Philadelphia, PA

Search for the Dean
School of Education

*Drexel is committed to becoming*
“the most civically engaged university in
the United States.” – President John A. Fry

THE SEARCH

Drexel University seeks an innovative, strategic, and enterprising leader to serve as Dean of its School of Education, an institution on the forefront of urban education, characterized by public service to the Philadelphia community. The School engages in research that touches all aspects of education from early childhood to higher education and lifelong learning, creating a vibrant teaching and learning community for undergraduates, masters, and doctoral students. This is an exceptional opportunity for a creative and collaborative leader to build on Drexel's position as one of the nation’s leading private comprehensive universities with a historical commitment to impactful teaching, research, and technological leadership.

Drexel's historical foundation as an institution committed to solving problems in science, industry, business, and the arts, as well as its more recent expansion into fields such as medicine, public health, and law, has established the University as a global leader in research, technology, and experiential learning. Located in the heart of Philadelphia, Pennsylvania, Drexel employs over 2,400 faculty members and has a total enrollment of approximately 24,000 students. The quality of the student experience is a central value, demonstrated by its 89 percent freshman retention rate, which is largely attributed to its unique cooperative education program. Since its founding, Drexel has been committed to preparing its students for a rapidly changing workforce. It is one of America's largest private research universities and is consistently ranked among the top 100 national research universities in the United States by notable publications such as *U.S. News and World Report*, *the Wall Street Journal*, and *Times Higher Education US College Rankings*.

The School of Education at Drexel is an integral member of the University community, furthering Drexel's mission of civic engagement through its focus on urban education and commitment to impactful research and experiential learning. The School enrolls over 1,100 students, nearly 200 of whom are undergraduate students, over 600 of whom are master's students, and over 350 of whom are pursuing one of two doctoral degrees. The School of Education is distinguished by the support it provides to the majority of its students who participate in degree and certificate programs online and its leading research on online learning spaces, requiring the School to be particularly effective in the use of technology in teaching and learning. The School of Education is becoming a leader within the University, driving its community relationships and graduating educators into the workforce who are uniquely shaped by the Drexel experience.
The Dean will work creatively and collaboratively with the School’s faculty, staff, and students towards a clear vision for its future, promoting excellence in scholarship, advancing the School's curriculum to ensure quality and efficiency, and cultivating the student experience so that graduates are equipped with the skills necessary for success as innovative teachers, scholars and education leaders. The Dean will foster interdisciplinary collaborations across the University and with external partners from the local to the international level, convey a sense of transparency and fairness, and create an environment that invites inclusion and respect for all persons. Candidates should have a strong record of relevant intellectual contributions to the field of education, proven leadership ability, demonstrated experience in attracting resources and funding, and a dedication to and respect for a wide breadth of educational disciplines. This is an exceptional opportunity for an experienced, visionary leader to advance a critical academic unit of one of the nation’s most esteemed and innovative private urban research universities.

Drexel University has retained Isaacson, Miller, a national executive search firm, to assist in this search. All applications, inquiries, and nominations, which will remain confidential, should be directed to the search firm as indicated at the end of this document.

DREXEL UNIVERSITY: HISTORY AND CONTEXT

In 1891, financier and philanthropist Anthony J. Drexel established Drexel Institute of Art, Science, and Industry as an institution of higher learning uniquely suited to the needs of a rapidly growing industrial society and the young men and women seeking their place in it. In 1914, Drexel's 18 departments were organized into four schools, and the University began conferring the Bachelor of Science degree.

Drexel's foundation as an innovating institution has established the University as a national leader in higher education. In 1983, Drexel became the nation's first university to require all undergraduates to have personal access to a microcomputer for use in all of their coursework. The University continued its commitment to integrating technology into learning when it launched its first online degree program in 1996. Soon after, in 2000, it became the first university to operate a fully wireless campus.

Drexel is accredited by the Middle States Commission on Higher Education and offers over 80 undergraduate majors and more than a dozen accelerated degree programs across 15 different colleges and schools. Drexel offers more than 75 master's programs, over 30 doctoral programs, a doctor of medicine, a juris doctor, and over 45 graduate-level certificate programs. Unlike the vast majority of colleges and universities in the U.S. that operate on the semester system, Drexel operates on a quarter system, where students are expected to complete four, 10-week quarters in an academic year. This encourages high participation and engagement in classes throughout the University.

Drexel's approximately 200 degree programs are organized into 15 units employing nearly 1,500 full-time faculty members:

- College of Arts and Sciences
- School of Biomedical Engineering, Science, and Health Systems
- LeBow College of Business
- College of Computing and Informatics
- School of Education
• College of Engineering
• Close School of Entrepreneurship
• Pennoni Honors College
• Center for Hospitality and Sport Management
• Kline School of Law
• Westphal College of Media Arts & Design
• College of Medicine
• College of Nursing and Health Professions
• Goodwin College of Professional Studies (including the School of Technology and Professional Studies)
• Dornsife School of Public Health

In addition to its commitment to student success, technology, and research, Drexel is known for its world-class cooperative education program, which was founded in 1919 as one of the first of its kind. Students can choose from more than 1,600 employers in 30 states and 47 countries that participate consistently in the Drexel co-op program or conduct an independent search to secure up to three unique six-month co-ops during their undergraduate experience at Drexel. Students obtain positions with major corporations such as Amazon, Google, NBC Universal, Lockheed Martin, JP Morgan Chase, Comcast Corporation, Johnson & Johnson, and organizations such as Children’s Hospital of Philadelphia, The Academy of Natural Sciences, and Ronald McDonald House, as well as local public schools.

Total university enrollment for the fall of 2018 was 24,634, which includes 15,667 undergraduate students and 8,967 students in its rich array of graduate and professional programs. Drexel employs 2,461 faculty members (1,437 full-time, 1,024 part-time). Eighty-six percent of full-time faculty hold a PhD or other terminal degree, 46 percent are women, and 21 percent are from traditionally underrepresented groups. As a comprehensive research university, faculty have high scholarship expectations, a commitment to excellence in teaching, as well as dedication to service on school-, college-, and university-level committees.

UNIVERSITY FINANCES

Drexel University had operating expenditures of nearly $1.02 billion for FY2017 and operating revenues of $1.04 billion. The endowment at the end of FY2017 was approximately $700 million. In 2014, the University began the transition to a responsibility centered management (RCM) budget model. Accordingly, each dean has profit and loss responsibility for their unit.

DREXEL AND PHILADELPHIA

Drexel is spread across three physical campuses: its main campus in University City and its Queen Lane Medical and Center City campuses, as well as Drexel University Online. Drexel's 74-acre main campus is located blocks from the central business district in Philadelphia's University City neighborhood, which it shares with the University of Pennsylvania and the University of the Sciences to create, in total, a community of over 50,000 students. University City is among the most vibrant, fast-changing urban ecosystems in the United States, which allows Drexel to be rich in intellectual, cultural, and ethnic diversity. The University benefits from the city as a “living laboratory,” with students participating in civic engagement initiatives that connect them to community and cultural institutions and educate them in problem solving,
diversity, good citizenship, and leadership. Drexel supports engagement along three dimensions: research and academic programs that directly benefit communities, public service by students and faculty, and business practices that support local and regional economic development. Drexel's engagement is long-term, multi-generational, and fundamental to the University’s mission, heritage and future. President Fry has recently committed Drexel to becoming “the most civically engaged university in the United States.”

Building on a century-old tradition, Drexel continues to demonstrate leadership in Philadelphia while supporting the advancement of the City. The University recently partnered with Brandywine Realty Trust to play a leading role in the development of the Schuylkill Yards Innovation Community adjacent to the University City campus. The first phase of development began in November 2017 and will produce 4.6 acres of entrepreneurial space, educational facilities, research laboratories, corporate offices, residential and retail spaces, hospitality venues, and open public spaces. This is emblematic of Drexel's leadership and deep connection to Philadelphia and its business and civic life.

In 2016, the US Department of Education awarded Drexel the West Philadelphia Promise Neighborhoods grant, a five-year, $30 million grant intended to create a “cradle-to-career” continuum of support for children who live or attend school in the Promise Zone, as well as their families and communities. The project is led by Drexel, in partnership with the City of Philadelphia and the School District of Philadelphia, among many other local organizations and service providers. The project aims to create a system of linkages focused on educational and health services and programs, as well as supplement existing resources with new supports. The Promise Neighborhoods grant underscores Drexel's commitment to community engagement and supports interdisciplinary research collaboration across its Schools and Colleges.

UNIVERSITY LEADERSHIP

President

John Fry, appointed Drexel University’s 14th President in 2010, has served higher education for his entire professional life. Fry came to Drexel from Franklin & Marshall College, where he served as President from 2002 and was instrumental in the College's academic growth, campus and neighborhood development, and improved finances. From 1995 to 2002, Fry served as Executive Vice President of the University of Pennsylvania. Before joining Penn, Fry was a management consultant for the higher education and nonprofit sectors. A native of Brooklyn, NY, Fry graduated from Lafayette College and earned a master’s degree in business administration from the New York University Stern School of Business.

Provost

M. Brian Blake, PhD, joined Drexel as Provost and Executive Vice President for Academic Affairs in August of 2015. Prior to joining Drexel, Blake served as Vice Provost for Academic Affairs and Dean of the Graduate School at the University of Miami. As Vice Provost, he was the primary advocate for research on the Coral Gables campus. Blake earned his bachelor's degree in electrical engineering from Georgia Institute of Technology, his master's degree in electrical engineering from Mercer University, and his PhD in information and software engineering from George Mason University.
THE SCHOOL OF EDUCATION

History and Mission

The School of Education at Drexel fosters a vibrant teaching and learning community, supporting engaged research and teacher preparation while emphasizing civic engagement and public service. While the School has a national and international scope, its local urban setting informs and is informed by the School's efforts to fulfill the academic and civic purposes of education. This identity is inextricably linked to the University's overarching mission and vision.

The School traces its roots back to Drexel's Teacher-Scholar Program, a partnership created in 1982 between Drexel and the School District of Philadelphia. In keeping with Drexel's identity as a technological university actively engaged with and invested in the success of its community, the program addressed the shortage of qualified math and science teachers, which had resulted from a change in high school graduation requirements in the state of Pennsylvania. Over time, the program grew in breadth and scope and evolved into what is now the School of Education. Today, the School continues to excel in Science, Technology, Engineering, and Mathematics (STEM) education while offering a wide range of programs across the education sector.

The School embraces both practical and theoretical approaches to education. The School embodies Drexel's entrepreneurial and service-oriented spirit and is emerging as the leading edge of the University into the community. Its promotion of civic engagement and its embedded relationships within the Philadelphia community, reaffirmed by the Promise Neighborhood grant, distinguishes the School as an important center for urban education and innovation.

Academic Programs

The School of Education is organized into two departments, Education Policy and Leadership and Teaching, Learning and Curriculum, serving approximately 1,100 students. The School offers 41 doctoral, graduate, undergraduate, and certificate programs, incorporating a wide array of disciplines that impact the field of education. The School offers two doctoral degrees, a PhD in Education—a small full-time in-person program—and an EdD in Educational Leadership and Management—a part-time, hybrid or online program aimed at meeting the needs of students in various stages of their careers. The School over the recent past has seen a proliferation of master's programs, ranging from Applied Behavioral Analysis to Higher Education to Sport Coaching Leadership. For undergraduates, the Bachelor of Science in education is designed to provide students with everything they need for success as teachers in today’s classrooms.

In keeping with its objective to integrate its learning opportunities with the needs of the community, Drexel offers the DragonsTeach program, based in the School of Education. DragonsTeach extends STEM majors at Drexel the opportunity to receive secondary teaching certification along with their degree and co-op experience. DragonsTeach is designed to address the national need for qualified STEM teachers by allowing students with content knowledge in those areas to experience secondary teaching, which hearkens back to the original Teacher-Scholar Program. In addition to DragonsTeach, the School has multiple pathways to certification, including an emphasis on teacher preparation programs specifically designed to serve the Philadelphia metro region and build a pipeline of quality teachers for local schools.
The School’s ability to be technologically nimble through its hybrid and online course offerings has made it accessible to a diversity of students. A majority of students and a portion of faculty participate, at least in part, remotely. The School’s commitment to online learning has required it to invest in a strong, supportive infrastructure with a large and highly skilled professional staff at its center.

**Faculty and Research**

The School of Education’s faculty, along with its administrative staff, are responsible for fulfilling the School’s core academic mission. The School is home to 47 faculty; half are tenured or tenure-track, and half are clinical professors. Faculty are engaged in research touching on a broad range of education-related fields, from Teacher Education to Global and International Education to Educational Administration and Leadership. The School has notable strength in technology-enhanced education and the scientific study of learning, in keeping with Drexel’s historical emphasis on STEM disciplines. In fiscal year 2019, the School has over $3M in research expenditures, and currently, faculty research is funded by the US Department of Education and the National Science Foundation, among others.

In 2016, Drexel University was awarded the West Philadelphia Promise Neighborhood grant, reaffirming the University’s civic engagement mission and affording the School of Education a substantial opportunity for in-depth community outreach and research. The School, in partnership with other schools and colleges at Drexel, works with seven local schools to improve education, health, and economic success for children, their families, and communities.

**Students**

The School of Education provides a comprehensive learning experience for its students, offering a slate of in-person, hybrid, and online programs, many of which are geared towards adult learners in various stages of their careers. Today, about 85 percent of the School’s students, supported by dedicated academic advisors and expert on-campus staff, are pursuing their degree or certificate program online.

While the School of Education has historical and emerging areas of strength in research and teacher preparation, it has not been immune to national enrollment trends. Over the last decade, the School has seen an overall decline in enrollment in its bachelor’s and master’s degree programs. The School’s EdD program, however, has been successful in bucking these trends, experiencing a net increase in popularity over the past five years.

The School of Education seeks to promote inclusive contexts for learning, research, and public service, driven by Drexel’s core values of social justice, equity and inclusion, and honest and authentic communication across difference. Racial and ethnic diversity in the School has fluctuated over time and there is still work to be done: enrollment data for fall 2018 shows that approximately one third of newly matriculated students are students of color. The School continues to serve Philadelphia, striving to authentically represent its community in its faculty, staff, and student body.

**External Engagement**

The School of Education’s community engagement is embodied in a variety of partnerships. The School is actively involved with the Drexel ExCITe Center, which unites faculty, staff, students,
and neighborhood partners across Philadelphia to catalyze change through transdisciplinary research and discovery. The Center connects design, technology, and entrepreneurship, and provides extensive educational opportunities to students in local schools. In partnership with ExCITe and with the Dornsife Center for Neighborhood Partnerships, the School of Education also leads the West Philadelphia Action for Early Learning initiative, which supports families and caregivers with early education and literacy programming. Notably, the School also collaborates with Science Leadership Academy Middle School (SLA-MS), which provides its students a vigorous, college-preparatory curriculum focused on science, technology, mathematics, and entrepreneurship.

Drexel aims to be an academic center, an economic engine, and a leader in community outreach. The University is committed to creating an educational pipeline that will prepare today’s children for the economy of the future, nurturing talent in Philadelphia from early childhood through adulthood. The School of Education will be instrumental in this effort, taking the lead in city and school district-wide conversations about the future of education.

Finances and Facilities

Drexel is currently in the process of transitioning from a centrally-managed budget model to an RCM model, under which each academic unit will be wholly responsible for managing its own revenues and expenditures. The University has allowed a period of adjustment for each school to acclimate to this new model. The Dean will shepherd the School through this transition, ensuring that it’s managed in an efficient and fiscally responsible manner. Overall, the School is on a positive financial trajectory. In fiscal year 2019, the School has a budget of approximately $30M.

In 2019, the School of Education, which is currently housed in two separate buildings, will be brought together into a newly renovated space on Market Street, one of University City’s main thoroughfares. This move will fortify the School’s sense of community and will strengthen its ties to the innovative work of the ExCITe Center, also based in the Market Street space, creating further opportunities for interdisciplinary scholarship and community outreach.

THE ROLE OF THE DEAN

Reporting to the Provost, the Dean of the School of Education is the chief academic and administrative officer for the School, responsible for the stewardship of both the academic mission and the School’s financial health. The Dean will provide the leadership to help the School achieve its ambitions, aims, and strategic vision and fulfill the managerial and administrative requirements necessary to build and run a complex set of programs and curricula. The Dean will be charged to oversee programmatic assessment and efficiency; forge collaborative relationships within Drexel and with outside constituencies on a state, national, and international level; develop and monitor a budget in transition; increase financial resources; and cultivate a strong sense of community across the multitude of disciplines housed within the School. The Dean should have a working understanding and appreciation for this range of disciplines, but in particular should promote the School’s historic identity as a center for urban education and pedagogical innovation, where cutting-edge research and informed practice intersect. The future of the School will be shaped by the Dean’s leadership and guidance on its path towards accreditation through the Council for the Accreditation of Educator Preparation (CAEP).
OPPORTUNITIES AND CHALLENGES

The successful dean will address the following Opportunities and Challenges that are central to the School of Education’s sustained success:

**Lead the School of Education in developing a compelling and distinctive identity and long-term vision.**

The Dean will work in close consultation with faculty, administrative leadership, staff, students, and external stakeholders to define and articulate a clear identity for the School of Education as a distinctive urban educator. This vision will build upon the School's commitment to research, its attention to the student experience, knowledge of the higher education market, and its existing community partnerships. The Dean will take an entrepreneurial and cooperative approach to help the School distinguish itself as a center for pedagogical innovation, with a particular expertise in urban education and exceptional commitment to civic engagement.

**Assess and balance the portfolio of degree programs and determine a strategy for programming and enrollment.**

In line with creating an overarching vision for the School of Education, the Dean will review, assess, and streamline the curriculum, working with the faculty and professional staff. The Dean will take note of the School's current strengths, its opportunities for growth, and its vision for the future and will collaborate with faculty and professional staff to define and shape distinctive and unique student services and leadership and professional development programming to ensure that the student experience is well-rounded but aligns with the School's direction. The Dean will explore ways to expand community outreach opportunities for students, especially in the area of STEM education. The link between pedagogy and technology is strong at Drexel, which the Dean can use to create a market-based approach to recruitment and enrollment. While enrollment in the EdD program is strong, the Dean will also look to bolster enrollment in the PhD, master's, and undergraduate programs in particular.

**Guide the School of Education along the path towards successful accreditation.**

The School of Education, as a relatively new standalone School at Drexel, is currently seeking accreditation through the Council for the Accreditation of Educator Preparation (CAEP). The Dean will lead the School through this process, forging a culture of data-driven assessment.

**Further align the School of Education with Drexel's commitment to civic engagement and community partnerships.**

Drexel's “responsibility to place” drives its dedication to public service. The Dean will ensure that the School of Education is a leading agent in this mission, taking full advantage of larger institutional initiatives and engaging productively with external stakeholders. As Philadelphia adapts to a changing economy, the Dean will be a leader in how the School and the University support quality, equity, and access in local education, through direct relationships with local schools and partnering with non-profits and corporations. The Dean will solidify the School's position in Philadelphia’s civic space.

**Nurture relationships across Drexel and beyond to enhance interdisciplinary partnerships, foster collaboration, and advance the School of Education’s visibility.**

Education is a field to which many disciplines contribute, and the Dean must be versatile and able to support and advocate for the range of disciplines represented within the School. The
Dean will take advantage of this breadth as an opportunity to develop new interdisciplinary relationships both within the School and across Drexel more broadly. The Dean will facilitate an environment that inspires faculty to engage in cross-disciplinary research, programming, and research and community collaborations. While serving as an advocate for the School, the Dean will work closely with administration and other units across the institution to find creative ways to advance both the School and the University. Drexel seeks a Dean who will increase the School of Education’s reputation and reach externally, serving as a thought leader, convener, and bridge builder in the Philadelphia community.

**Support and grow a vibrant, diverse, and connected School of Education community.**

The School of Education has an incredibly dedicated and engaged community of scholars and learners who are often separated by geography. Through online programming and technologies, the School has made strides in attending to all of its constituents, no matter their location, and they seek a Dean who will continue to meaningfully bring people together across geography and technology. The Dean will be expected to support and advance the School's commitment to online learning and the requisite technology, staff, and professional development to maintain such an enterprise.

The Dean will be looked to as a leader, in both word and example, who nurtures and continually reinforces a climate of acceptance and inclusiveness where all members of the community have the ability to reach their individual and collective potential. The Dean will personally demonstrate a commitment to diversity and inclusion; maintain an environment that operates based on openness, civility, and respect; and enhance the School's work in preparing culturally competent, empathetic educators. This includes identifying pipelines for access and effective means of marketing the School's programs to prospective students at all levels and from all backgrounds. Transparency and frequent open communication will be vital to building excellent internal relationships and a strong sense of community.

**Judiciously steward and enhance the School of Education’s financial resources in the context of a changing budget model.**

The Dean is expected to exercise creativity and ingenuity in order to establish valuable revenue streams, including advocating for institutional funds, seeking grant money, working with development, and fostering creative partnerships that maximize limited resources. The Dean will grow funding to support faculty in their teaching and scholarship, student fellowships and financial aid, ease the administrative burdens on staff and faculty, invest in the latest technology and equipment, and enable long-term capital planning.

As Drexel fully transitions to its new RCM budget model, the Dean will be responsible for the Schools’ bottom line. The Dean will be expected to lead a five-year financial planning process at the school level and encourage and empower departments and programs to do the same.

**QUALIFICATIONS AND CHARACTERISTICS**

Drexel seeks a Dean of the School of Education who has a strong record of research and scholarship, superb communication and interpersonal skills, demonstrated administrative abilities, deep commitment to social justice and civic engagement, common sense, and a personal style that engenders trust and respect. Candidates should have a history of academic leadership, the ability to build and cultivate consensus, and accomplishment in creating and
supporting a climate of community, understanding, and mutual respect. The search committee understands that no single candidate will have all the ideal qualifications, but it seeks candidates with the following experience and abilities:

- A globally distinguished record of achievement and intellectual leadership in the field of education;
- Ability and eagerness to lead through a period of change and improvement;
- An energetic, entrepreneurial, diplomatic, and consultative leadership style that inspires faculty, students, and staff alike;
- Demonstrated commitment to shared governance and a track record of effective personnel, fiscal, and physical resources management;
- Successful experience or demonstrated potential in grant seeking, fundraising, and development activities;
- Effective communication and interpersonal skills to represent and advocate for the School internally and externally;
- Track record of developing and nurturing relationships and partnerships across a variety of disciplines and with outside partners;
- Experience with online learning and an appreciation of innovative educational technologies and delivery systems;
- Deep knowledge of and experience in urban teacher preparation and support for urban school leaders;
- Nuanced understanding of issues related to diversity, equity, and inclusion in education; demonstrated experience shaping initiatives to increase and support diversity among students, faculty, and staff.

TO APPLY

Inquiries, nominations, and applications (a CV or resume and cover letter) may be directed online and in confidence to:

Gale Merseth, Partner
Elizabeth Dorr, Senior Associate
Tatiana Oberkoetter, Associate
Isaacson, Miller
www.imsearch.com/6890

Drexel University is an Equal Opportunity/Affirmative Action employer, welcomes individuals from diverse backgrounds and perspectives, and believes that an inclusive and respectful environment enriches the University community and the educational and employment experience of its members. The University prohibits discrimination against individuals on the basis of race, color, national origin, religion, sex, sexual orientation, disability, age, status as a veteran or special disabled veteran, gender identity or expression, genetic information, pregnancy, childbirth or related medical conditions and any other prohibited characteristic. Please visit the website to view all University Policies and Workplace Postings.