SYRACUSE UNIVERSITY
DEAN OF THE MAXWELL SCHOOL OF CITIZENSHIP AND PUBLIC AFFAIRS

ABOUT THE SEARCH
The Maxwell School of Citizenship and Public Affairs is Syracuse University’s home for innovative, interdisciplinary teaching and research in the social sciences, public policy, public administration, and international relations. Through the integration of foundational academic and applied research and excellent teaching about domestic, transnational, and global institutions and citizenship, the Maxwell School makes outstanding contributions to knowledge, education, policy, and social change.

The Syracuse University and Maxwell School communities seek a Dean who will harness the vast potential of the singular institution that is the Maxwell School and will provide innovative leadership that leverages its strengths in pursuit of its and the University’s strategic goals. Approaching its ninety-second year, the Maxwell School is uniquely poised to enhance its current programs while expanding its international scope and impact by embracing the pressing and emergent questions and problems posed by rapid globalization and urbanization.

SYRACUSE UNIVERSITY
Founded in 1870, Syracuse University is a private international research university dedicated to advancing knowledge and promoting student success through teaching excellence, rigorous scholarship, and interdisciplinary research. Syracuse has a full-time faculty of about 1,100, who teach in 11 academic schools and colleges encompassing both the liberal arts and professional studies. Students enjoy the resources of a beautiful 270-acre main campus and immersion learning sites across the nation and around the world. It has a full-time undergraduate and graduate student enrollment of about 20,000, and students typically represent all 50 states and more than 100 countries. Syracuse University combines an unrelenting commitment to academic excellence and scholarship with a vision of the University as a public good, an anchor institution positioned for an integral role in today’s knowledge-based global society.

The city of Syracuse offers a rich array of arts and cultural amenities, including museums, an opera company, a nationally recognized equity theater, professional orchestra, and a historic shopping district lined with boutiques, restaurants, coffee houses, and artisan shops.

THE MAXWELL SCHOOL
The Maxwell School is home to seven social science departments as well as undergraduate and graduate programs in public affairs and international relations. Maxwell has approximately 2,800 social science majors and graduate students.

Programs
Although the Maxwell School was founded primarily as a graduate school, it has from the outset assumed substantial undergraduate teaching responsibilities: the School was originally charged with teaching “citizenship” to undergraduates and now provides the social science components of the undergraduate liberal arts curriculum for the College of Arts and Sciences at Syracuse University. The Maxwell School
provides its students professional activities in the context of academic disciplines: Public Administration and International Affairs is one among eight Ph.D.-granting departments spanning the range of the social sciences (Anthropology, Economics, Geography, History, Political Science, interdisciplinary Social Science, and Sociology).

Maxwell’s strength derives in large part from the unmatched variety of educational missions that co-exist within the School. Maxwell offers MA and PhD programs in the social sciences, plus an innovative Social Science PhD program for students with unique, cross-disciplinary interests. Professional programs in public administration and international relations are offered at the graduate level. Maxwell departments also grant BA degrees in anthropology, economics, geography, history, international relations, political science, and sociology, and in the policy- and skills-oriented public affairs program.

Further, the Maxwell School’s executive education programs have forged strong links with a wide array of national and international institutions. In the United States, the Maxwell School has for twenty years run the “National Security Studies” program, an elite training program for senior civilian and military leaders who are responsible for the national security interests of their respective organizations. Additionally, Maxwell has worked internationally to strengthen professional education and training in public affairs in partnership with leading universities and government ministries in China, Korea, India, Russia, Lebanon, and many other countries.

In addition to its degree-granting programs, the Maxwell School contains two institutes, the Alan K. Campbell Public Affairs Institute and the Daniel Patrick Moynihan Institute of Global Affairs, which serve as vehicles for the integration of School-wide activities in the areas of governance and citizenship in domestic and international affairs, respectively. The Maxwell School includes seven internationally-known multi-disciplinary research and graduate training institutes: the Center for Policy Research; the Aging Studies Institute; the Lerner Center for Health Promotion; the Center for Environmental Policy and Administration; the Program for the Advancement of Research on Conflict and Collaboration; the Institute for National Security and Counterterrorism; and the Institute for the Study of the Judiciary, Politics, and the Media, the last two of which are shared initiatives with other schools on campus.

**Faculty and Students**

Maxwell’s 155 full-time tenured and tenure-track faculty members each year instruct more than 5,000 Syracuse University undergraduates (among them 2,000 students majoring in social science programs and enrolled through The College of Arts and Sciences), teach upwards of 800 matriculated graduate students, and direct a rich array of programs for mid-career executives, ranging from intensive short-term workshops to full master’s degrees.

The Public Administration and International Affairs programs account for the largest share of graduate students, enrolling a highly selective class of 120 new Master of Public Administration (MPA) students each year. Approximately 265 students are in residence at any one time among Public Administration and International Relation’s four degree programs (MPA, Mid-career EMPA, MAIR, and Ph.D.). The social science disciplines typically have smaller graduate enrollments, averaging around 50 students, most pursuing a Ph.D. Graduate enrollment is rounded out by more than 50 students pursuing a master’s or Ph.D. degree in the School’s interdisciplinary Social Science program.
Alumni

The School benefits from a loyal alumni network. This includes 11,000 graduate degree and 17,000 undergraduate degree recipients, encompassing scholars and practitioners of many different backgrounds and professions.

Facilities

Virtually all the programs and faculty of the Maxwell School are housed in Eggers Hall and Maxwell Hall—a pair of connected structures located near the northwest corner of Syracuse University’s main campus. Eggers Hall opened in 1993 and named for former economics professor (and Syracuse chancellor) Melvin A. Eggers; and Maxwell Hall, opened in 1937 and substantially renovated in 1994. This all-under-one-roof attribute helps nurture the School’s remarkable interdisciplinary culture and sense of community. Maxwell and Eggers are linked by a three-tiered atrium—one of many open, public spaces in the complex designed to encourage discussion and debate.

THE MAXWELL SCHOOL’S NEXT DEAN

Reporting directly to Syracuse’s Vice Chancellor and Provost and serving as a key member of the University’s leadership team, the Dean establishes and guides the strategic direction and programs of the Maxwell School. The Dean is the Maxwell School’s chief academic and administrative officer. As such, s/he serves as the School’s principal spokesperson, representing Maxwell to constituencies within the University, alumni, prospective and current students, the academic community, and other schools of public affairs. The Dean is also the School’s chief fiscal officer. Within the larger University, Maxwell’s Dean collaborates closely with the Arts and Sciences Dean, both reporting to the Provost/Vice Chancellor for Academic Affairs. A distinguished group of public and private-sector leaders makes up Maxwell’s Advisory Board, which constitutes a valued source of consultation and energetic support for the Dean.

Notable Opportunities

Several distinctive opportunities will face the incoming Dean; his/her leadership to respond and capitalize on these challenges will do much to define the future path and successes of the School:

• **Capitalizing on the opportunities created by the integration of the International Relations and Public Administration professional degree programs.** The next Dean will facilitate efforts to sustain the high quality and visibility of the Public Administration and International Affairs program, which will require maintaining the School’s leadership role in the National Association of Schools of Public Affairs and Administration (NASPAA), Association of Professional Schools of International Affairs (APSIA), and other national and international forums promoting research, education, and service in public and international affairs.

• **Enhancing research and teaching in strategic ways that build on the disciplinary and interdisciplinary interests of the School.** Considerable additional resources for support of distinguished faculty, including more endowed chairs, and for student financial aid is required. Promoting the School’s institutes and centers as vehicles for sponsored research, faculty development, and graduate education will also be key elements in meeting this challenge.
• **Enhancing the national, and international visibility of the School** through a systematic, sustained effort to promote awareness of outstanding faculty scholarship and teaching, as well as, influence on public affairs in a global governance environment. The School’s recent partnership with the Center for Strategic and International Studies brings the potential of many collaborative benefits. An integrated vision for Maxwell’s campus-based programs along with its Washington DC, New York City, and international partnerships is critical to success.

• **Continuing to work with the Arts & Sciences Dean on governance, institutional structures, and processes,** ensuring a high-quality undergraduate program in the social sciences and enhancing interdisciplinary collaboration. Maxwell’s next Dean will lead the School’s initiatives affecting the liberal arts curriculum in close coordination and a spirit of collaborative partnership with the Dean of Arts and Sciences.

• **Fundraising to support the School’s academic agenda** is required. The overriding need is for a significant increase in the size of the School’s endowment, to be pursued both independently and in the context of the University’s annual advancement objectives and forthcoming capital campaign.

• **Enhancing the diversity of the faculty, staff, and students** as integral to continuing efforts to recruit and retain new talent. Improvement has been achieved in recent years toward diversity goals, but further, more intensive action is necessary. The next Dean will be charged with enhancing diversity across the School’s programs and departments, and working with departmental leaders, faculty, and staff to further diversify the student body.

• **Addressing physical space constraints.** The School has expanded over the last decade, and is already straining the limits of its dedicated complex. Attractive opportunities—particularly in the areas of sponsored research and executive education—are at risk simply because of lack of space.

**Experiential Criteria**

Maxwell’s next Dean will possess the depth of experience and breadth of vision commensurate with the record of achievement and aspirations of a world-renowned institution.

Successful deans may come from a variety of backgrounds, although it is expected that top candidates will reflect the outstanding academic credentials of the faculty they wish to lead and possess a record of scholarship sufficient to be named a full professor at the Maxwell School.

Critically, candidates must have demonstrated the capacity and enthusiasm to engage with faculty and support their professional endeavors. The dean is the chief administrative officer of the college and, thus, should possess experience managing in a complex organizational environment (e.g., at or above the departmental level), including a record of successfully addressing recruiting, retention, budgetary and personnel challenges. Ideally, candidates will also have demonstrated proficiency in serving as the external representative and advocate for an institution or cause and have a record of successful fundraising.
Critical Competencies

Executive leadership: in a complex, multifaceted institution with multiple responsibilities and a myriad of constituencies, build on the sustained record of success at Maxwell by:

- Embracing the different (and unique) existential elements of the School (e.g., undergraduate and graduate education, the professional mission) for overall institutional advancement;
- Determining, in consultation with faculty, the Provost, and other stakeholders, a vision for how the School can best support, encourage, and innovate in curricular, research, and co-curricular activities;
- Demonstrating personal scholarship and appreciation for top-level academic goals and achievement;
- Articulating priorities and values, ensuring these are shared, embraced, and understood by Maxwell’s faculty and other stakeholders; and
- Engaging with faculty, staff, and students through enthusiastic and authentic personal interaction.

External representative: as the most visible representative of the School and its constituencies, develop, maintain, and enhance mutually-supportive and beneficial relationships with current and potential supporters by:

- Serving as an energetic champion of the School, embracing opportunities for national and international relationship-building;
- Invigorating alumni involvement with the School;
- Engaging effectively with the School’s Advisory Board; and
- Catalyzing interdisciplinary and cross-institutional collaborations with the potential for external funding.

University citizen: as dean of the Maxwell School, engage as a wider campus leader by:

- Collaborating closely with the Deans of other schools and colleges within the University, especially the College of Arts and Sciences, for interdisciplinary and cross-institutional collaborations;
- Serving as a leader for ongoing and ad hoc University initiatives; and
- Embracing Syracuse University’s commitment to an inclusive and welcoming campus.

The College is being assisted in this process by Spencer Stuart. To comment on the search, nominate an individual, or express personal interest in the position, please write to the search’s confidential email address: MaxwellDean@SpencerStuart.com

Syracuse University is committed to equity and inclusion, and it is expected that the successful candidate will further this commitment. The University is an affirmative action/equal opportunity employer.

Women, military veterans, individuals with disabilities, and members of other traditionally underrepresented groups are encouraged to apply. Syracuse University is an equal opportunity employer, as well as a federal contractor required to take affirmative action on behalf of protected veterans.