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NEW YORK UNIVERSITY

**An Invitation to Apply
For the Position of Dean, Faculty of Arts and Science
New York University**

THE SEARCH

New York University, the largest private university in the United States and one with a growing global network of 12 campuses in five continents, seeks a Dean for the Faculty of Arts and Science (FAS), the University's largest academic unit and its intellectual core. In the last two decades, NYU has dramatically increased its research profile and its reputation in both undergraduate and graduate education. Now the University invites applications and nominations for a Dean with the ambition and strategic skills to both maintain and improve momentum, and take full advantage of the opportunities that abound to foster excellence and embrace the spirit of innovation and creativity that sets NYU apart from other institutions

The University's continued investment in the growth of the faculty of Arts and Science, in support of President John Sexton's vision of a global research university, will provide the incoming Dean with the resources to develop new research and curricular initiatives in partnership with a distinguished faculty. He or she will oversee the College of Arts and Science and the Graduate School of Arts and Science, as well as numerous centers, programs and institutes. The Dean should possess the experience and intuition to identify programmatic opportunities in a wide variety of disciplines and across disciplinary boundaries; a commitment to maintaining a strong sense of community within a large, complex and geographically disparate university; and the interpersonal skills and enterprising spirit to work effectively with diverse constituencies and build synergies across academic units.

A search committee of tenured faculty members, student representatives, FAS staff, representatives from other NYU schools, and university officials has been formed to conduct the search. The executive search firm Isaacson, Miller (<http://www.imsearch.com>) has been retained to assist the search committee. All inquiries and nominations should be directed to Isaacson, Miller as indicated at the end of this document.

NEW YORK UNIVERSITY

Within the span of a single generation, NYU has evolved from what had historically been a good regional school with a local role in New York to one of the nation's leading research universities.

David Kirp, a well-known education researcher, has called its upward trajectory “*the success story in recent higher education.*” NYU currently has over 40,000 students. Its internationally prominent Washington Square location takes full advantage of Greenwich Village, one of the most vibrant, creative and storied neighborhoods in the country. NYU derives strength and inspiration from the city of New York. In return, the University replenishes the city via contributions of its excellent faculty, students and graduates. Increasingly, a hallmark of an NYU undergraduate education is an internship, capstone project, practicum, or clinical placement in one of New York City’s leading businesses or organizations. Most students choose to complete at least one such project, which might be on Wall Street, on Broadway, in a media network headquarters or with the nation’s finest research hospitals.

NYU’s success in New York has led it abroad where it seeks to replicate the pattern: to be “in and of the world,” teaching students to become productive and thoughtful global citizens. NYU has established study abroad centers, recruited international scholars, and created new programs that take advantage of a broad and deep global reach. The Institute for the Study of the Ancient World, for example, was founded to provide an innovative approach to research and graduate study of the ancient world across geographic, temporal, and disciplinary boundaries. A new Global Liberal Studies program features core course work in the liberal arts with a focus on great works in a global context and a junior year spent abroad. And in a recent, unprecedented move, NYU and the Emirate of Abu Dhabi in the United Arab Emirates are working together to establish the first four-year, liberal arts research university in the Middle East – NYU Abu Dhabi. The undergraduate campus will open to students in 2010 and will consist of a highly selective liberal arts and science college. In later years, NYU Abu Dhabi will feature distinctive graduate programs. The NYU Abu Dhabi Institute, launched in the fall of 2008, is emerging as a world center for advanced research, scholarship, and creativity and will complement the work of the campus’s community of scholars, students, and leaders.

NYU’s appeal to students is well-known: applications for freshman admission have risen sharply in the past 15 years, from 10,000 in 1991 to over 37,000 in 2008. Selectivity has also increased, with the acceptance rate for freshman applicants dropping from 65% in 1991 to 32% in 2008. Standardized test scores and GPAs are competitive with the best research universities. The current median SAT reading and math score of the entering undergraduate class is 1350 and the average high school GPA is 3.63. While NYU used to be largely a regional institution, now more than 70% of NYU’s incoming freshmen are from out of state. NYU’s graduate and professional schools attract highly qualified applicants as well, and the robust Master’s College program at FAS is one of the largest master’s programs at any of the private elite universities.

In recent years, NYU has placed particular emphasis on recruitment of an academically distinguished faculty. Among the faculty at NYU, there are Guggenheim Fellows, Nobel Prize winners; Pulitzer Prize winners, Abel Prize winners, MacArthur Fellows awardees; Howard Hughes Medical Institute Investigators; National Medal of Science winners, Academy Award winners, Tony Award winners, and Emmy Award recipients.

Within the Faculty of Arts and Science, the Partners' Initiative -- a major recruitment initiative made possible by the generosity of dedicated NYU board members, a commitment of university resources, and strategic investment in targeted departments -- has resulted in nearly 100 new tenured and tenure track positions added since 2003. (See Appendix for detail). Last year, FAS authorized fifty searches. Measured carefully, in head to head competition with other elite universities to attract or retain faculty, NYU prevails in the majority of cases. New York City, global opportunities, a compelling leadership vision, and the supportive posture of the university are all great lures.

In contrast to the highly endowed universities that are its prime competitors for faculty and students, NYU only draws 5% of its revenues from its endowment. Its endowment per FTE student is \$62,000, the lowest endowment per student ratio of the 22 private universities with endowments over \$2 billion. Absent a large endowment, the operating budget of about \$1.2 billion is fueled largely by tuition (which was set at \$37,373 for the fall of 2008). NYU devotes about \$170 million annually to undergraduate financial aid.

The University recently completed its seven-year, \$2.5 billion "Campaign for NYU," surpassing expectations by raising more than \$3 billion over the seven year period from 2002 to 2009, the highest amount ever raised by any university in a completed campaign. The Faculty of Arts and Science raised \$450 million toward the campaign's goal. Most fund raising at NYU has gone directly into facilities, the recruitment of faculty, or financial aid for undergraduate and graduate students.

In the current economic setting, NYU has taken appropriate precautionary steps. Salaries have been frozen and the University has announced a 5% budget cut, a relatively modest cut compared to its competitors. Even in this economic downturn, NYU is committed to maintaining momentum and is continuing to pursue faculty hiring and capital expansion plans.

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. Deans are entrepreneurs, looking for the best ideas that will advance the NYU mission. They have had a remarkable run, and continue to search out new pathways despite the constraints.

OFFICE OF THE DEAN, FACULTY OF ARTS AND SCIENCE

The Dean of the Faculty of Arts and Sciences is the academic, administrative and community leader of FAS. He or she oversees a complex entity that includes the College of Arts and Science (CAS), the Graduate School of Arts and Science (GSAS), the Liberal Studies Program, divisional deans for science, humanities and social science, 40 departments and numerous centers and programs.

The Dean is responsible to the Provost and President of NYU and is in charge of setting goals for CAS and GSAS as well as managing and raising resources for FAS. The CAS and GSAS Deans report both to the Dean of the Faculty of Arts and Science and to the Provost, but the Dean of the Faculty has full budgetary responsibility for both Schools.

FAS has 750 faculty, including those at the Institute of Fine Arts and the Courant Institute of Mathematical Sciences, 7,600 undergraduates and 4,700 graduate students. Members of the Faculty of Arts and Science join in research with every part of the University and teach well beyond their own disciplinary borders. The College of Arts and Science provides nearly all the instruction for its own undergraduate students as well as education in the liberal arts for 20,000 undergraduate students across the entire University. The current Dean, Richard Foley, will take on a new role at NYU next fall after nine successful years at FAS. As Vice Chancellor of Strategic Planning, Dr. Foley will lead faculty and University expansion efforts, and work closely with the President and Provost in shaping the future direction of the University.

Arts and Science is at the curricular and intellectual heart of the University. NYU cannot achieve its ambitions without fundamental success from FAS and it looks to a responsive and ambitious Dean to lead that effort.

THE ROLE: OPPORTUNITIES AND CHALLENGES

The following themes illustrate the opportunities and challenges that a new Dean will address in this role.

1. Strengthen the Academic Mission of the Faculty of Arts and Sciences

The Dean leads talented faculty and staff who are accustomed to excellent leadership. A successful Dean will respond to their knowledge, frame a strategy for excellence, and act firmly as the guardian and promoter of academic value. The Dean's highest priority will be maintaining academic momentum and energy within FAS. This will mean motivating and inspiring faculty, encouraging innovation, serving at times as an arbiter for ideas, and moving initiatives forward.

The Faculty of Arts and Science is a large, dynamic, diverse and complex place, with schools, divisions, institutes, and departments all intricately and fluidly integrated both in New York City and in the rapidly emerging NYU international network. A Dean will succeed through collaborative leadership: finding ways for FAS to partner both with the University as a whole and with other schools through creative faculty hires and innovative programs and offerings. He or she will also capitalize on NYU's unique position as a global network university to find ways to afford both faculty and students extraordinary opportunities to study on 5 continents. Encouraging faculty to connect with colleagues in their own departments and in every other school across the entire institution will support the NYU mission and strengthen the intellectual community within FAS.

2. Build Departments; Make Strategic Choices

The University approaches recruitment strategically, with New York City and NYU's unique culture as magnets. NYU seeks extraordinary faculty who define themselves as cosmopolitan citizens of the global civil society.

The FAS Dean, in consultation with the CAS, GSAS, and divisional deans, leads the task of building departments and identifying the Chairs, faculty, departments, fields and academic directions where effort will be focused. NYU has built its reputation for academic excellence by making strategic choices, recruiting strong Chairs, conducting key searches, and retaining exceptional faculty. With the end of the Partners' Initiative and the beginning of a new Deanship, FAS will launch another round of competitive faculty improvement.

The Faculty of Arts and Science has an unusual opportunity in the next few years. The most competitive universities are the best endowed and, relatively speaking, are likely to make the largest budget cuts. They will continue to compete, but with somewhat less clarity. If NYU chooses with exceptional care and grows its resources, it can both sustain and improve its momentum in hiring relative to its competitors.

3. Build Quality and Community in the Undergraduate and Graduate Programs

Both the undergraduate College and the Graduate School are led by Deans who operate within the Faculty of Arts and Science. They are key members of the Dean's team. They have played important roles in making NYU a highly competitive university, attracting an ever stronger group of graduate and undergraduate students. Working closely with these two Deans, the FAS Dean will ensure that NYU continues to provide its students with a high quality educational experience, both in and out of the classroom.

In the undergraduate College, students come for NYC and the opportunity to study at a cosmopolitan university. They also come for the distinctive academic experience the College can provide — e.g., its research-intensive focus and the way in which it integrates the liberal arts and the professions (discussed further on p. 10). After their first year of study, students are more often choosing to continue to live in University-operated residence halls, which feature an increasingly rich array of co-curricular programs. Building community is a vital issue. The University expects a creative Dean to focus on providing a high quality intellectual and collegial experience for undergraduate students, and to continue to build CAS as a research college.

In the Graduate School, success comes from departmental programs and is intimately tied to faculty recruitment and retention. While the University has made substantial progress in financial support for graduate programs and the quality of graduate student life, these remain important issues. Multiple reforms of graduate student aid packages have been instituted in recent years and the issue continues to be a priority. Even with more limited material support, the Graduate School competes successfully with peer institutions for the strongest doctoral students.

Enhance Resources through Fund Raising and Program Development

Fund Raising

Like all other NYU Deans, the Dean of FAS leads the fund raising effort for the faculty. S/he is joined by the College and Graduate School Deans and increasingly by the Department Chairs and faculty. New York is an extraordinary place to cultivate donors and NYU, by virtue of its mission, size, and its intellectual energy, is an excellent platform for development.

While NYU has achieved remarkable success in this arena in recent years, there is a wealth of opportunity ahead. The Dean, in concert with University Development, will work closely with the Associate Dean for Development for FAS to set fundraising priorities, solicit gifts and cultivate the next generation of donors. As the economy improves, FAS should be able to raise significant funds. The FAS Board of Overseers, a valuable advisory entity of FAS alumni and supporters, will be an invaluable partner in these efforts, as will an NYU alumni body that until recently was a largely untapped resource.

Program Development

NYU actively encourages innovative and attractive educational programs that offer outstanding and often unique intellectual experiences and may also generate resources to help build the academic enterprise. For all its history, it is a new university, with many fewer constraints than its competitors, and NYU's leaders are entrepreneurs. For instance, the Graduate School has invented a broad array of academic master's programs that appeal to widely different student audiences and can add significantly to its offerings. In addition, the new Liberal Studies Program for undergraduates has acquired the beginnings of a "core curriculum" liberal studies identity, which has the potential to serve NYU's international campuses. Study abroad has become increasingly important and opens up room both in NYC and abroad that can be creatively filled. Nearly every part of NYU has the opportunity to collaborate and invent, with significant resource implications.

Manage the Practicalities

The Dean's Office is supported by a strong leadership team of academic administrators and business professionals, but an affinity for the practical side of administration will give a Dean a significant advantage. The role requires creative and strategic stewarding of resources. The Dean's budget is dependent on different revenue streams, and operates in an interdependent web within the University.

The Dean participates on the University Leadership Team with the other deans and senior-level administrators, and is often looked to for specific leadership roles within the University. S/he routinely allocates resources within FAS for faculty recruitment, retention and program development.

QUALIFICATIONS

The experiences and skills desired in a Dean for the Faculty of Arts and Sciences grow directly out of the strategic challenges and opportunities facing FAS. Successful academic leadership experience in a complex research university will usually aid a candidate. However, the University will entertain candidates with limited administrative experience who demonstrate great academic and leadership talent and the potential to excel.

Candidates must intuitively recognize the complexity of the enterprise, understand and value the finest emerging scholarship in a wide range of fields, and be comfortable with the scale and scope of the NYU vision. Nominees or applicants must hold an earned doctorate with scholarly credentials suitable for tenure in a department within the Faculty of Arts and Science and bring a distinguished record of teaching, service and leadership.

The ideal candidate would bring all or most of the following professional experiences and personal qualities:

Professional Experience

- A distinguished record as a scholar and teacher. A record of appreciating excellence and joining in the successful recruitment and retention of a superb faculty.
- Experience as an academic colleague with a collaborative instinct while also demonstrating the ability to make essential value laden and courageous choices as a leader.
- Administrative skill. The proven ability or potential to handle many streams of information and multiple issues at once, coupled with the ability to delegate, prioritize and build a strong team.
- Significant contribution to the growth of innovative programs, departments, divisions, or schools. Experience working well across divisions or schools.
- Ability to envision and build new potential partnerships to leverage NYU's unique assets in the global arena.
- An understanding of the intersection of economic, pedagogic and program opportunities.

Personal Qualities

- Listening skills and excellent communication skills. The ability to hear different voices and piece together a narrative.

- Judiciousness and diplomacy. The willingness to negotiate and find shared solutions.
- The capacity to build consensus and develop an overarching vision, and to motivate and inspire others to assure it is realized.
- The ability to make tough decisions, coupled with courtesy and a delicate touch.
- Intellectual curiosity and subtlety.
- Flexible and creative thinking. The willingness to experiment.
- Self-confidence without self-importance. Ability both to work on a team and to take initiative.
- Respect for faculty and ability and inclination to express appreciation for what has been accomplished.
- Enthusiasm for students and understanding of their needs.
- Energy, integrity and a sense of humor.

TO APPLY

This search is being led by John Isaacson, Sheryl Ash, and Jessica King 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: 3833@imsearch.com

Electronic submission of materials is preferred.

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

Jessica King
Isaacson, Miller
334 Boylston St., Suite 500
Boston, MA 02116
617-262-6500
jking@imsearch.com

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

APPENDIX

The Partners' Initiative

In 2004, the University embarked on an ambitious initiative to increase the size and quality of the arts and science faculty. Known as the Partners' Initiative, for the five trustee "partners" who committed \$10 million each to launch the campaign, the project focused on adding 125 new positions (an increase of 20%) to the faculty of arts and science over a five-year period, increasing the number of faculty from 625 to 750. (This included hiring for the Courant Institute of Mathematical Sciences and the Institute of Fine Arts as well as the Faculty of Arts and Science). The partners' donations were matched by \$150 million in University funds, creating in effect a venture capital fund for hiring. After four years of aggressive and strategic recruitment, FAS has added 93 new positions and funded related capital projects to add or improve laboratories, offices and faculty housing. The success rate for hiring of junior faculty has been particularly good (63% acceptances over four years) and there have been notable tenured hires, as well as replacement hiring and opportunistic hiring.

The Partners' Initiative selected 16 departments for special emphasis in hiring, based on their potential to contribute to the University's long-term academic mission and scholarly reputation. More than 80% of the incremental hiring was targeted for anthropology, biology, chemistry, computer science, economics, English, fine arts, history, journalism, mathematics, neural science, philosophy, physics, politics, psychology, and sociology. In the sciences, which are substantially more expensive to build, the hiring effort focused on cluster hiring in niches within disciplines. For example, Partners' funds were used to recruit three renowned researchers in soft condensed matter physics who were attracted by the opportunity to work together and build a program.

In the "post-Partners" years, the University intends to maintain momentum in building the liberal arts core of NYU, but the pace of recruitment will likely slow. The University will assemble more modest, new funding, and will focus on replacement hiring and on retaining the excellent scholars who have joined NYU. Hiring efforts will particularly be focused on the sciences, which are imperative for success as a major research university and historically have been smaller departments at NYU and not as highly-ranked as the humanities and social sciences. The strategy will likely be to continue to support areas of strength, such as mathematics and neural science, and to make highly focused investments in rapidly growing niches where NYU has the potential to be successful.

A recent affiliation with Polytechnic University in Brooklyn holds the promise of creating a major engineering presence at NYU, not only with the arts and science core but with other units and schools, such as Medicine, Dentistry, Tisch and Steinhardt.

College of Arts and Science

The College of Arts and Science was the first school at New York University, founded in 1832 by a number of prominent New Yorkers, led by Albert Gallatin, a member of Jefferson’s cabinet. Unlike other institutions of the time, it provided a practical education as well as a classical curriculum, known in 19th century parlance as “Useful Knowledge.” Early NYU was a center for science. Samuel F. B. Morse, after whom the current undergraduate core curriculum is named, invented the telegraph while teaching art and design at NYU.

In the fall of 2008, 7,660 students were enrolled in CAS – coming from all 50 states and more than 130 foreign countries. CAS is one of the most selective units of NYU, with 15 applicants for every place in the freshman class. Nearly all CAS freshmen, and 50% of all NYU undergraduates, live in university-owned or university-affiliated housing.

Undergirded by a challenging liberal arts core requirement, the Morse Academic Plan (MAP), CAS positions itself as a research college, where undergraduates are taught by distinguished scholars and where they have the opportunity to work directly with these faculty on their own inquiries; these are supported by an endowed Dean’s Undergraduate Research Fund, an annual undergraduate research conference, and the College’s annual journal, “Inquiry.” In addition as a liberal arts college surrounded by leading professional schools, CAS has pioneered a rich array of cross-school minors, professional certificates, and dual degree programs. Finally, CAS faculty and students make frequent use of the city as a site for learning and service, and students are encouraged to spend at least one semester abroad in NYU programs that are being increasingly customized to fit the needs of various majors.

CAS is a central provider of liberal arts courses for undergraduates from all NYU schools. In addition, it coordinates academic support services across the University as well as co-curricular programs (e.g., “NYU Speaking Freely,” a popular no-cost, no credit language coaching program that supports NYU’s global mission).

Graduate School of Arts and Science

The Graduate School of Arts and Science was founded in 1886 and granted the second earned doctorate in the United States. It is the only school at NYU that confers the PhD degree. The School offers 53 programs that award advanced degrees, including doctoral, master’s and certificates, to 4,700 full and part time students. In recent years, GSAS has increased financial aid for graduate students so that doctoral students could be fully funded for five years.

GSAS offers programs that cover a wide range of disciplines and cross-disciplinary work. The graduate school has been unusually creative in developing programs across departments or schools, such as the Law and Society program offered jointly with the Law School, or the Graduate Forum, which operates outside the formal classroom and brings together selected graduate students for cross-disciplinary learning. A formal collaboration in the humanities and sciences is underway with Beijing University. To further enrich the classroom experience, NYU

initiated a Global Distinguished Professor Program as part of the Partners' plan, recruiting top international scholars who split their time between New York and a campus abroad. To date, 20 leading scholars have become part of the NYU faculty through this program.

Many FAS departments are highly ranked in their fields. NYU's philosophy department is ranked #1 among 50 philosophy departments in the English-speaking world. The economics department is ranked #10 among 200 economics departments worldwide. NYU is ranked #1 in the country in Italian, finance, mathematics, and theater by the Faculty Scholarly Productivity Index.

Liberal Studies/Global Liberal Studies

The Liberal (formerly General) Studies Program houses a two-year program and the new Bachelor of Arts in Global Liberal Studies (GLS). The two-year program is the second largest freshman class at NYU, with over 1,000 students (only slightly smaller than CAS), with unique first-year programs at Florence, London, and Paris, as well as on the Square. The great majority (over 85%) of its students continue their studies in CAS (with smaller numbers going to Gallatin and Steinhardt).

Liberal Studies has a core curriculum based on the great works taught from a global perspective. All classes are small and seminar format. The faculty (all of whom are on term contracts) are deeply committed to undergraduate instruction. There are over seventy full-time and nearly fifty adjunct faculty on appointment for Fall 2009.

Liberal Studies was founded in 1971 by the School of Continuing and Professional Studies as an alternative pathway into NYU for students who fell short of admission standards to the baccalaureate schools. Students do not apply to the two-year program; they are selected from the applicant pool by Undergraduate Admissions. Over the years, as the program grew, its students came to resemble closely other NYU undergraduates; the credentials of entering students (SAT scores, H.S. GPA, etc.), the retention rate, and the graduation rate have become comparable to or exceed that of the freshman class as a whole.

The GLS B.A. recruited its first class of sixty freshmen for Fall 2009 from an applicant pool of 600. GLS builds on the core curriculum it shares with the two-year program to emphasize a junior year of international study, advanced language skills, and an individual research project in the senior year. The size of GLS is expected to increase modestly over the next five years, and that of the two-year program to be reduced proportionately.

Board of Overseers

A 24-member Board of Overseers for Arts and Science meets regularly to advise the Dean and offer assistance in identifying resources for building academic facilities, attracting leading faculty, and providing students with financial aid. This Board has become an increasingly influential Board, and an essential partner to the Dean in both strategy and development.

Additional information on the Faculty of Arts and Science is available at the New York University web site, www.nyu.edu. Specific information relevant to this position may be found at sites listed below.

College of Arts and Science:
<http://cas.nyu.edu/>

Graduate School of Arts and Science:
<http://gsas.nyu.edu/>

FAS Departments and Programs:
<http://as.nyu.edu/page/deptprogram>

Liberal Studies/Global Liberal Studies

<http://liberalstudies.nyu.edu/page/LShome>

University-wide 2008 Consolidated Financial Statement:
http://www.nyu.edu/financial.services/cdv/pdf/CFS_2008.pdf

University Framework 2031:
<http://www.nyu.edu/about/framework.2031/NYU.Framework2031.Final.pdf>

Factbook:
<http://www.nyu.edu/ir/factbook/>

A Message on the Economy and University Priorities:
<http://www.nyu.edu/about/sexton-economy09.html>

John Sexton on the 2009-2010 Academic Year Budget:
<http://www.nyu.edu/about/sexton-budget09-10.html>

The Common Enterprise University and the Teaching Mission, by John Sexton
<http://www.nyu.edu/about/sexton-teachingmission04.html>