



**SEARCH FOR THE DEAN
OF THE
SCHOOL OF SOCIAL WORK
COLUMBIA UNIVERSITY
NEW YORK, NEW YORK**

THE SEARCH

Columbia University is seeking candidates and nominees of exceptional scholarly and professional accomplishment for the position of Dean of the School of Social Work.

[The Columbia University School of Social Work's \(CSSW\)](#) traditions and values were established more than a century ago, rooted in the desire to address the injustices, poverty, and discrimination faced by immigrants who had come to the U.S. seeking better lives for themselves and their families. Today, the School's commitment to social justice and human rights remains at its core and has taken on new meanings within a dynamic, multidisciplinary, and interconnected global, national, and local environment. The School is deeply committed to developing evidence-based knowledge that contributes to the provision of effective solutions to complex contemporary exigencies and emerging social issues that impact our nation, our global community, and New York City.

The Dean works in close cooperation and consultation with the President, Provost, Deans, and other senior staff across the University. The Dean oversees more than 40 full-time faculty, 179 adjuncts, and 1,116 students, and s/he is responsible for faculty recruitment and promotion, instructional staffing, fundraising, and financial and administrative management.

The School is seeking a strong, innovative leader deeply rooted in interdisciplinary and global scholarship. The Dean will maintain and enhance the infrastructure and resources needed to support the highest levels of scholarship and training in support of the School's core mission. S/he will be expected to ensure the continued excellence of education, research, and applied evidence-based solutions; to maintain a fluid, efficient, and financially stable administrative structure; and to lead the School to new levels of excellence, impact, and innovation.

HISTORY

Social work, both as a profession and an academic field, traces its roots back to the late 19th-century movement to address urban poverty in the wake of the industrial revolution. CSSW's history is in many respects the history of social work research and education.

While CSSW's early history included eras during which debates raged as to whether social work was a field or a profession, its 20th-century history contains the work of luminaries who, to this day, are acknowledged to have been instrumental in defining the landscape for the future. The School has played an important role in defining the profession, its areas of special focus, and in establishing its methods of practice within the context of the times.

In 1898, the first formal classes in "social philanthropy" were offered by the Charity Organization Society (COS) of New York City, which was the Columbia School of Social Work's earliest entity. Through subsequent incarnations as the New York School of Philanthropy, the New York School of Social Work, and the New York School of Social Work at Columbia University, this same institution was formally designated as the Columbia University's School of Social Work in 1963. The name was shortened to the Columbia School of Social Work, or CSSW, in 2013.

TODAY

The School joins rigorous, evidence-based academic theory with real-world practice. The School's multidisciplinary faculty are known for their intellectual creativity and leadership in research, education, and fieldwork. They conduct research and service programs locally, nationally, and globally, and provide their expertise to leaders in academia, government, NGOs, and the private sector.

The School is housed in an 11-story building on the corner of Amsterdam Avenue and 121st Street in New York City, a short walk to the northeast of Columbia's Morningside campus. The building has technologically advanced classrooms, seminar and conference rooms, a 50-seat computer lab, a role-play room, and a 7,000-square-foot library that houses one of the world's premier collections in social work and social services. In October 2014 the School started an online campus, which enables students to earn an MSW from Columbia University without having to relocate to New York City.

Today, excellence in scholarship and global research leadership are among the strategic foci of the School. These areas inform curriculum development and the many courses that are taught in the doctoral and master's program, which reflect CSSW's growing global intellectual leadership.

Faculty

Members of the faculty include leading multidisciplinary scholars who are contributing to the development of scientifically based solutions to some of the most intractable social problems affecting the human condition and also to pioneering and establishing the landscape of knowledge on contemporary issues impacting communities in the U.S. and globally. Faculty members have published in over 510 journals across multiple fields including addictive behaviors, demography, gerontology, human resources management, policy analysis, psychiatry and psychiatric services, public health, research on AIDS, and others. Of these, 37 are social work journals.

Faculty members are regularly tapped by policymakers, foundation executives, and service organizations for their expertise on a range of social issues and best practices. Faculty research addresses society's most challenging problems, including poverty, criminal justice, and the education and training of youth in developing countries. And, for more than a decade, a Washington-based leadership program has been placing talented and public-spirited alumni in consequential policymaking positions throughout the federal government.

CSSW has a deep commitment to recruiting faculty from underrepresented groups. Currently, 18% of the full-time faculty identify as members of underrepresented groups. Among part-time faculty, 32% identify as members of underrepresented groups.

Research

Nine important global and national research centers – six new since 2003 and three longstanding – capitalize on and extend the work of CSSW scholars. A number of major studies of national or international scope were also launched after 2005. Funding for research has increased over the past decade as has the number of multidisciplinary publications generated by faculty. Faculty have increased and deepened the number of interdisciplinary, cross-University, community-based, and intra-disciplinary research, education, and intervention collaborations.

The nine centers are:

[The Columbia Population Research Center](#) – a multidisciplinary community of scholars unified by a commitment to research that addresses the health and well-being of vulnerable populations in the context of local and global inequalities and that informs policies affecting those populations. CPRC promotes research in four signature areas: children, youth, and families; gender, sexuality, health and HIV; immigration/migration; and urbanism.

[The Center for Complicated Grief](#) – develops treatments that can help people with complicated grief reclaim their lives through a comprehensive program of outreach, education, training, and research. It also trains mental health professionals in recognizing and treating this condition.

[The Global Health Research Center of Central Asia](#) – addresses a range of health threats – HIV/AIDS, sexually transmitted infections (STIs), hepatitis C, substance abuse, malnutrition, mental health – facing vulnerable communities in Kazakhstan and other Central Asian countries.

[The Center on Poverty and Social Policy](#) – a recently launched center dedicated to studying economically vulnerable populations and the kinds of social policies that will help to reduce poverty and increase economic security in the United States.

[The Center for Research on Fathers, Children and Family Well-Being](#) – is dedicated to expanding the knowledge base on the role of fathers (and father figures) in the lives of disadvantaged children and the processes by which nonresident fathers (and father figures) affect child development and family well-being.

[The Social Intervention Group](#) – advances the science of intervention and prevention research among highly vulnerable populations by addressing the concurrent problems of HIV, substance abuse, intimate partner violence, and trauma. It designs, develops, tests and disseminates evidence-based, innovative approaches to ameliorating and preventing such problems – recently concentrating on AIDS, substance abuse, and related social ills in low-income, urban communities.

[The Center for Social Policy and Practice in the Workplace](#) – works with service providers, corporations, and unions throughout the nation around issues of disability, gender, and substance abuse, as well as broader issues surrounding workplace diversity.

[Social Indicators Survey Center](#) – conducts research on inequality and survey methodology. Its mission is to provide unique data sources for the analysis of social problems, to provide teaching resources for Columbia University students, and to provide useful knowledge to social service administrators, planners, and policymakers in New York City and elsewhere.

[The Center for Justice](#) – committed to reducing the nation’s reliance on incarceration and advancing alternative approaches to safety and justice through education, research, and policy. Its mission is to help transform a criminal justice system from one that is driven by punishment and retribution to one that is centered on prevention and healing

Curriculum

The School’s [curriculum](#) is distinguished by

- **4 method areas:** Advanced Clinical Social Work Practice; Advanced Generalist Practice & Programming; Policy Practice; Social Enterprise Administration.
- **7 fields of practice:** Aging; Contemporary Social Issues; Family, Youth & Children’s Services; Health, Mental Health & Disabilities; International Social Welfare and Services to Immigrants and Refugees; School-based & School-linked Services; World of Work.
- **4 minors:** Business Administration; International Social Welfare; Law; Public Policy & Administration.
- **9 dual degrees** with other professional schools at Columbia: Business, Divinity, International Affairs, Jewish Studies, Law, Public Health, Public Policy & Administration, Special Education, Urban Planning.

All MSW students are required to take courses in human behavior and the social environment, social welfare policy and services, research, social work practice, and field education. At CSSW, students are required to earn a total of 60 credits, along with 1,200 hours in the field.

The MSW program is offered on both the Morningside campus of the University and on the School’s online campus. The doctoral program is offered on the Morningside campus.

Most students enroll in the full-time Two-Year Master of Science degree program in which students earn 60 credits during four consecutive terms of full-time study. An alternative to the Two-Year Program is the full-time 16-Month Program. Students begin their studies in January, complete their second term during the summer session and finish the advanced concentration during the following fall and spring terms, completing their program in May.

The School’s Online Campus, which enrolled its initial completely online cohort in September 2015, is delivered through a partnership with the School of Continuing Education. Currently, students can complete a two-year M.S. program in two popular method areas: advanced clinical practice and social enterprise administration. CSSW’s online program is identical to its residential program, thus assuring the academic quality of its curriculum and admissions. Admissions requirements are the same, as are the required coursework, field practicum requirements, field advising, and field supervision, as are all student

services including financial aid, academic advising, career placement, writing center assistance, and electronic library access.

The Columbia School of Social Work doctoral program has a strong interdisciplinary focus, a strong focus on methods and close work between students and faculty. Doctoral students receive rigorous methodological training and hands-on experience with highly accomplished and experienced research faculty.

The doctoral program has been modified extensively and strengthened over the past 10–15 years. In particular, CSSW now takes fewer students and provides them with more generous funding. The acceptance rate has dropped to an average of 12% from 18% a decade ago. The cohort size has concomitantly dropped to an average of six students over the past five years. In 2008, the program began offering a standard funding package including full tuition and stipend, health insurance, and coverage of some fees guaranteed for four years. In the year before this change, CSSW's yield of matriculating students was 56%; it climbed to 91% in the year after.

Students

The pool of applicants seeking the Master of Science (M.S.) degree at CSSW in the last five years increasingly includes older students, students with advanced degrees, career changers, and students from more than 30 regions, domestic and international.

In the past five years, the student body has become increasingly more diverse, with more than 43% identifying as non-white (e.g. African-American, Hispanic/Latino, Asian, American Indian, Pacific Islander or bi-/multiracial). This is an almost 10% increase from 2012–2017. In 2017, 86% of the student body identified as female and 14% as male. Applicants range in age between 20 and 75, with a median age of 24.

Students from at least 42 states and from more than 38 countries are enrolled at CSSW. On average, the years of social service experience of matriculated students is 2.5 years. Approximately 87% of our Master's students receive need-based scholarship aid.

GOVERNANCE

CSSW governance features high and broad levels of faculty engagement. Faculty set the academic standards for admission and requirements for graduation. Committees are involved in the discussion, formulation, and recommendation of policy proposals that are presented to the faculty for their deliberation and decision-making at faculty meetings. Challenges facing the School are assigned to various elected and appointed faculty committees, which include representation from administration as well as from the student body. These committees, along with ad-hoc task forces that are occasionally convened to respond to emergent challenges, also provide a mechanism for faculty to raise and engage in concerns of interest to the School. Additionally, the tenured faculty members meet regularly to explore and discuss issues in greater depth including matters related to the direction of the School.

DEAN'S OFFICE

The Office of the Dean manages and coordinates the administration of CSSW and the implementation of its strategic directions. It generates new initiatives as appropriate, is responsible for the financial management of the School, supports the work of committees such as the Committee on Academic Appointments and the Search Committee with which it works to successfully recruit faculty, produces School reports, oversees units that report directly to the Dean, works with the Central Administration, and represents the School externally. The Office of the Dean works closely with the Office of Development and Alumni Affairs on its development and alumni priorities. The administration is organized by functional areas with each area headed by a member of the Senior Administrative Team. Each administrative unit within the School provides an essential function for the academic programs that is distinct from functions provided by University units.

Direct reports to the Dean include the following:

- Assistant Dean, Alumni Relations & Development
- Assistant Dean, Computing & Instructional Technology
- Assistant Dean, Enrollment & Student Services
- Assistant Dean, Field Education
- Associate Dean, Academic Affairs
- Associate Dean, Administration, Finance & Planning
- Chair, Doctoral Program
- Senior Director, Online Campus
- Senior Associate Dean, Academic Affairs & Research

THE BUDGET

The School's FY 2018 budget is \$52.6M

OPPORTUNITIES FOR THE NEW DEAN

During the productive 15 years of [Dean Jeannette Takamura's](#) tenure, the faculty greatly enhanced opportunities to educate, serve, and collaborate on research with colleagues from Columbia's Morningside and Medical Center campuses and with academic partners from other universities here and abroad. The School has also expanded its longstanding commitment to serving Harlem and Bronx neighborhoods through pioneering initiatives and partnerships. The great strides forward in the racial, ethnic, and cultural diversification of the School's faculty – an objective inseparable from achieving the highest levels of academic excellence – have been supported by a rigorous mentoring program for junior professors resulting in a record number of faculty earning tenure.

The next Dean will have the opportunity to build on this impressive trajectory. In particular:

Providing Strategic and Visionary Leadership

From its inception, CSSW has been a leader in developing the academic discipline and the clinical practice of Social Work. In recent years, the School has continued that trajectory in its attention to domestic and global issues. It has promoted inter- and intra-disciplinary research and has embraced creative partnerships within and external to the university.

The new Dean will be expected to further Columbia's leadership position through creative and bold strategic work that sustains and builds on evidence-based approaches to solving the great social challenges of our era. Leveraging strengths in other schools and between departments is a core expectation.

The Dean will continually seek ways to facilitate and leverage faculty cooperation and collegiality in service of the school's values, ethics, and mission. The Dean will nurture, sustain and develop the mutually supportive faculty work in research and practice.

Cultivating Faculty Innovation

The engine for Columbia's leadership has always been its distinguished faculty. Recruitment, support, and retention of innovative faculty are fundamental to CSSW's ability to fulfill its mission. The next Dean will attend carefully to recruiting and nurturing a diverse, globally engaged faculty. The Dean will encourage and support faculty pursuing interdisciplinary partnerships and cross-university innovations. The exploration of new and emerging areas of research, domestic and global, as well as innovations in clinical practice, is a priority for the Dean.

The Dean will also support innovation in curriculum development through energizing committee structures that effectively facilitate faculty collaboration on curriculum and lead to a consensus about appropriate and timely curricular change.

Maintaining and Enhancing Financial Strength

CSSW is tuition-dependent and must compete for students against schools that offer very competitive packages. Increasing the applicant pool, securing and retaining the desired class cohorts and ensuring domestic and global diversity in the student body will be an important task for the Dean. At the same time, grants and donations remain a critical element in the financial strength of the School. Therefore, the Dean must be an active external representative of the School to foster relationships with current and future donors to expand the revenue base and to expand the reach and reputations of CSSW scholars.

Enhancing Columbia's Global Presence

Columbia University is a global university whose scholars are increasingly engaged with colleagues and research internationally and have a profound and broad impact well beyond national borders. CSSW has taken on the challenge of globalism and has significantly enhanced its global presence through its research, its faculty and students, and collaborations abroad. This is a growth area for research and external collaborations and the next Dean will lead efforts to further CSSW as a global leader.

CHARACTERISTICS OF THE IDEAL CANDIDATE

The ideal candidate will personify the mission and vision of Columbia University as a whole and the School of Social Work in particular. While no candidate can or will possess all desired qualities, the ideal candidate will be:

- A visionary leader who embraces global research and a teaching culture of innovation, openness, and intellectual curiosity, who can inspire others to engage broadly in solving intractable problems;
- A respected scholar/practitioner deeply committed to excellence in the academic enterprise and sensitive to the contributions the disciplines make to it separately and in concert;
- A seasoned administrator with experience leading complex institutions and committed to administrative efficiency;
- An experienced budget manager who can contribute to financial stability through careful stewardship of funds;
- A person with an appetite for increasing philanthropic revenue streams;
- A responsive and responsible leader committed to increasing transparency and trust to nurture collaboration and consensus across the School;
- A champion of the University's mission of inclusion and diversity, with the necessary experience to make strong contributions to enhancing faculty and student diversity; and,
- A person of great energy, enthusiasm, and spirit with a passion for dialogue and debate, and the stamina to succeed in an intellectually stimulating and rigorous community with many competing ideas.

Contact:

Please send all nominations and applications, electronically and in confidence, to:

Shelly Storbeck, Managing Partner
Tammarah Townes, Managing Associate
Storbeck / Pimentel & Associates, LP
ColumbiaDeanSW@storbecksearch.com

For more information, please visit: [Columbia University](#)

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