This leadership profile is intended to provide information about Northwestern University and the position of dean of the School of Education and Social Policy. It is designed to assist qualified individuals in assessing their interest in this position.
The Opportunity

Northwestern University invites inquiries, nominations, and applications for the position of dean of the School of Education and Social Policy (SESP). The School’s 35 tenure-line faculty, 21 part- and full-time research faculty and professors of instruction, approximately 100 adjunct faculty, and 830 undergraduate, master’s, and doctoral students form a vibrant community that values a wide range of methodological and theoretical approaches, and fosters particularly strong connections between research and practice. The smallest of Northwestern's 12 schools and colleges, SESP nonetheless has a very broad scope: the School draws to it those who seek to improve learning and development over the course of the life span, as well as understand and shape social policies that affect learning and development. SESP focuses on individual development, families and communities, pedagogical and technological innovations, teacher development, school improvement, and social policies. The results of such learning and research become powerful tools to shape education and social programs that make a difference in schools, impact an array of organizations and communities, and impact the lives of children and families.

The University seeks a new dean to provide visionary leadership to advance the School and to marshal the resources necessary to support the School’s ambitions. Reporting to the provost, the dean is the chief executive and academic officer of the School, collaborating with faculty in overseeing academic programs and policies; fostering a vibrant intellectual community that values strong connections between research and practice, generating a passion among students and faculty for the School’s mission; stewarding the School’s financial, capital, and human resources; and playing a leadership role in fundraising and external relations. Ideal candidates will be prominent scholars whose active and distinguished professional records include a compelling combination of teaching, research, and practice within the fields of study that address learning, development, and/or social policy; who bring vision, a record of improving diversity and inclusion, and a commitment to building community; and who have strong academic leadership and management experience.

Northwestern University is global in its scope, with 12 schools and colleges located on two campuses in Illinois (in Evanston and in Chicago) and one situated in Doha, Qatar. Ranked 12th among national universities by U.S. News and World Report, Northwestern is a multifaceted AAU research university that has a distinguished and distinctive interdisciplinary tradition. Northwestern has approximately 3,344 full-time faculty. The University’s total enrollment is approximately 21,000.

Additional information about Northwestern is available at www.northwestern.edu; information about SESP may be found at www.sesp.northwestern.edu. Information for those who wish to be candidates for this position is available at the end of this document.
About the School of Education and Social Policy

The School of Education and Social Policy (SESP) at Northwestern University seeks to prepare the next generation of education and social policy leaders, those who will work to transform schools, workplaces, organizations, and other learning environments; shape social and educational policies; and enhance life course opportunities for families and communities. To do this — and as articulated in their strategic plan — SESP strives to:

- DEVELOP a global perspective
- PREPARE a new generation of education leaders
- LEAD a bold rethinking of designing for learning
- CREATE innovative interventions to improve human lives
- SHAPE AND EVALUATE policies designed for impact, and
- FOSTER an engaged learning community

For more information on the SESP plan which articulates a set of strategies to advance these goals, please visit the [SESP Strategic Plan](#).

History

The School of Education and Social Policy began as a traditional school and has over time expanded its mission, developed innovative programs, and achieved far-reaching impact. Although originally focused primarily on school-based learning and teacher training, as the landscape for education changed, the School adapted to address development of all students into lifelong learners; new technologies to foster learning; improvement of policies and opportunities for children in poverty; and support of child, adolescent, and adult development within families, communities, and workplaces. The School’s expanded mission, outstanding faculty and students, innovative programs, broad range of methodological and theoretical approaches, and far-reaching impact distinguish it from its peers.
Milestones:

1888  Northwestern offers education courses for the first time.

1906  Department of Education begins in the College of Liberal Arts.

1926  Separate School of Education opens, expanding to a four-year program.

1941-51 Ed.D. degree is offered, emphasizing research.

1969  Center for the Teaching Professions begins, directed by B. Claude Mathis.

1979-1992 Under Dean David Wiley, innovative programs are established similar to today's, with undergraduate concentrations in human development and social policy, teacher education, administration and policy studies, and counseling psychology.

1981  The groundbreaking Human Development and Social Policy (HDSP) Ph.D. program is founded by Bernice L. Neugarten, highlighting the contributions of psychology, sociology, and economics toward understanding human development over the life course and how it is shaped by, and informs, the policies and practices of social institutions.

1982  SESP creates the *Center for Talent Development*.

1986  The School is renamed the School of Education and Social Policy; new HDSP faculty join the School.

1989  The interdisciplinary Learning Sciences program begins, seeking to understand learning and teaching environments and design learning innovations, eventually becoming a model for similar programs at other universities.

1991  Learning Sciences develops as a Ph.D. program, the first such program in the nation.

1996  The Urban/Suburban Northwestern Consortium is established, facilitating collaborative relationships that promote educational excellence in city and suburban schools.

1997-present Led by Dean Penelope Peterson, the School advances its identity as interdisciplinary and research-based, and new partnerships, initiatives, faculty, and research grants strengthen the School. Grants increase from $400,000 in the early '90s to over $10 million by 2004.

2000  *Project Excite* is started by the School.

2002-2012 *U.S. News & World Report* consistently ranks the School in the top 10 schools of education in the nation.
2004 In partnership with the Departments of Psychology, Sociology, Economics and Statistics, the School establishes the innovative Multidisciplinary Program in Education Sciences doctoral program to train a cadre of scholars to conduct reliable research on pressing education issues.

2013 Northwestern Academy is started by SESP.

Academic Programs, Degrees, and Certifications

SESP offers a variety of degrees at the undergraduate, master’s, and doctoral levels. These degrees include:

- Doctor of philosophy degrees are awarded in both learning sciences, and human development and social policy.

- The School offers master’s degree programs that include higher education administration and policy, education (K-12), learning sciences, and learning and organizational change. Students in the Master of Education program are eligible for teaching certification as well.

- Undergraduate students in SESP choose one of five concentrations: learning sciences, human development and psychological services, learning and organizational change, secondary teaching, and social policy. Undergraduate students who concentrate in Secondary Teaching also receive an Illinois teaching certification upon graduation.

SESP is consistently among the top schools of education in the U.S. For 2017, SESP was 8th overall in the U.S. News and World Report’s rankings of top education schools.

Service Programs

The School runs the nationally recognized Center for Talent Development, providing programs and resources for academically talented students and their families. Since 1982, CTD has evolved from a single focus on talent identification to a multifaceted operation with four central goals: talent identification, talent development, research, and advocacy. CTD enrolls approximately 11,000 students annually in its educational programs.
Project Excite is a partnership between the School and Evanston schools. Since its start in 2000, Project Excite has helped close the achievement gap between minority and non-minority students in Evanston through supplemental education, personal academic advising, and targeted programs that help students get into college. In recent years, Project Excite has expanded to include a college-access program supporting minority and low-income high school students in Evanston.

The SESP-led Northwestern Academy, launched in 2013, is a partnership between Northwestern University and the City of Chicago created to help academically talented, low-income Chicago Public School (CPS) students prepare for, gain admittance to, and attend highly selective colleges and universities. The Academy targets students who qualified for, but are not enrolled in, a CPS selective enrollment school and also are enrolled in the free or reduced lunch program.

Students and Alumni

SESP enrolls a student community of great occupational, geographic, and ethnic diversity. The School’s enrollment in 2015-16 included approximately 400 undergraduate students, 365 master’s level students, and 65 doctoral level students. The School has 13,000 living alumni; including faculty in major universities around the country, leaders in not-for-profit organizations in education and community development, and teacher leaders.

Faculty and Sponsored Research

The School of Education and Social Policy at Northwestern University has 35 tenure-line faculty, 21 part- and full-time research faculty and professors of instruction, approximately 100 adjunct faculty. Faculty in SESP conduct research that investigates how people learn and develop over the course of the life span, and the social policies that affect learning and development. Research themes focus on individual development, families and communities, pedagogical and technological innovations, teacher development, school improvement, and social policies. The results of such research become powerful tools to shape education and social programs that make a difference in schools, impact an array of organizations and communities, and impact the lives of children and families.

Finances

SESP’s FY15 budget was approximately $33 million. Total research funding, including indirect cost recovery, is approximately $24 million annually. SESP has an endowment with a current value of $45 million. As part of the University’s capital campaign, SESP’s goal is to raise $40 million for the endowment.
The Role of the Dean, School of Education and Social Policy

The dean is the chief academic and administrative officer of the School of Education and Social Policy, responsible to the president and the provost for the conduct, coordination, and quality of all of the School’s academic and research programs. Deans at Northwestern University are expected to work with the faculty and the University leadership to lead, articulate, and implement a vision for the future direction of the educational, research, and outreach programs of their schools and — together — for the University.

The dean’s primary role is to ensure that SESP provides a rich environment that promotes excellence in undergraduate education, graduate student training, and doctoral and faculty research. The dean has overall responsibility for articulating the School’s strategic priorities, developed in collaboration with the faculty; maintaining a faculty of international excellence and educational programs of the highest quality; attracting superb students; representing the School within the University and forging collaborative links with other schools and departments; and maintaining productive relationships with alumni, donors, and local, national, and global partners.

Reporting to the dean are two associate deans, two assistant deans, a director of business and finance, a director of administration, a director of communications and outreach, a director of information technology, a director of the Center for Talent Development, a director of the Office of STEM Education Partnerships, and directors of the master’s programs.

Opportunities and Expectations for Leadership

The new dean of the School of Education and Social Policy will be asked to undertake critical leadership tasks, including the following interrelated priorities:

**Articulate a clear, unifying vision**

SESP is a distinctive interdisciplinary community, having created innovative programs of study at both the undergraduate and graduate levels that have secured a unique position for the School nationally and internationally. SESP is at a crossroads of articulating its evolving niche. The new dean will be expected to foster collaboration among SESP stakeholders in re-envisioning the ongoing growth and development of programs and initiatives, and building relationships across its sectors.
Advance diversity

Northwestern has a particularly strong commitment to diversity and to access. At the school level, deans are charged with improving practices to recruit, develop, and retain outstanding faculty who enhance both the diversity of the professoriate and the learning environment for all students. The dean is also charged with providing leadership related to diversity and inclusion that leads to an environment in which multicultural fluency, appreciation of difference, and awareness of the diversity of experience for students and faculty in the School and the University are continuously reflected in policy and in action.

Build an infrastructure of productive faculty governance

SESP runs exceptionally well. Most faculty and students report high levels of satisfaction with their work and their studies, while benefiting from a deep sense of collective community. At the same time, there are desires for stronger participation in shared governance. Faculty members are eager to welcome a leader who will build an infrastructure of productive shared governance, harnessing faculty time productively so as to facilitate consultation on key issues.

Build resources

The new dean will be expected to employ creativity, leadership, and strategy to secure the resources required to support the School’s vision, collaborating with senior University leaders and fundraisers so as to ensure continued faculty excellence and student opportunity. The University is in the final few years of a major campaign for which SESP’s goal is $40 million. As of summer 2016, approximately $28 million has been raised toward that goal.

Build and nurture partnerships

SESP as a unit is actively engaged in a wide range of multidisciplinary collaborations across the University, as well as with external partners at local, regional, state, national, and international institutions. The dean will actively nurture these collaborations and seek opportunities to build new internal and external partnerships, including strengthening connections between SESP and Chicago, and building partnerships with other social sectors that support learners’ development and well-being. These partnerships will help advance innovations in teaching practice, increase revenue, grow and diversify enrollment, and position the School to have a meaningful impact on education policy and practice, enhancing opportunity to learn.

Contribute to community citizenship

The new dean must be committed to the University’s mission and participate actively as a key member of the University’s senior leadership team. She or he must be adept at collaborating with fellow deans on interdisciplinary programs, joint faculty appointments, and new academic initiatives. The dean should also be deeply committed to and engaged in Northwestern’s efforts to work proactively with the Chicago and Evanston schools and other key stakeholders to improve elementary and secondary education in the community.
Further expand the School’s visibility

SESP is known for its distinguished faculty members and excellent students, who enhance Northwestern’s dynamic and strong reputation. Building upon this foundation and the School’s deep commitments to education practice, social policy, and to diversity, equity, and inclusion, the dean will be a champion for education and social policy on the global stage. The dean should solidify the School’s position as a leader in national and international conversations about the future of education.

With education under political scrutiny, it will also be important for the new dean to be able to articulate compelling arguments for its crucial role in society to a range of stakeholders, and to advocate for the development of legislation, policy, and resource streams that enhance the field’s capacity to fulfill its mission, to innovate, and to be prepared to respond to unknown challenges ahead. To do so, the dean must be capable of leading conversations with education and social policy communities and must possess the gravitas to be heard by the full range of stakeholders.

Professional Qualifications and Personal Qualities

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

- **Academic accomplishment and stature:** Reputation as a distinguished scholar with a record of academic accomplishment appropriate to appointment as a tenured full professor in the School. Deep knowledge of at least one area of the School’s offerings, and evidence of interdisciplinary interests.

- **Commitment to SESP and Northwestern’s mission:** Ability to inspire and lead a faculty that is diverse on numerous dimensions toward a fulfillment of the School’s mission to improve human learning and development across the life course, in families, schools, and other organizations, and inform social policy. Strong support for actively engaging with practice and for promoting the holistic development of SESP students.

- **Commitment to excellence:** Deep understanding of the foundations for excellence and integrity in teaching, research, and policy formation, especially in the context of a school with the core commitments articulated above; and the ability to attract outstanding faculty and students and to support them in building and sustaining programs of the highest caliber amidst an ever-changing educational landscape. Ability to build bridges within Northwestern and with other universities as a means to enhancing SESP programs, offerings, research, and contributions to the field.
Northwestern University  Dean, School of Education and Social Policy

- **Breadth:** Respect for theoretical and methodological diversity in research and practice related to the breadth of intellectual work of SESP. Commitment to expanding relationships with stakeholders within SESP and across local, national, and international communities.

- **Leadership and vision:** Ability to communicate a shared vision for the School, to motivate others around that vision, and to link initiatives, budgets, and key decisions to that vision. Ability to convey ambitious plans for the School in ways that inspire a diverse community to solve problems, build consensus, and implement shared goals. Appreciation and enthusiasm for the extraordinary range of approaches represented in the School.

- **Principles and approach:** A deep understanding of and commitment to faculty governance coupled with a willingness to make and execute difficult decisions, when needed, and to be explicit about the principles underlying these choices. A commitment to eliciting timely feedback in situations where community input is required, listening with openness and critical reflection, and explaining rationales for key decisions and actions.

- **Record of positive impact on diversity and inclusion:** Demonstrated success in improving diversity on multiple dimensions. Proven history of making an impact on multicultural community-building with a commitment to enhancing numerical and qualitative diversity among students, faculty, and staff, and to fostering an inclusive environment for all members of the School community. Multicultural fluency and appreciation of difference, understanding of nuance, and the ability to think intentionally with an awareness of the various ways in which the School and University can be experienced differently by different people.

- **Management skills:** Successful experience in leading and managing an organization, including the ability to shape and implement a plan, lead large and cross-disciplinary projects, manage financial resources, effectively deploy staff, and collaborate effectively with others. Proven track record of being decisive and inclusive and an ability to get things done.

- **Communication skills:** Capacity to form strong and facilitative relationships and to convey complicated matters with balance and an openness to listening and to integrating the input of others. Ability to advocate for the School’s priorities while working effectively with other deans and University senior leaders.

- **Capacity to develop essential resources:** Ability to attract funds from private philanthropists, foundations, and corporations as well as eagerness to build relationships with, cultivate, and solicit donors, and to engage with the School’s alumni. Creativity in building revenue streams to support the School’s activities.
Personal qualities: Wide-ranging intellectual curiosity. A sense of urgency, engagement, and joy in one’s work. Honesty, integrity, and a strong internal moral compass. Ability to observe, listen, learn, and clarify needs while being accessible and engendering trust quickly among varied constituencies. Ability to express and generate excitement for SESP’s mission.

Northwestern University: An Overview

Northwestern University is a private institution founded in 1851 to serve the Northwest Territory, an area that now includes the states of Ohio, Indiana, Illinois, Michigan, Wisconsin, and parts of Minnesota. The University strives for a level of preeminence achieved by only a handful of universities in the world.

Northwestern encourages innovation and the integration of experience across many fields. This culture positions the University well to lead higher education in the 21st century. Northwestern also offers an unusually broad range of substantive academic opportunities for an institution of its size. The combination of close interschool cooperation and a distinctive academic calendar (the quarter system) enables students and faculty to tailor their education and research individually in innovative ways.

A charter member of the Big Ten and the conference’s only private institution, Northwestern sponsors 19 intercollegiate athletic teams.

The University’s 12 schools and colleges include:

- Weinberg College of Arts and Sciences (1851)
- Feinberg School of Medicine (1859)
- Northwestern Pritzker School of Law (1859)
- Bienen School of Music (1859)
- School of Communication (1878)
- Kellogg School of Management (1908)
- McCormick School of Engineering and Applied Science (1909)
- The Graduate School (1910)
- Medill School of Journalism, Media, Integrated Marketing Communications (1921)
- School of Education and Social Policy (1926)
- School of Professional Studies (1933)
- Northwestern University in Qatar (2007)
Northwestern University

Northwestern’s 240-acre campus in Evanston, located 12 miles north of downtown Chicago, houses the School of Education and Social Policy; Weinberg College of Arts and Sciences; School of Communication; McCormick School of Engineering and Applied Science; Medill School of Journalism, Media, Integrated Marketing Communications; Kellogg School of Management; and Bienen School of Music. The Pritzker School of Law, Feinberg School of Medicine, School of Professional Studies, and Kellogg School’s part-time M.B.A. program are located on a 25-acre campus in downtown Chicago. Northwestern’s location near a world-class city provides opportunities for extensive collaborations with area institutions. A wide range of cultural and entertainment opportunities — outstanding museums, performing arts, recreation, and sports — are available to enrich the lives not only of students, faculty, and staff at Northwestern, but also members of the greater Evanston and Chicago communities.

Northwestern University in Doha, Qatar, founded in 2007, offers programs in journalism and communication. NU-Q seeks to train journalists and media professionals who will help bring the story of the Middle East to the wider world. NU-Q also offers students the opportunity to complete a certificate in Middle East studies and a minor in media and politics.

University Leadership

President

Morton Schapiro began his term as the 16th president of Northwestern in 2009. He is a professor of economics in the Weinberg College of Arts and Sciences and also holds appointments in the School of Education and Social Policy and the Kellogg School of Management. President Schapiro is among the nation’s leading authorities on the economics of higher education, with particular expertise in the area of college financing and affordability. He has written more than 100 articles and five books. The National Science Foundation, the U.S. Department of Education, the World Bank, the Andrew W. Mellon Foundation, the Spencer Foundation, the College Board, the Organization for Economic Cooperation and Development, and other groups have recognized his work.
President Schapiro previously served as president of Williams College and dean of the College Letters, Arts, and Sciences at the University of Southern California. He received his bachelor’s degree in economics from Hofstra University and his doctorate from the University of Pennsylvania.

Provost

Daniel I. Linzer became provost of Northwestern in 2007, having served previously as associate dean and then dean of the Weinberg College of Arts and Sciences. Provost Linzer joined the faculty in 1984 as an assistant professor and is now professor of molecular biosciences. He has conducted pioneering research on the molecular basis of hormone action. Provost Linzer will step down from the provost position at the end of the 2016-17 academic year.

Provost Linzer received his bachelor of science degree in molecular biophysics and biochemistry from Yale University and a Ph.D. in biochemical sciences from Princeton University. He completed a National Institutes of Health postdoctoral fellowship at the Johns Hopkins University School of Medicine. Among the many awards he has received are the Searle Scholars Award, the American Cancer Society Faculty Research Award, and the Northwestern Alumni Association Excellence in Teaching Award.
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 by November 1, 2016. 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. This search will be conducted with the utmost respect for privacy; references will not be contacted without prior knowledge and approval of candidates. Materials should be sent electronically via e-mail to Northwestern’s consultants Robin Mamlet, Jean Dowdall, Robert Luke, and Alexis von Kunes Newton at email address NorthwesternSESP@wittkieffer.com. The consultants can be reached by telephone through the desk of Leslie Donahue at 630-575-6178.

*Northwestern University values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.*

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Northwestern University documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.
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