Leadership Profile
Dean, College of Education

This Leadership Profile is intended to provide information about the University of Massachusetts and the position of Dean of the College of Education. It is designed to assist qualified individuals in assessing their interest in this position.
The Opportunity

The University of Massachusetts Amherst (UMass Amherst) seeks nominations for and expressions of interest in the position of Dean of its College of Education. The dean will be an inspirational and skillful academic leader who can engage university stakeholders to support and advance the mission of the college.

Context

A major public research university with exceptional undergraduate and graduate programs, UMass Amherst is a vital research enterprise, with a deep commitment to public service and to the Commonwealth. Located in the historic Pioneer Valley in the western part of the state and established in 1863 under the Morrill Land Grant Act, UMass Amherst is the flagship campus of the Commonwealth’s public university system. Offering a full range of degrees, its 1,450 acres serve more than 22,000 undergraduate students and 6,000 graduate students in a rich cultural setting. The campus is a member of the Five Colleges Inc., a consortium that also includes Amherst, Hampshire, Mt. Holyoke, and Smith Colleges. More information on UMass Amherst can be found at: www.umass.edu.

As a research-oriented, Land-Grant institution, the College of Education recognizes its responsibility to offer two types of graduate academic programs: those that prepare educational scholars to further educational theory, policy, and research; and those that prepare educational practitioners for roles in public education. The College of Education is an NCATE-approved comprehensive professional school providing specialized preparation in diverse areas of education. The College offers a bachelor’s degree in education with a specialization in early childhood education and other approved licensure programs at the undergraduate and graduate levels. Graduate programs lead to the Master of Education (M.Ed.), Doctor of Philosophy (Ph.D.), Doctor of Education (Ed. D.), and Education Specialist (Ed.S.) degrees. In the fall of 2015, the total enrollment was 728 students in the College, including 126 undergraduates (major and exploratory track), 278 master’s students and 324 candidates in doctoral programs.
The College of Education offers seven degree programs and certificates, three undergraduate programs, a minor, and three graduate programs across three departments: Educational Policy, Research and Administration; Student Development, and Teacher Education and Curriculum Studies. The College of Education moved up to 42nd in the nation in the 2017 *U.S. News and World Report’s* Best Graduate School rankings. Consistently named in the Top 50 graduate schools in education, the College ranked 50th in 2016. “The rise in rank this year is a recognition of the College’s outstanding programs and the commitment to excellence of our faculty, staff, and students.” said Robert S. Feldman, Interim Dean of the College of Education.

A major building renovation was completed in the winter of 2016, heralding a new beginning for the College as it becomes “one college, one building, one learning community.” The renovations added 48,700 square feet to Furcolo Hall, which allowed all three College departments to finally be housed in one building. The Department of Student Development (SD) and the Department of Educational Policy, Research and Administration (EPRA) moved into newly renovated spaces to join the Department of Teacher Education and Curriculum Studies (TECS), as well as administrative offices. Additionally, in June 2016, the renovation of the historic Montague House was completed and now houses the Center for International Education. The state of the art facilities set the stage for an exciting new era of education, scholarship, and service. Furthermore, students, staff and faculty also have access to the many other outstanding facilities throughout the campus.

More information about the college can be found at [http://www.umass.edu/education/](http://www.umass.edu/education/).

**Goal**

The College of Education seeks an energetic, inspiring, innovative leader who can bring together the College’s talented faculty, students and staff around a vision for its future within a leading global, public research university.

To submit an application or to make a nomination or recommendation, please see the section entitled “Procedure for Candidacy” near the end of this document.
The Role of the Dean

As the chief academic officer of the college, the dean reports to the provost and is a member of the provost’s senior team along with the deans of UMass Amherst’s nine other colleges; the Directors of the Libraries and of the Fine Arts Center; the Vice Provosts for Undergraduate and Continuing Education, for Academic Personnel and Dean of the Faculty, and for International Programs; and the Associate Provosts for Academic and Resource Planning and for Enrollment Management. Working in close collaboration with this campus administrative team, the dean provides intellectual and administrative leadership for the College of Education’s academic programs and student success, research and scholarship, college outreach to P-12 education and other partners, and fund raising.

The nearly 70 faculty include 16 Assistant Professors, 25 Associate Professors, 16 Full Professors, and 9 Lecturers. The College also has 29 professional and classified staff members and an operating budget of $9.2 million.

Reporting to the Dean are:

- Chair, Department of Educational Policy, Research and Administration
- Chair, Department of Student Development
- Chair, Department of Teacher Education and Curriculum Studies
- Endowed Chair, Dwight W. Allen Distinguished Professor of Education Policy and Reform
- Associate Deans of Academic Affairs and Research and Engagement as well as the Senior Associate Dean (all currently on an interim basis)
- Directors of six interdisciplinary research centers:
  - Center for Educational Assessment
  - Center for Education Policy
  - Center for International Education
  - The Ronald H. Fredrickson Center for School Counseling Outcome Research & Evaluation (CSCORE)
  - Center for Student Success Research
  - Center for Youth Engagement
Opportunities and Expectations for Leadership

Under the leadership of Chancellor Kumble Subbaswamy and Senior Vice Chancellor and Provost Katherine Newman, the University of Massachusetts Amherst launched a strategic planning process beginning in 2013, called *Innovation and Impact: Renewing the Promise of the Public Research University*, to accomplish two overarching objectives:

- Establish UMass Amherst as a destination of choice for the next generation of the Commonwealth’s high school graduates.
- Establish UMass Amherst as an investment of choice in the Commonwealth’s and nation’s future.

Considerable, campus-wide, inclusive activity has taken place to begin addressing the priorities surfaced by the process. The university is now moving to align its budgeting and resource allocation process with the plan and has empowered the colleges and units to develop their own, individualized plans and processes to support the overarching effort. Through this activity, UMass seeks to position the entire university to excel in an era of remarkable change in public higher education.

The College of Education is well positioned to play a critical role in this effort. With numerous assets to leverage and build upon, the College is poised for renewed impact within its field; not only contributing to knowledge, health, and welfare in the Commonwealth of Massachusetts, but also in the world. Its international education and research center and programs have enriched the university and the college with global perspectives and curriculum, international collaborations, and transnational faculty and student exchanges.

The next dean of the College of Education will engage with the leadership team, faculty, students, staff, campus and broader external communities to address the following responsibilities:

**Develop an energetic vision for the College of Education**

The College of Education enjoys a national reputation for providing first-rate programs and outstanding research with particular strengths in international education, special education, and psychometric measurement.

Given the university’s new strategic thrust and energy, The College can play a significant leadership role in fulfilling the university’s objectives. The arrival of a new dean provides a perfect opportunity to engage the entire college community in building on the College’s strengths, with a renewed mission and clear vision to drive strategy, action, and to exemplify the College’s leadership potential. The University seeks a dean who will work collaboratively across the College to build and communicate a compelling, unifying identity for The College of
Education within the university and in the communities at large, regionally, nationally and internationally.

As testament to its reputation and success, the College, accredited since 1963, recently announced continued accreditation for the maximum term of seven years, from 2015 to 2022 assessed by the National Council for the Accreditation of Teacher Education (NCATE). Also, the College has continued to be highly productive in generating sponsored research. In 2015, the College submitted 38 research proposals and was awarded 18 grants and contracts. These and other accomplishments indicate not only what the College has done, but also its potential for leadership on campus and beyond.

**Promote and invest in academic excellence**

In line with the College and University’s strategic priorities, the new dean will join a community ready to move forward toward new levels of excellence in all three key domains of faculty work: teaching, scholarship, and service. While this effort will engage the dean’s full intellectual capacity, it will also require excellent managerial and collaborative skills in order to align resources to support the work of the faculty and to provide the facilities and environment required for faculty success.

At the University of Massachusetts Amherst and the College of Education, high value is placed on interdisciplinary work and collaborations. A number of faculty members are active in collaborations across disciplinary and college lines. The new dean will lead the effort to create attractive opportunities for interdisciplinary teaching and research. The dean will achieve success by collaborating with the other deans and supporting the effort to attract resources from external sources for the faculty.

The dean will continue to support the recruitment and retention of world-class faculty at all levels, and find the appropriate balance between tenure-track and long-term contract faculty. Long-term contract faculty at UMass are essential, highly valued contributors to the university’s teaching mission. The dean will have the opportunity to recruit a number of new faculty to fill recently opened lines due to retirements.

**Advance diversity, inclusion and community**

The University of Massachusetts Amherst community has a history of engagement on the many issues and challenges defined by the concept of diversity. Over at least a generation, the campus community has advocated for an environment that welcomes intellectual diversity and is welcoming to students, faculty, and staff without regard to their race, class, ethnicity, gender, political perspective, nationality, sexual orientation, disability, religion, or other non-academic characteristics. UMass Amherst has a long history of student social activism and an engaged student body with over 300 student-led organizations dedicated to political action, community service, cultural heritage, scholarship, sports, faith, and friendship.
The College of Education is committed to social justice and has a significant role to play in advancing diversity, inclusion, and social justice, within the College, the university, the Commonwealth and nation. The next dean will be expected to engage students in governance and decisions that affect their lives, support an atmosphere where respectful debate and argument is embraced and civility is the norm, continue to build and integrate learning opportunities, and to contribute to the college’s active participation in the larger context of the political and social environment.

Keeping in mind the College’s mission to support students to further educational theory, policy, and research, the Dean will facilitate programming that prepares educational practitioners for roles in public education, while implementing social justice as a practice.

**Maximize the impact of resources and external engagement**

The College, with a general operating budget of approximately $9.2 million, is on solid financial footing with a diverse portfolio including growing revenues through research, undergraduate, and Continuing & Professional education funds. Strategic investment funding for the College will be able to be leveraged for a cadre of new hires and for investing in targeted initiatives.

The university’s new budget model will shift responsibility to the colleges for alignment and allocation of resources with strategic planning priorities. Though the details are being finalized, the model will include performance metrics such as enrollment and educational outcomes. For the College to successfully adapt to this new model, the dean must both empower faculty and staff to become leaders and effective decision makers, and also to help them to understand and meet the expectations that accompany decentralized decision making.

The new dean will also take the lead in attracting new external resources to the College. The dean will be expected to engage in fundraising with friends, alumni, corporations and foundations to meet strategic objectives. The College will have support from university advancement and dedicated staff who will work to support the dean’s initiatives and efforts.

**Forge and strengthen partnerships**

UMass Amherst sits in the heart of a beautiful college town in the Pioneer Valley of Massachusetts, the largest collegiate residential community in New England and one of the largest residential collegiate communities in the country. At the same time, UMass Amherst is inside a short radius that includes two of Massachusetts “gateway” cities, Springfield and Holyoke, where high poverty rates have created challenges in the P-12 schools. The state’s flagship
College of Education has the opportunity to strengthen its role in these communities as a critical resource and catalyst in the state’s economic development strategy for these cities. The dean will be expected to lead efforts to forge and strengthen the College’s strategic relationships and outreach mission.

The dean will be expected to create or nurture partnerships with appropriate educational and academic institutions including members of the Five College Consortium and other University of Massachusetts campuses where strategic opportunities exist to build inter-institutional programs. Strengthening existing partnerships and building new ones with state and federal education policymakers will also be a priority. Finally, building on existing international partnerships will continue the college’s strong global profile.

**Lead and manage the enterprise**

The College has recently launched a series of efforts to strengthen communication, shared governance, policies and processes, and infrastructure and systems. A College Advisory Council made up of a cross section of staff, students and faculty was formed to provide guidance and advice to administration from different segments, to get issues addressed, to increase communication across the College, and to facilitate execution. The Council will be an invaluable resource to the new dean as some of the following issues are addressed:

- Organizational analysis and enhancement of staff roles and departmental structures
- Analysis and implementation of a funding model that achieves sustainable balance among undergraduate, master’s, and doctoral enrollments and revenues
- Teaching and advising responsibilities
- Documentation of policies and processes
- Staff development

The next dean will join the faculty and staff in generating a can-do, positive professional environment that celebrates success and values contributions. He or she is expected to model and implement an effective, inclusive communication and decision making culture grounded in shared values of civility, respect, trust, and tolerance. The primary goal of the College community is to support students in achieving their educational visions.
Professional Qualities and Characteristics

The dean will be a nationally recognized individual whose active and distinguished professional record includes a relevant and compelling combination of teaching, research and administrative leadership. Qualified candidates will have an earned doctorate, and outstanding scholarly credentials or a record of exceptional achievement consistent with an appointment at the rank of full professor. The College requires a dean who will bring stability and commitment to the job, who recognizes that success requires supporting and encouraging the leadership of others, and who has the flexibility and stamina to weather both planned and unexpected challenges. The new dean will bring a clear vision for the future that community members support for the College.

In addition, strong candidates will have many of the following qualifications and personal characteristics:

**Vision and leadership:** ability to lead the College with vision, creativity and compassion; a strong sense of new possibilities and emerging challenges; a willingness to learn from the perspectives of others and to develop plans that build on collective strengths and commitments; an entrepreneurial outlook; and ability to organize and motivate teams and to inspire a sense of shared mission;

**Commitment to excellence:** acute understanding of the foundations for excellence and integrity in teaching, research and public service; and the ability to attract outstanding faculty and students and to support them in building programs of the highest caliber;

**Commitment to diversity, equity and inclusiveness:** ability to articulate the value of diversity with confidence and authority, to listen in a way that makes people feel heard and included, to integrate the thinking of others into one’s plans, and to draw on the resource of diversity to further the College’s mission; and a track record of effectively supporting diversity, equity and inclusiveness;

**Communication:** the ability to articulate the College’s vision, goals, accomplishments and needs to a broad range of external constituencies including alumni; academic, cultural and social institutions; business, governmental and industrial communities; and the media;

**Principles of leadership:** a deep understanding of and commitment to shared governance, coupled with a willingness to make and execute difficult decisions, when needed, and to be explicit about principles underlying these choices; and a commitment to eliciting timely feedback, listening with openness and critical reflection, and explaining rationales for key decisions and actions;

**A strong collaborative nature:** ability to work well with a variety of constituents, including students, faculty, staff and other senior leadership; capacity to support others in taking on leadership roles within their areas of expertise and interest; ability to build productive partnerships with other units and external organizations; and an ability based on relationship-based leadership that encourages open dialogue and celebrates the successes of the College;

**Analytic and strategic strength:** ability to operate at a high analytic and strategic level, shaping proposals and decisions grounded in a sophisticated understanding of context and relevant data and including consideration of likely outcomes;
**Breadth:** deep respect for and encouragement of different theories and methodologies of education research, different approaches to teaching and learning, and different ways in which schools of education can be of use to a broad range of stakeholders; and a global outlook and a strong commitment to realizing the College's potential in strengthening community engagement;

**Fund-raising ability:** capacity to be a successful fund raiser, to build strong relationships with a broad range of internal and external constituencies, to convey a compelling vision; ability to represent the College and its faculty and students to a variety of audiences and stakeholders; and aptitude for external and alumni relations; and

**Personal qualities:** the highest personal integrity, trustworthiness, resilience, and grace under pressure.
The University of Massachusetts Amherst

UMass Amherst continues its ascent among the nation’s best public universities. Since 2009, when UMass Amherst ranked No. 50 among publics in *U.S. News & World Report*'s annual college guide, the university’s standing has improved substantially, reaching No. 40 in 2014 and advancing to No. 29 for 2016.

Founded in 1863, UMass Amherst is the largest public research university in New England, distinguished by the excellence and breadth of its academic, research, and community outreach programs. The university is located in Amherst, Massachusetts, long considered one of America’s best college towns, 90 miles from Boston and 175 miles from New York City. The university offers bachelor’s, master’s, and doctoral degree programs across nine schools and colleges, and welcomed the most academically accomplished entering class in its 152-year history in fall 2015, continuing a five-year-trend. Fall 2015 enrollment was comprised of 22,748 undergraduate students and 6,521 graduate students from 68 countries and 49 states. Twenty-one UMass Amherst teams compete at the NCAA Division 1 level. The only public research-intensive "R1" university in Massachusetts, UMass Amherst ranks third in the Commonwealth in National Science Foundation funding behind only MIT and Harvard.

More information about the University of Massachusetts, Amherst and its leadership can be found at [http://www.umass.edu/gateway/about/umass-glance](http://www.umass.edu/gateway/about/umass-glance).
Procedure for Candidacy

Inquiries, nominations, and applications should be directed via e-mail to University consultants, Lucy A. Leske and Charlene L. Aguilar at UMassDeanEd@wittkieffer.com. A candidate should provide a curriculum vitae and a letter of application that addresses the responsibilities and requirements described in the Leadership Profile. All inquiries will be treated in confidence, and references will not be contacted without prior knowledge and approval of the candidate. The position will remain open until filled but for fullest consideration, applicant materials should be received by September 9, 2016.

The University of Massachusetts Amherst is an Affirmative Action/Equal Opportunity Employer of women, minorities, protected veterans, and individuals with disabilities and encourages applications from these and other protected group members.

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 Massachusetts Amherst 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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