



Rutgers, The State University of New Jersey Vice Dean for Administration, School of Arts and Sciences

Against a backdrop of entrepreneurial thinking and momentum around reinventing innovative organizational processes and approaches, Rutgers University's School of Arts and Sciences (SAS) invites nominations and applications for the position of Vice Dean for Administration. The Vice Dean serves as the chief operating officer of SAS, responsible for the organization, direction, and management of all administrative and business services (including finance and budget, human resources, information technology, facilities management and departmental administration) within the largest and most complex university unit. With an annual operating budget of approximately \$330 million (including state funding, tuition revenue, gifts, endowment income, and grants and contracts), SAS has 750 full-time faculty members and 500 staff employees, and supports the education of over 20,000 undergraduate and 2,000 graduate students.

RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY: AN OVERVIEW

Founded in 1766, Rutgers is one of the nation's nine colonial colleges and is New Jersey's Land Grant College. A preeminent, comprehensive public institution of higher learning, Rutgers is dedicated to teaching that meets the highest standards of excellence; to conducting research that breaks new ground; and to turning knowledge into solutions for local, national, and global communities. The University consists of 33 degree-granting schools and colleges located on campuses in New Brunswick and adjacent areas, Newark, and Camden. The University also provides educational programs in many other communities throughout the state.

The largest of Rutgers' three campuses is located in New Brunswick, in the central part of the state. The next largest campus is to the north in Newark, with the smallest Rutgers campus to the south, in Camden. Rutgers is a large institution, with more than 65,000 students and almost 25,000 staff. More than 100 undergraduate majors and over 200 graduate programs and degrees are offered across the University's three campuses. In its role as the state's only land grant institution, Rutgers has a presence in every county in the state through the New Jersey Agricultural Experiment station, the research and outreach arm of Rutgers. Rutgers Cooperative Extension agents and specialists deliver wide ranging educational programs in the areas of agriculture, fisheries, urban and community outreach, youth development, and related areas of economic and workforce development across New Jersey.

According to *U.S. News and World Report's* most recent rankings of national universities, Rutgers is among the top 25 public universities in the nation, and among the top five public universities in the northeast. Approximately 50 Rutgers graduate programs rank in the top 50 in the nation according to *U.S. News and World Report: Best Graduate Schools*. The *Times Higher Education* World Reputation Rankings include Rutgers among the top 100 universities in the world.

In 1989, the University was elected to membership in the prestigious Association of American Universities (the “AAU”), an association of the 62 leading public and private research universities in the United States and Canada. The AAU focuses on national and institutional issues that are important to research-intensive universities, such as funding for research, research and education policy, and graduate and undergraduate education. Rutgers and Princeton University are the only AAU member institutions in the state. Currently, Rutgers ranks among the top half of public AAU institutions in the number of memberships in the National Academies of Engineering and Sciences and the American Academy of the Arts and Sciences.

In July 2013, Rutgers joined the Big Ten Academic Alliance (BTAA, formerly the Committee on Institutional Cooperation), the prestigious academic counterpart of the Big Ten athletic conference, in which Rutgers began to compete in 2014. BTAA institutions include 15 top-tier American universities, including all members of the Big Ten and the University of Chicago. These world-class research institutions advance their academic missions, generate unique opportunities for students and faculty, and serve the common good by sharing expertise, leveraging campus resources, and collaborating on innovative programs.

With the 2013 establishment of Rutgers Biomedical and Health Sciences (already a significant new partner for the School of Arts and Sciences), Rutgers has catapulted to the top tier of American universities in research and development (R&D) expenditures. Now exceeding \$700 million annually, Rutgers outpaces the vast majority of American schools in R&D. In R&D expenditures, Rutgers University - New Brunswick, is ranked #1 in the nation for chemistry, #4 for social sciences, and #6 for mathematics. The University has 1,600 active U.S. and foreign patents and patent applications and was named one of the “Top 100 Worldwide Universities Granted U.S. Patents” by the National Academy of Inventors.

The Board of Governors approved a strategic plan (<https://universitystrategy.rutgers.edu/>) for the new Rutgers – a document that expresses a bold vision and strategy and sets a clear ambition for the University. The plan, conceived at a singular moment in the University’s 250-year history, resulted from more than a year of university-wide discussion and analysis. The chancellors of the University’s campuses in New Brunswick, Newark, and Camden, as well as of Rutgers Biomedical and Health Sciences, prepared strategic plans that complement the university-wide plan. In 2016, SAS released its own strategic plan, titled *Excellence, Opportunity, and Leadership* (<http://sas.rutgers.edu/custom/StrategicPlan/index.html>) to guide its direction through 2020 and to rearticulate and memorialize its vision, mission, and goals.

SCHOOL OF ARTS AND SCIENCES

The School of Arts and Sciences (SAS) is the undergraduate school for liberal arts and sciences at Rutgers University - New Brunswick. Created in 2006 as part of a major initiative to transform undergraduate education at Rutgers, SAS combines the four historical undergraduate colleges of Rutgers University’s New Brunswick campus: Douglass College, Livingston College, Rutgers College, and University College. SAS carries on the tradition of excellence founded over 250 years ago by Rutgers College and expanded by the three liberal arts colleges established in the twentieth century. The faculty, which has been unified since 1981 as the Rutgers Faculty of Arts and Sciences, now joins the students as part of the School of Arts and Sciences.

With more than 20,000 undergraduate and 2,000 graduate students, 750 full-time faculty, and more than 70 majors and minors in humanities, biological and physical sciences, and social and behavioral sciences, SAS is the largest unit at the university, combining excellence in teaching with world-class research and preparing students to meet twenty-first century challenges. The School of Arts and Sciences represents roughly 60% of all academic budget appropriations at New Brunswick and 40% of the entire Rutgers system – including Camden, Newark, and New Brunswick.

Forty-one departments comprise the School of Arts and Sciences: African, Middle Eastern and South Asian Languages and Literatures; Africana Studies; American Studies; Anthropology; Art History; Asian Languages and Cultures; Biological Sciences and Division of Life Sciences; Cell Biology and Neuroscience; Chemistry and Chemical Biology; Classics; Comparative Literature; Computer Science; Criminal Justice; Earth and Planetary Sciences; Economics; English; European Studies; French; Genetics; Geography; Germanic, Russian, and East European Languages and Literatures; History; Italian; Jewish Studies; Kinesiology & Health; Latin American Studies; Latino and Caribbean Studies; Linguistics; Mathematics; Medieval Studies; Middle Eastern Studies; Molecular Biology and Biochemistry; Philosophy; Physics and Astronomy; Political Science; Psychology; Religion; Sociology; Spanish and Portuguese; Statistics and Biostatistics; and Women's and Gender Studies. In addition, more than 50 centers support interdisciplinary scholarship.

This is an exciting time for the School of Arts and Sciences, with recent completion of two new academic buildings: a new, state-of-the-art chemistry and chemical biology facility and a new academic building that has brought together academic departments in modern languages and literatures and provides a home for the distinguished research and outreach activities of the Rutgers Center for Historical Analysis and the Center for Cultural Analysis. In addition, a new Residential Honors College has been completed and currently houses 500 honors students. All of the buildings have been designed for LEED Silver certification.

Peter March, a mathematician with over 20 years of experience as an academic administrator, assumed the post of Executive Dean of the School of Arts and Sciences on July 1, 2014. Dr. March was on the faculty at The Ohio State University from 1988 until 2014, serving as chair of the department of mathematics from 1998 until 2006. From 2003 to 2005, he also served as an associate director of the Mathematical Biosciences Institute, a National Science Foundation-funded mathematical sciences research institute based at Ohio State. A specialist in probability theory, he directed the division of mathematical sciences at the National Science Foundation from 2006 to 2010. He returned to Ohio State in 2010 as divisional dean of natural and mathematical sciences in the College of Arts and Sciences. He is a graduate of Dalhousie University in Canada and earned his Ph.D. at the University of Minnesota.

VICE DEAN FOR ADMINISTRATION, SCHOOL OF ARTS AND SCIENCES

Reporting to the Executive Dean of the School of Arts and Sciences, with a dotted line relationship to the New Brunswick Vice Chancellor for Finance, Romaine Botti, the Vice Dean for Administration serves as the chief operating officer of SAS. S/he is responsible for the organization, direction, and management of all administrative and business services (including accounting, finance and budget, the administration of policies, personnel issues and programs, space and facilities planning, physical plant construction and renovations, grant administration, purchasing, information technology and computer systems, academic

support and departmental administration). The Vice Dean is responsible for significant contributions to institutional planning and to operational strategies.

Joining SAS during a time of transformation and innovation, the Vice Dean oversees thirteen direct reports responsible for finance, human resources, information technology, facilities, research and graduate education, departmental administration, and data management. As chief administrative and financial officer, s/he also has general oversight and accountability for the work of an additional 150 administrative staff in academic departments whose major role is the performance of business functions, and has overall responsibility for the School budget of approximately \$470 million. The annual operating budget for the office of administration is approximately \$5 million.

Specific responsibilities:

Executive Leadership

- Work hand in hand with the Executive Dean and Senior Leadership Team to ensure that SAS is viewed as a progressive and innovative leader within Rutgers University;
- Participate in the development and implementation of SAS's overall strategic objectives, priorities, plans, and initiatives;
- Lead the development of SAS's finance and administration vision and strategy, with a focus on infrastructure improvement, risk management, financial impact, and operational efficiency;
- Inform the Executive Dean and Board of important activities related to financial and administrative performance.

Finance and Budget

- Oversee fiscal resources for all departments within SAS;
- Provide regular consolidated financial reporting and analyses, as well as forecasts of the School's out-year financial position, to senior leadership of SAS and the University;
- Participate in strategic enrollment planning, identify and assess revenue growth opportunities for SAS, and closely monitor and contain costs;
- Develop new systems, policies, and practices to increase the overall effectiveness of departmental financial operations;
- Manage financial and operational risks through the development and implementation of a comprehensive system of internal controls and associated measures;
- Ensure compliance with Federal and State rules and regulations pertaining to accounting procedures and related business operations;
- Liaise with appropriate University offices to ensure SAS financial and business-related policies and practices are compliant with University goals and regulations.

Human Resources

- Oversee human resources operations relating to SAS faculty and staff;
- Oversee the development and implementation of procedures related to faculty and staff personnel matters across SAS, including recruitment, promotion, compensation, etc.;
- Stay current with federal and state rules, regulations, and contractual obligations pertaining to faculty and staff personnel matters;

- Liaise with University Human Resources and Academic Labor Relations in faculty and staff matters to ensure SAS policies and practices are aligned with University goals.

Information Technology

- Oversee information technology at SAS, including SAS technology infrastructure;
- Determine appropriate funding for technology initiatives necessary to meet the teaching, administration, and research needs of the School;
- Lead technology governance alignment within the dean's office and across the School, participating in discussion with central units accordingly;
- Stay current with technology and industry directions in delivering and evolving services, with an emphasis on gaining economies of scale and increasing efficiencies;
- Liaise with University Office of Information Technology to ensure that SAS IT policies and practices are aligned with University goals and infrastructure.

Facilities Management

- Establish and maintain policies and procedures affecting the operation and support of SAS buildings and related facilities services;
- Represent SAS in the construction of new buildings;
- Oversee space inventory and space management within the School;
- Provide oversight of SAS capital projects and other renovation activities;
- Liaise with University Facilities Management to ensure appropriate maintenance and upkeep of all School-assigned instructional, research, and office space.

Staff Development

- Lead the continued recruitment of a world-class finance and administration team;
- Retain and develop the finance and administration team through coaching, mentorship, training, and setting clear objectives and success metrics;
- Identify skill gaps and create development plans to address as appropriate.
- Ensure that details of finance and administration objectives and success metrics are channeled and shared with SAS personnel and academic department staff.

Departmental Administration

- Lead a team of five Directors of Administration that support the Humanities, Life Sciences, Math & Physical Sciences, Social & Behavioral Sciences, and Office of the Executive Vice Dean, respectively.
- Facilitate communication between Directors of Administration and other areas of responsibility to ensure the timely dissemination of information.
- Oversee the development of procedures related to departmental administration. Ensure effective and collaborative relationships between Directors of Administration and academic department staff.
- By building and maintaining effective relationships and communication with departmental faculty and staff, understand departmental missions and operations.

CANDIDATE PROFILE

The successful candidate will be a strong, strategic partner to the Executive Dean and senior leadership team. S/he will have a record of successful organizational decision-making and experience managing within a complex university, nonprofit or business environment. The ideal candidate will have at least ten years of progressively responsible experience in accounting and financial operations and a strong background in financial analysis. S/he will also have experience managing human resources processes and practices, including labor relation issues, and a demonstrated commitment to the principles of diversity. In addition, the successful candidate will have a strong grasp of technology.

The ideal candidate must be a thoughtful, articulate, inspiring leader who will work collaboratively with others across both SAS and Rutgers to move the School forward. S/he will be a highly intelligent analytical individual with strong abstract reasoning skills who can relate to people at all levels of the organization, demonstrating excellent communication and active listening skills. The successful candidate will have experience in helping to shape and drive ideas forward while simultaneously managing a staff and School toward desired outcomes. S/he will be a consensus builder who understands the importance of cultivating a congenial and cooperative working environment, someone who can bend when appropriate yet be firm and decisive when necessary. An undergraduate degree is required, and a graduate degree in finance, business administration, law, or related area is preferred.

While no one candidate will possess all of the following, the core competencies below define the ideal candidate:

- **Knowledge and Experience:** Demonstrated success in leading critical business functions in the areas of finance, human resources, information technology, and facilities. Demonstrated ability to conduct complex analysis of financial data. Ability to forecast and assess financial impact of proposed plans and projects. Familiarity with Responsibility Center Management is a plus, as is experience working within a unionized environment and with faculty.
- **Setting Strategy:** Demonstrated ability to successfully anticipate market trends and leverage his/her knowledge to advance the organization. Demonstrated strategic thinking skills with the ability to be flexible and adaptable, revising strategies as necessary. Accustomed to the ongoing analysis of accounting and financial operations to identify efficiencies and opportunities for improvement. Executive-level experience in strategic decision-making, leadership, and operational management in a complex environment. Capacity to innovate and solve complex problems.
- **Executing for Results:** Demonstrated ability to translate vision into actionable, quantitative plans. Record of setting and achieving ambitious targets for his/her area of responsibility. Record of success in driving initiatives and projects to completion. Capacity to operate his/her business unit at the highest level of efficiency. Ability to persist when faced with challenging obstacles. High levels of energy and endurance and effective communication.
- **Using Influence and Building Relationships:** Ability to manage key relationships and create networks of people to accomplish objectives. Self-awareness and understanding of others that enhances interpersonal communication and management abilities. Unquestioned personal and professional integrity. A balanced ego and sense of humor. Ability to relate, persuade, lead, and negotiate. Active listening skills, excellent oral and written communication skills, and the ability to represent the School effectively.

- **Leading Teams:** Demonstrated ability to recruit, motivate, develop, and retain a strong, professional corps of key staff. Ability to translate over-arching business goals into specific objectives for each team member. Record of setting priorities decisively, delegating responsibilities, ensuring accountability, and allocating resources appropriately to achieve results. Capacity to engage team through his/her enthusiasm and excitement about the enterprise. Demonstrated ability to create a work environment that is inclusive, respectful, and fair.

NOMINATION AND APPLICATION PROCESS

Inquiries, nominations, and letters of interest with a curriculum vitae may be sent in confidence to:

Ruth Shoemaker Wood, Partner
Storbeck/Pimentel & Associates
RutgersViceDeanAdmin@storbecksearch.com

Rutgers University is an Equal Opportunity, Affirmative Action Employer. The University actively encourages applications and nominations of women, minorities, and persons with disabilities and applications from candidates with diverse cultural backgrounds.