

USC Rossier

School of Education

Leadership Profile, 2019-20

Dean, USC Rossier School of Education



WittKieffer

This leadership profile is intended to provide information about the University of Southern California and the position of dean of the USC Rossier School of Education. It is designed to assist qualified individuals in assessing their interest.

Opportunity and Summary of Position

The University of Southern California (USC), one of the world's leading private research institutions, seeks a dean for its nationally recognized Rossier School of Education. Ranked #12 by *U.S. News and World Report* for best schools of education, the Rossier School has been at the forefront of innovation and commitment to its community, state, nation and world for over 100 years. The school's mission is to prepare leaders to achieve educational equity through practice, research and policy. Rossier works to improve learning opportunities and outcomes, especially in urban settings; address disparities affecting historically marginalized groups; teach students to value and respect the cultural context of the communities in which they live and work; and through innovative research, strive to solve important educational problems. The school's nearly 30,000 living alumni are a key part of the extended school community, putting into action the tenets of their Rossier School education.

The dean provides leadership to 75 full-time, tenure-track, research, teaching, professional and clinical faculty (RTPC) and 178 staff. The school enrolls more than 2,500 graduate students, with 1,400 students online and 1,100 on campus in its four doctoral degree programs, nine master's degree programs, 10 professional development programs, three undergraduate minor programs and 10 research centers. Faculty and students remain at the forefront of educational change through their research and programmatic contributions, instructional activities, involvement with the education profession and broad array of service activities.

The dean will join USC at a pivotal moment in its history, as the university welcomes a new president and provost. The new leader will build on the school's extraordinary legacy, enabling, supporting and advocating for faculty, students and staff in their scholarly pursuits and inspiring curricular, pedagogical and programmatic innovation, all of which are defining characteristics of the school's standard of excellence. Tasked with working collaboratively with school and university leaders, the dean will craft a collective and strategic vision for the future of the Rossier School that includes a commitment to research and interdisciplinary ventures; upholding and forging new partnerships that will further the school's impact in Los Angeles and beyond; and securing a strong financial future for the school.

For more information regarding inquiries, nominations and expressions of interest, please see the "Procedure for Candidacy" section near the end of this document.



Role of the Dean

The dean is the chief executive and academic officer for the school and has overall responsibility for defining the school's strategic priorities, developed in concert with the school's faculty; maintaining and supporting a faculty of national and international excellence and educational and research programs of the highest quality; attracting superb students; facilitating connections between theory, research and practice; forging academic links with other schools within the university and effective partnerships with educational bodies and other organizations in Los Angeles and beyond; maintaining productive relationships with alumni, trustees and councilors, donors and the local, national and global educational communities; and ensuring the short- and long-term economic health of the school. Serving as the school's primary external representative, the dean is responsible for articulating its contributions to the greater community and ensuring the economic health of the school through sound financial planning, revenue management and external fundraising. Deans work in a university-wide system of Responsibility Center Management (RCM), which offers a relatively high degree of autonomy and independence in the leadership of one's school, with responsibility for all of its fiscal, programmatic, research, teaching and service activities. The dean serves as the school's primary ambassador to external communities, including alumni, school superintendents and the greater community.

Reporting to the provost and as part of the senior leadership of the university, the dean works with the president, provost and other deans to advance the university's mission. The current administrative structure includes associate deans focused on academic programs, business operations, communication, enrollment, equity and inclusion, external relations, faculty affairs, professional development and research. The dean manages an annual budget of \$100 million and provides leadership to a school of 75 full-time, tenure-track, research, teaching, professional and clinical faculty (RTOC).

Opportunities and Expectations for Leadership

The new dean for the Rossier School will be asked to address the following critical leadership issues, among others:

Lead the recruitment and retention of an eminent faculty

As leader of the school's faculty, the dean is responsible for ongoing recruitment and retention of researchers, practitioners and education experts. To continue recruiting and retaining the best, the dean must further cultivate an environment that fosters cutting-edge scholarship and innovative practice, and also be able to communicate the school's mission and goals in a way that galvanizes the world's education leaders to aspire to be at USC.

Provide inspirational and collaborative leadership in a time of transition

This is a pivotal moment for both the university and for the Rossier School. As a new president and provost bring USC into its next era, the new dean will take over after the service of a long-serving and enormously effective dean. The incoming dean will be expected to provide skillful leadership to bring the many stakeholders together and infuse a renewed optimism in and commitment to the school's future. Building on this momentum, there is an opportunity for the new dean to provide inspirational leadership and work closely

with others to develop a cohesive vision for the future of the school. This requires a willingness to engage with stakeholders in a truly consultative manner; listen thoughtfully with a deep desire to understand various viewpoints; make careful, timely and well-communicated decisions; and put those decisions into action to establish and maintain a strong sense of progress and forward momentum. The dean must be willing to engage the campus in difficult conversations and lead the individuals involved and the community toward resolution through openness, transparency and mutual respect.

Develop and implement a strategic plan, in consultation with faculty and other stakeholders

Building on the successes the school has achieved, the dean will develop, articulate and advance a clear and unifying strategic vision. The dean will lead stakeholders across the school in affirming a common vision for the future, enabling faculty and staff to support a shared set of goals, enhancing student and alumni affinity and pride, advancing community across the school and its many stakeholders, and strengthening, celebrating and promoting the school's identity and impact. Rossier School's faculty, anticipating the arrival of the new dean, has already begun the groundwork for a new strategic plan.

Advance the school's core commitment to diversity, equity and inclusion

Rossier School has a notable commitment to diversity, equity and inclusion, as is reflected in the school's mission. Beyond that, all university deans are charged with improving practices to recruit, develop and retain outstanding faculty and staff who enhance both the diversity of the professoriate and the learning environment for all students. The dean is also tasked with further cultivating an environment in which pluralism is prized and all members of the school community work to address disparities that affect historically marginalized groups and promote equity.

Build strong relationships and grow and leverage financial resources

The dean will be expected to foster strong relationships with existing and potential supporters and guide the development of the school's financial resources to propel the work of the school's faculty and students to even higher



levels. To do so, the new dean must partner with faculty, staff and administrators, both within the school and across the university, to identify potential investments that will enable the school to achieve its ambitious goals, and to employ energy, leadership, creativity and vision in securing those resources. Finally, the dean is expected to be a wise steward of the school's resources, leveraging the school's finances for optimal impact.

Support the development of community relationships in Southern California and across the nation and world

Rossier School has been an integral part of the Los Angeles community since its founding as a department of pedagogy in 1896. In 1918, it became a school of education with its own



dean. The school's commitment to improving educational outcomes to underserved communities in Los Angeles has resulted in the creation of innovative and groundbreaking programs, research and partnerships. Continuing that innovation by identifying entrepreneurial opportunities, developing new partnerships and maintaining current ones will be a key to providing exceptional service to the community and opportunities for research and practice for students and faculty. The dean should solidify the school's position as

a leader in national and international conversations about the future of education and educational equity.

Qualifications and Experience

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

Academic accomplishment: Deep understanding and respect for the academic enterprise and an ability to judge academic quality; the highest aspirations and ambitions for the quality and reputation of the Rossier School; a substantial record of impactful scholarship, demonstrated excellence as a teacher and a strong reputation in the academic community, sufficient to merit appointment as a tenured professor.

Commitment to mission: Passionate advocate for the school and strong identification with its mission; commitment to the transforming power of education, particularly as applied to equity and social mobility.

Commitment to excellence and innovation: Deep understanding of and appreciation for excellence in teaching, research and scholarly endeavors; ability to attract outstanding faculty and students and to support them in building and sustaining programs of the highest caliber amidst a dynamic educational landscape; ability to foster a culture of excellence in research and instruction by supporting faculty growth at all stages of their careers; capacity to facilitate interdisciplinary work and to initiate and support creative strategies to enhance the mission and work of the school.

Strategic vision and leadership: Ability to imagine a future for the school in a manner that promotes excellence and enhances flexibility to adapt to changing conditions; ability to craft, convey and implement ambitious plans in ways that inspire a diverse community to solve problems, build consensus and implement shared goals.

Breadth: Familiarity with opportunities and challenges facing schools of education; natural and instinctive curiosity about widely diverse intellectual and creative endeavors; respect for theoretical and methodological diversity in research and practice.

Collaboration: A collaborative and relationship-based leadership style; a firm belief in shared governance and a high level of collegiality in working with faculty, staff and students; experience bringing people together to solve challenges and empowering others; an inclination to listen, learn and to be a visible presence at the school and on campus; eagerness to partner with other university deans to identify additional areas for collaborations.

Inclusion: Demonstrated commitment to improving diversity, equity and inclusion, particularly with respect to students, staff and faculty; a track record of individual action and institutional leadership to advance diversity in all its forms and foster an inclusive environment for all; ability to articulate the value of diversity with confidence, authority and nuance.

Management experience: A record of effective administrative leadership in higher education, or a context that requires related skills and abilities; demonstrated strength in financial management and management of executive teams.

Fundraising: Commitment to actively engaging in fundraising; eagerness to build relationships with, cultivate, and solicit donors, and to engage with the school's alumni; aptitude for conveying a compelling vision of the strengths and future of the Rossier School; creativity in building revenue streams to support the school's activities.

Communication: Capacity to form strong and facilitative relationships and to convey complicated matters with balance; an openness to listening and to integrating the input of others; strength in advocating for the school's priorities while working effectively with other deans and university leaders.

Personal qualities and leadership style: Personal integrity; energy and enthusiasm; collaborative and effective team-building; forward-looking and entrepreneurial; global perspective; compelling ambassador for the school.

The university will consider candidates from any discipline in education and related fields as well as across the arts and sciences, including those currently working outside of academe in professional practice, government, industry or the non-profit sector.



University of Southern California: An Overview

"With so much to celebrate at this university, I look forward to building on its contributions to the public good while strengthening our culture and our bonds of trust driving positive change." – President Carol Folt

The University of Southern California is a leading private research university located in Los Angeles — a global center for arts, technology and international business. It is home to 22 exceptional academic schools and units. USC's Health Sciences campus houses renowned specialized care and research in cancer, stem cell and regenerative medicine, orthopedics and sports medicine. The university is the largest private sector employer in the city of Los Angeles, responsible for \$8 billion annually in economic activity in the region. The university serves approximately 47,500 students, 20,000 of which are undergraduate students and 27,500 are graduate and professional students. USC has an endowment of \$5.1 billion and a university budget of \$4.9 billion.



The university's distinguished full-time faculty of 4,000 innovative scholars, researchers, teachers and mentors includes five Nobel laureates and dozens of recipients of prestigious national honors including the MacArthur "Genius" Award, Guggenheim Award, the National Medal of the Arts, the National Humanities Medal, the National Medal of Science, the National Medal of Technology and Innovation and Pulitzer Prize. In a comprehensive 2018 ranking, *The Wall Street Journal* and *Times Higher Education* ranked USC 17th among more than 1,000 public and private universities. Among all California institutions — public and private — only USC, Caltech and Stanford University ranked within the top 20. Of the 150 universities surveyed in the western U.S., USC ranks No. 3 among the top 25 schools. USC ranked No. 2 in engagement and No. 4 in environment, a measure of diversity and inclusion.

The Role and Mission of the University of Southern California

The central mission of the University of Southern California is the development of human beings and society as a whole through the cultivation and enrichment of the human mind and spirit. The principal means by which our mission is accomplished are teaching, research, artistic creation, professional practice and selected forms of public service.

Our first priority as faculty and staff is the education of our students, from freshmen to postdoctorals, through a broad array of academic, professional, extracurricular and athletic programs of the first rank. The integration of liberal and professional learning is one of USC's special strengths. We strive constantly for excellence in teaching knowledge and skills to our students, while at the same time helping them to acquire wisdom and insight, love of truth and beauty, moral discernment, understanding of self and respect and appreciation for others.

Research of the highest quality by our faculty and students is fundamental to our mission. USC is one of a very small number of premier academic institutions in which research and teaching are inextricably intertwined, and on which the nation depends for a steady stream of new knowledge, art and technology. Our faculty are not simply teachers of the works of others, but active contributors to what is taught, thought and practiced throughout the world.

USC is pluralistic, welcoming outstanding men and women of every race, creed and background. We are a global institution in a global center, attracting more international students over the years than any other American university. And we are private, unfettered by political control, strongly committed to academic freedom and proud of our entrepreneurial heritage.

An extraordinary closeness and willingness to help one another are evident among USC students, alumni, faculty and staff; indeed, for those within its compass the Trojan Family is a genuinely supportive community. Alumni, trustees, volunteers and friends of USC are essential to this family tradition, providing generous financial support, participating in university governance and assisting students at every turn.

In our surrounding neighborhoods and around the globe, USC provides public leadership and public service in such diverse fields as health care, economic development, social welfare, scientific research, public policy and the arts. We also serve the public interest by being the largest private employer in the city of Los Angeles, as well as the city's largest export industry in the private sector.

USC has played a major role in the development of Southern California for more than a century, and plays an increasingly important role in the development of the nation and the world. We expect to continue to play these roles for many centuries to come. Thus our planning, commitments and fiscal policies are directed toward building quality and excellence in the long term.

Adopted by the USC Board of Trustees, February 1993

For more information on USC, please visit: www.usc.edu.

USC Rossier School of Education

The Rossier School is celebrating its centennial this fall; the school has a proud history of growth and innovation. Rossier School has established a unique reputation as an influential leader in both policy and practice. Its standing among its peers is testament to the school's nationally recognized faculty and its commitment to preparing students to face contemporary challenges in the field.



Over the years, Rossier School has continually adapted to the changing landscape of education, establishing interdisciplinary research centers, offering pioneering programs such as the online Master of Arts in Teaching degree in 2009 – the first of its kind at a major research university – and groundbreaking projects including the immensely successful Hybrid High School and Ednovate. Since its historic naming gift from Barbara J. and Roger W. Rossier in 1998, the Rossier School has further distinguished itself locally, nationally and globally, and has

dedicated itself to expanding access and opportunity to underserved and underrepresented students, particularly in urban settings.

The Rossier School is committed to not only serving local education leaders, but global leaders in education as well. With the establishment of the Global Executive Ed.D. program, Rossier's presence and impact has expanded.

Programs

The Rossier School offers a wide range of academic programs designed for aspiring teachers, experienced educators and organizational leaders at various stages in their careers. The following degree programs along with three undergraduate minors are offered:

- [Doctoral Degree in Philosophy in Urban Education](#) (Ph.D.)
- [Doctoral Degree in Education in Educational Leadership](#) (E.D.L.)
- [Doctoral Degree in of Education in Organizational Change and Leadership](#) (O.C.L.)
- [Doctoral Degree in Global Executive Doctor of Education](#) (Global Ed.D.)
- [Master of Arts in Teaching](#) (M.A.T.) (delivered on campus and online)
- [Master of Arts in Teaching – Teaching English to Speaker of Other Languages](#) (M.A.T.-T.E.S.O.L.) (delivered on campus and online)
- [World Masters in Language Teaching](#) (W.M.L.T.)
- [Master of Education in Enrollment Management and Policy](#) (E.M.P.) (delivered online)
- [Master of Education in Educational Counseling](#) (E.C.)
- [Master of Education in Learning Design and Technology](#) (L.D.T.)
- [Master of Education in Postsecondary Administration and Student Affairs](#) (P.A.S.A.)
- [Master of Education in School Counseling](#) (S.C.) (delivered online)
- [Master of Marriage and Family Therapy](#) (M.F.T.)

The school offers the following concentrations for its Doctor of Philosophy in Urban Education: K-12 Education Policy, Higher Education, Teacher Education and Education Psychology. The Doctor of Education in Educational Leadership program offers the following concentrations: Educational Psychology, Higher Education Administration, K-12 Leaders in Urban School Settings and Leading Instructional Change.

Rossier School Research Centers

- [Pullias Center for Higher Education](#)
- [Center for Urban Education](#) (CUE)
- [Center for Enrollment Research, Policy and Practice](#) (CERPP)
- [Center for Human-Applied Reasoning and the Internet of Things](#) (CHARIOT)
- [Center for Education, Identity and Social Justice](#) (CEISJ)
- [The USC Race and Equity Center](#)
- [Center for Empowered Learning and Development with Technology](#) (CELDTECH)
- Center for Engineering in Education (CEE)
- [Center on Education Policy, Equity and Governance](#) (CEPEG)
- [USC Center for Engagement-Driven Global Education](#) (USC EDGE)

Rossier School Field Programs

- [Ednovate, Inc.](#)
- [Increasing Access via Mentoring](#) (I AM)
- [Math for America](#) Los Angeles
- [SummerTIME](#)
- [USC College Advising Corps](#)

Students

The Rossier School enrolls a student body of more than 2,500 students (approximately 1,100 on campus students and 1,400 online students). Forty-five (45) percent of Rossier School students are first generation college goers; 61 percent are students of color; and seven percent are international students.

Diversity

Diversity is a core tenet of the Rossier School. In September 2016, a task force comprised of the school's faculty, staff and students was organized to create a plan that would improve equity, diversity, opportunity and access within the school. The task force began its work by defining diversity as well as advancing an agreed-upon understanding of school identity and of what is meant by "urban education." The task force then outlined concrete steps for both the short- and longer term.

The full report of the task force may be viewed here:

https://rossier.usc.edu/files/2013/03/FINAL_REPORT_DIVERSITY_TASK_FORCE_MAY-2017.pdf

Board of Councilors

The Rossier School Board of Councilors provides strategic advice, support and assistance to ensure the school is a role model for education research and training for the 21st century. Board members help implement strategies to secure major gifts for the school's priorities and act as advocates for the school's mission to prepare leaders to achieve educational equity through practice, research and policy.

For more information on the Board of Councilors, see:

<https://rossier.usc.edu/about/administration-organizational-structure/boc/>

Dean's Superintendents Advisory Group

The creation of the Dean's Superintendents Advisory Group (DSAG) in 1980 reflected the very significant role Rossier School has played in shaping the pipeline of school superintendents. Today, DSAG provides an opportunity for its approximately 200 members to consult with the dean, network with other superintendents in California and recruit aspiring superintendents to the Trojan family.

For more information on the Dean's Superintendents Advisory Group, see:

<https://rossier.usc.edu/about/dsag/>



Impact

- USC Rossier is ranked #1 in the nation (for second consecutive year) in highest research funding per faculty among top schools of education by *USNWR*
- Within the American Educational Research Association (AERA), four of the past five Early Career Awards have gone to USC Rossier faculty. There are nine active AERA Fellows, one past AERA president and the AERA president-elect on the USC Rossier faculty.
- USC Rossier has three past presidents of the Association for the Study of Higher Education (ASHE) on faculty.
- USC Rossier has one past president of the Association for Education Finance and Policy (AEFP) on faculty.
- Other leadership roles USC Rossier faculty have held or currently hold includes Council for the Accreditation of Educator Preparation (CAEP), the American Psychological Association (APA) and the Aspen Institute's National Commission on Social, Emotional and Academic Development.
- USC Rossier's higher education faculty have published more books than any other department of higher education.
- In 2009, USC Rossier launched the first online Master of Arts in Teaching (MAT) program at a major research university and has since graduated more than 4,000 teachers from around the world. Seventy-eight percent of these graduates are working in high-needs schools.

- USC Rossier pioneered the practitioner-focused education doctorate (EDL) more than a decade ago, which is now a national model.
- More than 80 USC Rossier alumni are sitting superintendents in California.
- Over the last century, 11 USC Rossier alumni have served as superintendents of the Los Angeles Unified School District, the nation's second largest school district.
- USC Rossier founded five high schools serving over 2,500 high-needs students in Los Angeles and Santa Ana.
- The "Rossier Commitment" provides all graduates with ongoing resources as they start and build their careers; it is the only program of its kind.
- USC Rossier launched the first Ed tech incubator at a school of education aimed at mentoring start-up ed tech companies through an equity lens focusing on start-ups founded by women and people of color. Initial cohort of 16 raised over \$13.5M and impacted over 500k students

For more information on the Rossier School of Education, please visit:

<https://rossier.usc.edu/>

Procedure for Candidacy

This search is being conducted with the highest attention paid to confidentiality. Review of applications has begun and will continue until the position is filled. For fullest consideration, applicant materials should be received by December 10, 2019. Candidates should provide, as two separate documents, a *curriculum vitae* and a letter of application that addresses the responsibilities and requirements described in this leadership profile. These materials should be sent electronically via e-mail to the University of Southern California's consultants Robin Mamlet and Alejandra Gillette-Teran at USCRossierDean@wittkiewer.com. The consultants can be reached by telephone through the desk of Leslie Donahue at 630-575-6178.

The University of Southern California 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 University of Southern California 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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