit of the university.

AS&E has approximately 370 tenure-track faculty; 5,400 undergraduate students; and 1,200 full-time graduate students. The faculty is comprised of 24 academic departments, offering 24 doctorates, across engineering, humanities, natural sciences, and social sciences. Many of these programs are ranked in the top echelon by the National Research Council and generate (when including the Laboratory for Laser Energetics) more than \$110 million in annual research funding. AS&E faculty have garnered numerous prestigious fellowships, including those from the National Endowment for the Humanities, John Simon Guggenheim Memorial Foundation, Woodrow Wilson Center, Alfred P. Sloan Foundation, and the MacArthur Foundation. The faculty includes fellows of the National Academy of Sciences, the National Academy of Engineering, the Institute of Medicine, and the American Academy of Arts & Sciences, as well as recipients of medals and awards in virtually every major field. AS&E has grown its faculty by 20% over the past decade and is committed to building a more diverse, inclusive community.

The next dean will join the leadership team of the University of Rochester at a time of considerable achievement as well as opportunity. In 2016 the University completed its Meliora Challenge capital campaign, raising \$1.373 billion against an original goal of \$1.2 billion. New buildings and facilities have opened on campus including Wegmans Hall, home to the newly created Goergen Institute for Data Science; the Brian F. Prince Athletic Complex; new student activity space; a language center; and the Paul J. Burgett Intercultural Center. The University has taken significant steps toward developing a regional healthcare system and won approval from the New York State Education Department for the University, through its Warner School of Education, to serve as an Educational Partnership Organization for East High School in the City of Rochester. Building on this progress, the University has now defined an ambitious [Next Level initiative](#) emphasizing programs in data science, humanities, imaging, neuroscience and neuromedicine, optics, photonics, and performing arts, and, more broadly, a revitalization of the greater Rochester community. The community in turn is poised to capitalize on these initiatives with new public commitments to invest in the university and the region, including \$600 million for the Rochester Regional Photonics Cluster and an additional \$500 million as part of the Upstate Revitalization Initiative.

The successful candidate in the search will present a distinguished record of achievement in research, education, and administration. She or he will demonstrate impeccable academic judgment and an uncompromising commitment to academic excellence, a commitment to diversity in all its forms,

University of Rochester  
Dean of the Faculty

excellent interpersonal skills, and a deep commitment to interdisciplinary collaboration. In consultation with the AS&E faculty and leadership, the dean will establish strategic priorities, articulate and communicate those priorities enthusiastically, and effectively raise and manage resources to bring them to fruition.

### **The University**

The University of Rochester ranks among the nation's top research universities and has been a member of the AAU since 1941. The University consists of six closely co-located academic units: Arts, Sciences & Engineering (composed of the School of Arts and Sciences and the Hajim School of Engineering and Applied Sciences); the School of Medicine and Dentistry; the School of Nursing; the Eastman School of Music; the Simon Business School; and the Warner School of Education and Human Development. The University of Rochester Medical Center has received over \$1.1 billion in total research funding over the last five years. Total research expenditures at the university as a whole are approximately \$350 million. The University's endowment exceeds \$2.3 billion.

Including the medical center, the University has 1,320 full-time and part-time faculty and over 11,200 full-time and part-time students divided between undergraduate, graduate, and professional education. The faculty have won support for their research from many sources, including federal and state governments, corporations, foundations, nonprofit agencies, individuals, and the university itself. The physical proximity among the major academic units is closer than at most major research universities, and helps to foster close transdisciplinary collaborations across medicine, engineering, business, and the arts and sciences. The University is also a global institution, with individuals from outside the United States comprising nearly 30% of the student body and 19% of the faculty. The Office for Global Engagement is coordinating expansion of international partnerships in research and new opportunities for students to study and work abroad.

The University's libraries are among the best in the United States and Canada, with membership in the Association of Research Libraries and with combined holdings of more than 3.5 million volumes and extensive collections of online databases, electronic journals, rare books, and musical scores. The River Campus Libraries include Rush Rhees (Digital Scholarship Lab, Rare Books and Special Collections, Robbins Medieval Library and Art/Music Library); the Physics, Optics and Astronomy Library; and the Carlson Science and Engineering Library. Library staff provide expert services to support and add value to the research, teaching, and learning mission of AS&E.

The University has benefitted from the leadership of Joel Seligman, who became its president in 2005. An expert in U.S. securities law, Seligman is the author or co-author of 20 books including the 11-volume *Securities Regulation*, a foundational treatise in the field (co-written with Troy Paredes and the late Louis Loss). Seligman appointed Rob Clark, an expert in acoustics and bionanomanufacturing, as provost in June of 2016. Provost Clark also currently serves as senior vice president for research; he was previously dean of the Hajim School of Engineering. More insight into the vision for the University can be found in the current [strategic plan](#) (2013-2018), which addresses three fundamental challenges: the transformation of American healthcare, the financial flat-lining of sponsored research, and the cost of higher education. AS&E's concomitant [strategic plan](#) has focused on four areas of priority: faculty growth and productivity, enhancement of the undergraduate and graduate experience, improved facilities, and a financial model that sustains excellence.

The University is decentralized, using a responsibility-centered management system under which all revenues and expenditures are attributed to the programmatic divisions (e.g., schools, hospitals, art

University of Rochester  
Dean of the Faculty

gallery). The University's comprehensive annual budget, including the medical center and healthcare enterprise, exceeds \$3 billion.

### **Arts, Sciences & Engineering**

AS&E is the largest academic unit of the University, with annual revenues from tuition, research, endowment, and other sources exceeding \$400 million. AS&E's academic departments are defined by a high degree of focus: most graduate programs naturally specialize in particular approaches or subfields to the discipline and have hired their faculty to provide unusual strength in these fields. AS&E also encompasses several outstanding interdisciplinary centers and institutes. Recent examples of growth and investment in the arts and humanities, engineering, social sciences, and natural sciences include:

- [Goergen Institute for Data Science](#), a \$100 million initiative to harness the power of data to transform knowledge, discovery, and innovation;
- [Center for Energy and the Environment](#), which seeks alternative energy solutions and technologies from multiple perspectives;
- [Humanities Center](#), the University's interdisciplinary home for scholars in the humanities and humanistic social sciences; and
- [Institute for the Performing Arts](#), which combines the University's rich history of performing arts programs with the local and regional arts communities.

More examples of the pioneering research as well as scholarly and creative endeavors of the faculty and students within AS&E can be found [here](#).

A distinctive aspect of education within AS&E is the [Rochester Curriculum](#). Grounded in the belief that people do their best when doing what they love, the University encourages students to build their own curriculum in which they choose a major and then take three-course clusters designed around a specific question, field, or area of interest outside of their major. Undergraduate research also defines the student experience, with 77% of undergraduates participating in original research. Undergraduate life in the College is residential. All freshmen and sophomores live on campus, and more than 80 percent of the students live in University housing. Nearly everything that affects undergraduate life—from admissions and financial aid to residential life to student affairs to athletics—is part of the College and falls under the purview of the Dean of the Faculty. The College also hosts nearly 300 student organizations that run the gamut from club sports to community service, from academic honor societies to performing and fine arts.

### **The City**

Rochester routinely ranks as one of the most livable cities in the United States and one of the best places in the country for families, with outstanding schools, housing, and cultural life. Rochester has flourished despite the decline of large corporations like Kodak because of a commitment made two decades ago to foster an economy of innovation as well as ongoing public investment in the region. In the past ten years, more than 50 start-up companies have spun out of the university creating new opportunity in the region.

The city is located in the Finger Lakes region and offers numerous city parks and other outdoor venues for recreation. Located on the historic Erie Canal and the Genesee River, and just five miles south of Lake Ontario, Rochester offers extensive sailing, canoeing, and hiking opportunities. During the spring and summer months, Rochester's neighborhoods come alive with festivals and arts fairs. The annual Rochester Jazz Festival is one of the largest in North America. Winter sports enthusiasts can try their hand at cross-country skiing, snowshoeing, downhill skiing at Bristol Mountain, and even curling.

University of Rochester  
Dean of the Faculty

Rochester is home to numerous coffee shops, restaurants, book stores, movie theaters, and museums. For music lovers, the city has an unusually large number of concert venues for a medium-sized city, from grand theaters to a thriving club scene. There are numerous theater companies, a world-class symphony orchestra, and major opera and ballet companies. For sports fans, there are professional baseball (Red Wings), hockey (Amerks), soccer (Rhinos), and lacrosse (Knighthawks, Rattlers) teams.

### The Position

The Dean of the Faculty will lead an organization that has a strong national and international reputation for excellence. Reporting to the provost, the dean oversees all executives responsible for Arts, Sciences & Engineering. These direct reports are:

- Dean of the School of Arts and Sciences
- Dean of the Hajim School of Engineering and Applied Sciences
- Dean of the College
- Dean of Research
- Dean of Graduate Studies
- Dean of College Admissions and Financial Aid and Vice-Provost for Enrollment Initiatives
- Director of Athletics and Recreation

The dean will be expected to lead this leadership team in planning for, decisions about, and implementation of strategic initiatives that will sustain and enhance the University of Rochester's reputation as a leading institution in the discovery of knowledge and the provision of superb education. Among the leadership opportunities for the next Dean of the Faculty are:

- **Strengthen the faculty:** The next dean must continue to recruit, mentor, and retain world-class faculty.
- **Strengthen diversity:** Diversity is the lifeblood of academic excellence and institutional strength. The dean will need to sustain efforts to enhance the diversity of the faculty, and of the undergraduate and graduate student body.
- **Provide leadership for critical academic decisions:** The dean will be asked to build consensus around how to address several critical academic issues, including the selective excellence within departments, the nature and extent of interdisciplinary programs, the configuration of departments and curricular offerings, and enrollment across academic areas.
- **Provide leadership for undergraduate education:** Rochester has invested in improving the co-curricular and life experience of undergraduates. The dean needs to sustain and augment existing efforts to ensure student satisfaction with AS&E's academic quality and campus life.
- **Manage and increase resources to ensure a strong financial future:** The dean must continue to manage resources wisely, maintaining sound budgetary controls, and engage in significant fundraising.
- **Build collaboration across divisions:** There continue to be important opportunities for collaboration across the divisions within AS&E and across schools within the University; the dean should strengthen existing collaborations, seek out new opportunities, and facilitate their exploration and establishment, effectively leveraging and deepening the excellence in the University's other divisions.

The ideal candidate will have the following professional qualifications and personal characteristics:

- **Academic stature:**  
Distinguished academic accomplishments, commensurate with appointment at the rank of professor, and appropriate to the leadership of a school with a tradition of excellence in research, teaching, and service;
- **Academic leadership:**  
Proven ability to foster the continued excellence of the educational and research programs of the University and the School, and respect for the dedication of an outstanding faculty;
- **Fundraising skill:**  
Some experience in development and the willingness to serve as the lead fundraiser, engaging others often and as appropriate, on behalf of AS&E;
- **Management experience:**  
Experience with the management of complex organizational structures, including the ability to work effectively in a decentralized environment;
- **Financial sophistication:**  
Substantial sophistication and experience in financial management;
- **Effective communication:**  
Accessibility and the ability to communicate effectively with faculty, senior administrators, trustees, staff, students, alumni, donors, and other constituents.

### **The Search**

Inquiries, nominations, and applications are invited. Although the search will remain open until the position is filled, candidate materials should be received as soon as possible. Candidates should provide a curriculum vitae, a letter of application that addresses the responsibilities and requirements described herein, and the names and contact information of five references. References will not be contacted without prior knowledge and approval of the candidate.

Materials should be sent electronically via e-mail to the University's consultant, Dr. Jonathan Fortescue of Park Square Executive Search, at [92271@parksquare.com](mailto:92271@parksquare.com). Documents that must be mailed may be sent to Jonathan Fortescue, Ph.D., Managing Partner, or Sam Boynton, Senior Associate, Park Square Executive Search, LLC, 125 Summer Street, 18th Floor, Boston, MA 02110. Phone: 617-401-2986.

The University of Rochester is an equal opportunity/affirmative action employer committed to recruiting, supporting, and fostering a diverse community of outstanding faculty, staff, and students. All applicants who share this goal are encouraged to apply.

University of Rochester  
Dean of the Faculty

**Organizational Chart**

Reporting to the provost, the dean oversees all executives responsible for Arts, Sciences & Engineering. These direct reports are:

