Meeting Agenda

10:00 – 10:05
Presentation of the newly formed council, main objectives, agenda.

Parsons Faculty Council
Alaiyo Bradshaw (SDS, Secretary)
Margot Bouman (ADHT)
Caroline Dionne (ADHT, Co-Chair)
Francesca Granata (ADHT)
Julia Poteat (SOF)
Anezka Sebek (AMT)
John Sharp (AMT, Co-Chair)
Michael Verbos (SCE)
Alfred Zollinger (SCE)

10:05 – 10:25
Update on the Executive Dean Search Committee
by Laura Auricchio and Lucille Tenazes

10:25 – 10:45
Presentation on Student Health
by Shana Agid, with Tamara Oyola and Tracy Robin (guest intervention postponed until next PFA)

10:45 – 11:30
Presentation by Provost Tim Marshall and President David Van Zandt and QnA

MEETING MINUTES
Submitted by Anezka Sebek 9/19/18

Meeting was called to order at 10:00
Caroline Dionne, co-chair of the PFC, recognizes that the meeting is occurring on September 11th, a hardship for many faculty. Announcement by Caroline Dionne and John Sharp (Co-chairs of the Parsons Faculty Council for AY2018-2019)
- The newly elected members of the PFC are:
  - Alaiyo Bradshaw-SDS and secretary of the PFA/PFC
  - Margot Baumann-ADHT
  - Caroline Dionne-ADHT and co-chair
  - Francesca Granata-ADHT
  - Julia Poteat-SOF
  - Anezka Sebek-AMT
  - John Sharp-AMT and co-chair
  - Michael Verbos (SCE)
  - Alfred Zollinger (SCE)

The council met last week to define the objectives we want to focus on this year.

SLIDE PRESENTED BY CO_CHAIRS
MAIN OBJECTIVES
How we plan to make progress this year

- Continue to monitor the Executive Dean Search process (incl. final touch at Deanship transitions language)
- Improve communication (webpage, centralized information platform)
- Continue to develop our governance skills
- Define and test strategies for shared-governance
- Consolidate ties with other governance groups (Senate, FTF at other TNS colleges, etc.)
- Collectively and cohesively address pressing issues

10:05 – 10:25 Update on the Executive Dean Search Committee by Laura Auricchio and Lucille Tenazas

The co-chairs wish to recap our achievements in AY 2017-18. In Early Fall semester, the Assembly convened and voted in favor of a **modification of the Parsons bylaws and quorum rule** as a means to empower the Assembly. As a result, the Assembly can now propose motions, vote, draft resolutions and statements that can then be forward to the Senate with the hope of seeing our recommendations, concerns, proposals acknowledged by the Provost’s Office, President and Board of Trustees.

We need to learn to function as a big assembly of 172 members, and better define WHAT shared governance means. We hope to consolidate our ties with other governance groups. FTF bodies at other TNS Colleges. Caroline emphasized: Don’t hesitate to reach out to us so that we can weave your concerns into the meeting schedule. [Pfc@newschool.edu](mailto:Pfc@newschool.edu).

**LAURA AURICCHIO AND LUCILLE TENAZAS**
**EXECUTIVE DEAN SEARCH CO-CHAIRS**
The search process was bumpy at the beginning. It was a crisis time that had us call Tim and David to task. To create transparency. The search committee members have been very busy since being charged in the spring 2018(March-early April). Laura and Lucille have the same goals—they are a good team (a symbiotic relationship). There is a candid exchange between them. There are 20 members on the search committee - the committee was formed with a range of options so that everyone would feel comfortable with the candidates.

**Co-Chairs of the Executive Dean Search Committee:**
- Laura Auricchio - ADHT
- Lucille Tenazas – AMT

**Committee Members:**
- Anne Adriance, Chief Marketing Officer, The New School Central Office
- Arnold Aronson, New Schol Board of Trustees And Parsons Board Of Governors Partner And Managing Director, Kurt Salmon
- Dominique Bluhdorn, New School Board of Trustees And Parsons Board Of Governors President, Altos De Chavon Cultural Center Foundation
- Adam Brent, Assistant Professor of Fine Arts, Parsons School of Design Strategies (SDS)
- Barbara Compagnoni, Associate Director Media Resources, Parsons Making Center
- Jack Davis, Parsons Student, BABF/A, Fashion Design Program
- Michael Donovan, Parsons Board of Governors, President, Donovan/Green
- Anne Gaines, Dean, Parsons School of Art, Media And Technology (AMT)
- Tanesha Jemison, Associate Dean, Academic Planning, Parsons Dean’s Office
- Richard Kessler, Executive Dean, College of Performing Arts (COPA)
- Jane Pirone, Parsons School of Design Strategies (SDS)
- Timo Rissanen, Associate Dean, Parsons School of Constructed Environments (SCE), Assistant Professor of Fashion Design And Sustainability
- Sharon Sutton, Visiting Professor of Architecture, Parsons School of
A Search Firm was hired – Russell Reynolds Associates -- Meredith Rosenberg, and her assistant Katie Winoker. Direct email address is (see PPT) <ExecDeanParsons@russellreynolds.com>

Description of the Process:

There were feedback sessions about the process in Spring 2018. Meeting notes were taken at every meeting (Laura has them). These were “top of mind questions” to set the stage for the search. Student listening sessions were full of candid and straightforward questions. Questions for all these populations were similar.

For the position description, everyone in the PFA pitched in. This process was extremely collegial and productive and it involved a few hundred different voices. It was like a Green Paper / White Paper process, inclusive and transparent. The document reflects the commitment and values of the entire community. On the other hand, the search firm description for the Executive Dean position, did not get the essence of what we wanted.

There are Five Characteristics that need to be found in one person but this looks like a difficult task.

Where we are currently:

- Summer 2018—position description completion
- Regular check-ins with the Search Firm every week/every two weeks
- Committee meeting on September 7, 2018
- Anti-Bias Training with Ama Codjoe. This was important to check off all the diversity aspects with Search Firm. Lucille remarked that International doesn’t necessarily mean diverse!
- Over 200 people were nominated (internal and external)
- As of last week—30 were Engaged and interested—80 declined
- IN PROCESS—We are still accepting and encouraging nominees.
- October 5th – up to 30 names on the A-list—who should be courted? Who should be on the list even if they have not accepted?
- Now narrow down to 5 candidates to laser-focus on candidates.
- This is a confidential process. People can contact Russell Reynolds directly.
- BY NOVEMBER, we will have 4 candidates. (Job talks are planned for NOV 5 & 6 AND 12TH AND 13TH)

10:25 – 10:45  Presentation on Student Health by Shana Agid

Student Health Service—Reps at National Student Health will come to October meeting. Proposal to draft, edit, and issue a statement (in the hybrid form of a proposal and a claim?)

Context

student health and support services is now under Student Success. IUDs – peer counseling – mental health – pet therapy (faculty is invited to come). Shana’s experience with First Year is that we (faculty/staff) are not trained to know the availability of health services for students. This is why we don’t know when services are eliminated. Staff/Faculty/Students need to know. Proposal/demand—able to be invested in meaningful ways and kinds of services available to students? Wellbeing should be at the center of what we do. This is a Social Justice Mission of TNS. EAB Presentations—mental health needs among college students are exploding. There are many different models. Schools are educational not social services institutions. Proposals and demands how health and wellbeing are imagined and how that is manifested. Student pays a health services fee but health services is not funded appropriately. It is complex for international students to access health services.
Proposal/demands of the relationship of well-being and the mission of the university.

- TIMELINE— for health services deployment?
- How best to meet student needs
- EAB meeting was on Friday, September 6th.

For next PFA, will invite guests: Tamara Oyola and Tracy Robin

**Questions from the faculty:**

- At the late fall Town Hall last year, student asked a provocative question: In what form do we need to send a new request? Should this go through the counselors in the staff union?
- Currently, we have a big problem that the graduate division admissions team is leaving the university at the same time. Can there be better information sharing?
- Proposal for student health? There are problems at both the graduate and undergraduate levels. Proposals have been very difficult to get articulated in a clear way. It would be good to ask for a Town Hall. Our experience is anecdotal. Health Services are over-subscribed and students don’t know where to go.

PFC will set up a GOOGLE DOC SHARE and invite all PFA members to weigh in and post comments, suggestions, etc. We need to have more productive conversations.

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**10:45 – 11:30 Presentation by Provost Tim Marshall and President David Van Zandt and QnA**

(CD) This was a presentation that was postponed from spring 2018.

President Van Zandt— Asked us to hear his and Tim’s views about this—initiate a conversation and dialogue critical to the future of the university.

**FOCUSBNG ON THE FUTURE**

(David Van Zandt) Recognizing how hard we all work. Non-stop—especially during the term. There is faculty dedication to the student and their success. There has been growth of the university over the past 15 years. However, we cannot continue to grow with few resources. Individual programs have much more control over their size. We need more full time faculty at Parsons. We have to keep up with this within individual programs, teaching and serving the students. For example, we know that childcare is the issue of the day (we want to know what we can do about this). It has not been able to fund this childcare – what is feasible what level (as best as we possibly can). Bottom line—there are few resources and not enough support. Our job (DVZ and TM) to provide resources. Some schools are better supported than others. We see more integration of the university into the future-some units are too small some are too big—everyone cannot go it on their own.

We need to focus on our assets and what we can offer that is unique in the world.

We’re the only university in the world that has a top design school supported by social sciences and humanities. We need to take advantage of this. We have had some accomplishments—in the undergraduate programs applications.

Our Message: Come here if you are creative AND you want a broad education.

We have had success to bring our university onto one campus. We look at this area as our core. Bank Street has been a success—

We live in a rapidly changing world. We now have a residential program (full time). Masters and Grad Students have different needs (high touch – low student to faculty ratio). Demographically – number of US high school graduates continues to go down. We need to recognize that people are coming from lower levels of the economic strata. People with less means are coming to this education—many people cannot afford it.

—(See slide) graph about the affordability of what we do:

- The problem of tuition increases with a 3.5 % growth rate
- Cost of attendance—tuition plus living expenses in one of the most expensive cities in the world.
Median Family income in the US is between $50 and $60K. There are just not many people who can afford our education—The cost line needs to keep up with inflation.

There is a level of student services that students demand. Schools around the country compete on food, health services, and more people to help students along the way to get through their education.

Many families are now wondering: are we better off at the local Community College?

State governments are cutting back at State institutions.

Parsons is #1

We admit a lot of international students.

We are surviving

We are not thriving.

It is a vicious cycle:

1. High Admit rates in our programs-OPEN enrollment. Student Quality is a large factor of whether a student can make it through 4-6 years of education.
2. Tuition dependent. In many cases, we admit almost all of the people who apply.
3. Our exposure is international. There is also the Trump effect—are students still willing to come? Visa process. We are highly dependent on the international students.
4. Last minute hiring of adjunct faculty to fill teaching positions.
5. OPEN CAMPUS 30%
6. Curriculum dev for other institutions around the world
7. Executive Education—Shanghai fashion company who is doing this. Increase the revenue to support degree programs. Size of TNS should not go higher.
8. Keep the size of where we are is to build STUDENT QUALITY—measure what they bring in and how fast they graduate. Many people drop out because of finances.
9. Centennial project—what should TNS look like 10 or 20 years down the road. Process open to anyone. Make TNS a better place for the next 100 years.

Discussion with Faculty

(Faculty comment) Acceptance rate for Parsons-varies by program. Fashion went down to 18%

We now have direct admits to go into the individual major. Clarification—tick off a major not an “intended” major.

Acceptance rates—have been more selective. 1200 new students in our undergraduate population. Same movement—30% of the students move to other majors.

OVERALL acceptance rate has moved toward being more selective.

Fashion—distorted the patterns—which is now balancing out. Increase of 200 students this year.

ADMISSIONS vs. EXPECTED YIELD—there have been surprises. Yes—this was particularly prevalent in Fashion

YIELD is higher—Admissions has been working hard—thoughtfully who are the students that come to Parsons.

Colleges of Art and Design are favored—numbers are up. Selectivity is about 30%. Stress and strain on culture—

Admissions, Advising, — people are leaving very quickly — resource our students to support the admissions.

MARKETING/COMMUNICATION—is WORD OF MOUTH— Softening of domestic demand. Increase of international students

(Tim Marshall) this is a long-range trend that started in 1970) EUGENE LANG—generally has a higher yield

Opening of the curriculum – PARSONS NEEDS LANG TO KEEP DOING WELL so that we at Parsons have more control over who we admit. STUDENT SUCCESS — working against the quality and coherence of the programs.

Flexibility of the programs. LARGE NUMBERS OF ADVISORS who are unable to “toe the line.”

(DVZ) We built up a large cohort of advisors. Advisors training needs to address the university’s needs.

MASTERS level is very different where being connected to an individual faculty member is critical.

—

(Faculty Q) What are the strategies for other kinds of fundraising?

—

(DVZ) Fundraising—doubled from 20 M to 40M on a $350 M budget which is not enough
(Faculty Q) What is the pool for funding?
(DVZ) Alumni funding and going to parents who are putting up most of the money—Double or triple the funding still doesn’t solve all these problems.

(Faculty Q) What happens to the funding?
(DVZ) 40M — part of it goes into the endowment—Foundation funding goes into specific programs—we need to shift the moneys more to the core of what we do (general operations).

(Faculty Q) What do you expect from the full time faculty? Admin staff has decreased and been centralized.
(DVZ) The full time faculty are the heart of the university . We are thinking of shifting full time faculty lines over from other colleges to Parsons. We have not cut back on the FTF overall.
(TM) Before the increase in full time faculty in the early 2000s, the ratio of faculty to students was 1 to 80 Now we have a ratio of 1 – 30-31. Faculty lines should be going into Parsons to recognize the distribution of the students vs. faculty.
(Anne Gaines, Dean AMT) AMT is running with 5 or 6 FTF less. We have lost of full time faculty and the need is then not filled.
(Joel Towers) We have the same number of FTF, the hiring rate has slowed but the demands have increased.
Overall service that the FTF provide is the administration of 10 new programs at Parsons.
(TM) the service load for full time faculty is higher.
Faculty Question: There seems to be a revolving door of full time faculty and staff—we are inventive creative people we have been able to do with less. The undercurrent ia crucial. People who were on their way out. How can we make them stay? People are leaving.
(TM) There is a lack of resources and Admin support

(Faculty Q) we need to understand ALL the conditions.
--Centralization has diminished the efficiencies—
--FTF need at the graduate level is even more critical
--There seems to be an endless restructuring of admin services -- retraining office workers takes away time to focus on pedagogy. In last the 10 years, we have reached a boiling point. We have achieved the level of quality but the legs running it, we have lost. There is a concern from students about this especially graduate students—
(DVZ) we have had to skimp on budgets ever since I came here. This is a conundrum that we are in. We see what you are saying. Every year, we do more with less.

(CD) Recognizing the end of the meeting
We will continue this conversation. We should get the information ahead of the conversation with David and Tim. This would help our FTF to be more prepared the next time. These are the topics we want to address:

- We would like to create a shared governance model---
- How our work is recognized—
- How we can communicate better—
- The PFC will speak to Tim and David directly

(DVZ) we would like to speak at length with the leaders of the PFC.
Parsons Faculty Assembly
PFA

LAURA AURICCHIO
Co-Chair, Vice Provost for Curriculum & Learning
Provost’s Office
Professor of Art History (ADHT)

LUCILLE TENAZAS
Co-Chair, Associate Dean, School of Art,
Media and Technology (AMT)
Henry Wolf Professor of Communication Design

September 11, 2018
University Center, UL105
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<td><strong>ANNE ADRIANCE</strong></td>
<td>Chief Marketing Officer, The New School Central Office</td>
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<td><strong>RICHARD KESSLER</strong></td>
<td>Executive Dean, College of Performing Arts (COPA)</td>
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Please direct inquiries and nominations to Russell Reynolds at: ExecDeanParsons@russellreynolds.com
PARSONS LISTENING SESSIONS: Faculty, Students & Staff
April 24 and April 30

GOALS
We have only an hour, we want to be efficient. Confidential conversation. Everyone has an opportunity to share what's important to them, to be heard. This is meant to be open-ended. Your comments will help to shape the lens through which we will be looking at candidates. This is an exciting opportunity to collaborate on envisioning what the next leadership of Parsons might be like.

QUESTIONS
1. What is Parsons, what is your understanding of where it is going?

What aspirations do you have for Parsons in the next 5 – 10 years? Where do you want Parsons to be going?

2. More specifically, what particular issues do you think our next dean should focus on? Can we focus in on 3 goals?

3. What kind of person could help us achieve these goals? What characteristics do you think the next dean should have?
What kind of Executive Dean should Parsons have?

Let your voices be heard!

Student Listening Session

What has your experience been at Parsons?

What aspirations do you have for Parsons in the next 5-10 years?

What priorities should the new Executive Dean focus on?

What characteristics should the next Dean have?

TODAY, April 30
4-5pm
Kellen Auditorium
66 Fifth Avenue

Moderated by

Search Committee co-chairs:
Laura Auricchio
Professor of Art History and Vice Provost for Curriculum and Learning
Lucille Tenazas
Henry Wolf Professor of Communication Design and Associate Dean, School of Art, Media and Technology
**Forward-Looking Leadership**
Welcome creative approaches to distributed management and problem-solving, with experience leading inclusive, participatory decision-making processes that lead to timely, sound, and effective outcomes. Possess relevant experience working effectively across interwoven networks (such as those between Parsons and The New School) to achieve shared aims.

**Academic Oversight**
Be eligible for tenure at The New School by virtue of possessing a significant body of academic, creative, or professional work and/or a national or international reputation for field-building or field-expanding accomplishment. Have a passion for and commitment to higher education, with a keen understanding of the opportunities and challenges facing art and design education during a time of continued evolution. Demonstrate an ability to help conceive, develop, and successfully implement innovative curricular and educational models in a collaborative environment.

**Administration and Culture**
Commit to fostering a collegial, collaborative, and respectful work and educational environment that values diversity of all kinds, motivating and supporting individuals with varied backgrounds and experiences. Demonstrate excellent communication and listening skills that fit a culture of transparency, candor, and dialogue.

**Financial Growth and Resource Management**
Have a track record of growth, innovation, leadership and financial effectiveness within a large and complex organization; experience in change management is particularly desired. Point to experience in identifying long-term opportunities for an organization while setting short-term goals and implementation plans that were adequately resourced, achievable, and successful.

**Fundraising, Partnerships, and Visibility**
Manifest an affinity and aptitude for fundraising. Be able to tell the story of an institution in a way that engages internal and external audiences (in this case, audiences include students, parents, faculty, staff, alumni, University leadership, Parsons’ Advisory Board of Governors, the University’s Board of Trustees), instills credibility and confidence, compels people to become involved, builds enthusiasm about plans, and coordinates efforts to realize goals.
SCHEDULE: Candidate Review Process

Executive Dean
Parsons School of Design
The New School

SEPT

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- **Conference Call**
- **In-person meeting**
- **Full committee**
## SCHEDULE: Candidate Review Process

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*Executive Dean*

Parsons School of Design
The New School
POSITION SPECIFICATION

Executive Dean
Parsons School of Design
The New School
THE SEARCH
The New School (“the University”) seeks a forward-looking Executive Dean to serve as the principal academic and strategic leader of Parsons School of Design (“Parsons”). One of the premier art and design schools in the world (consistently ranked in the top three for the past ten years), Parsons is unique thanks to its position within The New School—a private research university founded in 1919 and dedicated to fostering innovation in the arts, design, humanities, public policy, and the social sciences—and its New York City location. Having joined The New School in 1970, Parsons is now one of the University's five colleges (the others are The College of Performing Arts, Eugene Lang College of Liberal Arts, The New School for Social Research, and the Schools of Public Engagement). Together with these colleges and with the University's unit for non-traditional offerings (Open Campus) and its branch campus in Paris, France (Parsons Paris), Parsons advances the University's mission by integrating “design and social research” to make “the world a better and more just place” and equipping a diverse student body for success in a rapidly changing society.

Since its founding in 1896, Parsons has been at the vanguard of art and design education. Its 20 master’s and 16 undergraduate degree programs, as well as its extensive pre-college and continuing education offerings, provide artists, designers, scholars, and entrepreneurs with the skills needed to devise design-led approaches to complex contemporary challenges—from sustainability to social and economic inequalities to the globalization of creative industries. Parsons's 175 full-time and 1,300 part-time faculty members work with 100 full-time staff to educate more than 5,500 Parsons students and to offer courses to a sizable number of the 4,500 students matriculated in other areas of the University.

This leadership position encompasses both internal and external responsibilities. As the head of the Deans Council at Parsons, the Executive Dean works collaboratively with the Dean of Academic Planning and the School Deans of the five schools within Parsons (Art and Design History and Theory; Art, Media, and Technology; Constructed Environments; Design Strategies; and Fashion) to manage curriculum, faculty, staff, students, facilities, and financial resources. The Executive Dean also plays crucial roles in the Academic and Executive leadership of The New School, representing Parsons and participating fully in planning and executing strategies for financially sustaining and academically enhancing the University. In addition, the Executive Dean serves important public-facing functions including fundraising, parent, alumni and board relations, and community engagement.

This opportunity comes at a pivotal time for Parsons and for The New School more broadly. As the University is moving into its centennial, the institution is engaged in imagining the next stage of its development. With design playing an unprecedented role in rapidly changing global economies, industries, and human experiences, this is a crucial moment for a leader of Parsons to help shape the future within, and beyond, the institution.

The search is led by a diverse committee formed through a robust, consultative process. Members represent Parsons faculty, staff, students, School Deans, Board of Governors, and Board of Trustees, as well as leadership roles in other areas of the University. The executive search firm Russell Reynolds Associates is supporting the process. Please direct inquiries and nominations to Russell Reynolds at: ExecDeanParsons@russellreynolds.com.
PARSONS SCHOOL OF DESIGN
At Parsons, the past decade has been marked by the development of pathbreaking curricula in keeping with a university-wide commitment to building bridges across The New School. With a social justice orientation and a redoubled emphasis on fostering excellence and innovation in faculty research, scholarship, and creative practice, Parsons offers a holistic approach to learning that situates art and design at the fulcrum of an expansive education that includes liberal arts, social research, management, public policy, and the performing arts.

THE PARSONS COMMUNITY
Parsons achieves its status through its talented faculty and its highly professional and committed administrative staff who are deeply engaged in the School’s challenges and opportunities. Thanks to concerted hiring efforts, the number of full-time faculty members has more than quadrupled in a ten-year period, soaring from 39 in 2004 to 170 in 2014. Full-time faculty at Parsons are recruited through rigorous global search processes into tenure eligible and renewable contracts and are without exception the top in their field. They are creative professionals, exhibiting artists and renowned scholars, and many integrate these domains in their research practices. The full-time faculty are complemented by gifted and dedicated part-time faculty drawn from the professions and studios of New York City, all of whom contribute to the vibrancy, contemporaneity, and relevance of a Parsons education.

Parsons faculty members are central to the intellectual, professional and educational life of The New School, serving in a wide range of leadership roles including program and lab directors, associate deans, and course coordinators. Faculty are increasingly collaborating across disciplinary and college borders through externally funded initiatives such as the Graduate Institute for Design, Ethnography and Social Thought (GIDEST), the India China Institute, the Integrative PhD Fellowship Program, and the Tishman Environment and Design Center. Through these and other labs and projects, Parsons faculty make vital contributions to research themes central to the University, such as climate change, environmental justice, migration and mobility, democracy, and economic and technological stratification. Faculty also play key roles in the shared governance of Parsons and The New School. They lead the Parsons Faculty Council and Faculty Assembly, the University Faculty Senate, the Parsons Curriculum Committee, the Committee on Undergraduate Education, and the Curriculum Committees of each of the five Parsons Schools, and have strong voices on a range of university-wide committees managed by the Provost’s Office.

Located in New York - the world’s most creative and international city - Parsons attracts faculty, staff, and students from around the globe. It is committed to the goal of becoming a fully inclusive institution that embraces diversity in all respects. The New School has the highest percentage (35%) of undergraduate international students at any university in the U.S., with the international population at Parsons near 45%. Through outreach initiatives, including the Parsons Scholars Program for NYC high school students, Parsons is striving to increase the opportunities it affords to students from under-represented domestic groups.

Parsons has reimagined art and design in nearly every form, producing alumni who are renowned throughout our creative culture. Transformative figures educated at Parsons have influenced fields including Communication Design (Paul Rand), Fashion Design (Donna Karan, Claire McCardell, Jason Wu, Willi Smith), Filmmaking (Joel Schumacher, Tom Ford), Fine Arts (Barbara Kruger, Ai Weiwei), Illustration (Peter de Sève), Interior Design (Sheila Bridges, Albert Hadley, Van Day Truex), Photography (Ryan McGinley), and more. Prominent critics (Herbert Muschamp), scholars, and curators who attended Parsons shape the way we think about design today.
CURRICULUM AND PEDAGOGY
Parsons adopts a student-centered approach to its educational mission, with an emphasis on project-based learning opportunities that hone students’ abilities to operate within complex systems, collaborate across disciplines, and build flexibility and resilience. Our path-breaking approaches consistently attract an exceptional pool of diverse and innovative students whose success keeps Parsons at the forefront of art and design education.

For the past decade, The New School has been pursuing an integrated academic identity, intentionally breaking down internal barriers to collaboration by encouraging and facilitating work at the intersections of the liberal arts, visual and performing arts, design, management, and professional programs. The university has developed a curricular structure that enables students to study across boundaries of colleges and disciplines through electives, transdisciplinary labs, university-wide minors, collaborative programs such as long-standing BA/BFA dual degrees, and a range of university-based courses and projects. One of Parsons's largest undergraduate programs, the BBA in Strategic Design and Management, educates students in entrepreneurial and strategic aspects of design and in design aspects of business.

After many years of deep thinking and collaborative planning, Parsons recently redesigned its entire undergraduate curriculum integrating theory and practice, grounded in principles of social justice, and underscoring the importance of sustainability by training students to examine the impact of design on natural, social, political, and economic systems. Studios, seminars, and projects familiarize students with tools and techniques from across the creative and critical spectrum and encourage students to pose questions and solve problems through explorations with peers in other degree programs.

Parsons continues to innovate at the graduate level as well, forging new areas of study and new curricular models. For instance, the MS in Strategic Design and Management (offered in a hybrid on-site / on-line format) and the MFA in Transdisciplinary Design were the first programs of their kind, preparing students to take on management roles in the creative industries, start-ups, government agencies, and NGOs, and to understand systems from the perspective of design. Themes and values include responsible entrepreneurship, sustainability, social innovation, and leadership in the application of design and business strategy in any sector. The MS in Data Visualization moves beyond computer science and statistical analysis to infuse the gathering, analysis, and representation of data with visual and ethical considerations. Through its unique dual degrees and double majors in architecture, interior design, and lighting design, and its product and industrial design programs, the School of Constructed Environments balances hands-on and digital making within a spirit of collaborative practice. Other Parsons programs connect design research to entrepreneurial practices. Notably, the highly selective MFA in Fashion Design and Society (unique in the U.S.) offers emerging designers an interdisciplinary education linked to the fashion industry and informed by the global political economy.

The external partnerships central to much of our curriculum offer students unparalleled opportunities for learning and professional development both inside and outside of the classroom. For instance, a design-build studio, The Design Workshop, brings together graduate students in architecture, interior design, and lighting design to provide pro bono design and construction services to community groups in New York City, while undergraduates annually build a public space as part of the NYC Department of Transportation’s Street Seats program. Students in the trendsetting MFA Design and Technology program collaborate with partners ranging from international universities to national and global heritage sites to Community Board Organizations, and develop industry prototypes through the NYC Media Lab and in partnership with Cornell-Technion’s engineering and business programs. The School of Fashion runs more than sixty external partnerships annually, and the MA Program in the History of Design and Curatorial Studies immerses students in the departments of the Cooper Hewitt Smithsonian Design Museum, which offers the program jointly with Parsons.
LABS AND CENTERS
Parsons houses a number of cutting-edge research labs that take design-centered approaches to complex contemporary issues. The Healthy Materials Lab, for example, collaborates with studio courses completing real-world projects both outside and within the university. The DESIS (Design for Social Innovation and Sustainability) Lab integrates a range of design practices into action-oriented service design partnerships with local and global communities. And the Prototyping, Education and Technology Lab (PETLab) works with major industry and non-profit partners to deploy game design to spearhead public engagement and social innovation.

FACILITIES
Transformations in our teaching, learning, and research spaces have supported the intellectual and curricular integration that has characterized The New School in recent years. A consolidation of facilities and the intentional creation of an urban campus culminated in the 2014 opening of the architecturally compelling 16-story, LEED-certified University Center on Fifth Avenue and Fourteenth Street. This university-wide hub houses a range of design studios, libraries, lecture halls, a 900-seat auditorium, specialized technology facilities, and a variety of collaborative and public spaces that encourage students to interact across programs and colleges.

Redesigns of several spaces within Parsons have been similarly generative. The award-winning Sheila C. Johnson Design Center offers gallery spaces fronting both Fifth Avenue and Thirteenth Street that showcase student work and present rotating exhibitions curated by students, faculty and external partners. With the Making Center, Parsons has reimagined the workshop as a dynamic space of multidisciplinary interaction, where students from every program work side-by-side to acquire skills in using both emerging and traditional technologies. Ongoing investments in this innovative facility continue to shift the student and faculty experience, creating new possibilities for learning and collaboration. The University is committed to transforming all of our owned spaces with an eye to ensuring that curricula and resources continue to evolve in tandem, with ongoing projects including the creation of school hubs, additional making spaces, and build-to-suit studios that support academic initiatives and permit a flexible approach to the use of our physical environment.

ACCREDITATION
The New School is accredited by the Middle States Commission on Higher Education and chartered as a university by the Regents of the State of New York. Credits and degrees are recognized and accepted by other accredited colleges, universities, and professional schools throughout the United States.

Parsons is also an accredited institutional member of the National Association of Schools of Art and Design (NASAD). Parsons’s BBA in Strategic Design and Management meets NASAD standards for the Bachelor of Arts - 4 years: Design and Management. It is registered as a Bachelor of Business Administration through the New York State Education Department (NYSED) and listed as Bachelor of Business Administration in Design and Management by The New School. Parsons offers a Master of Architecture degree program accredited by the National Architectural Accrediting Board (NAAB) and is a member of the Association of Independent Colleges of Art and Design.
EXECUTIVE DEAN PROFILE

We seek a collaborative leader who embodies the values of Parsons and The New School and who is committed to fostering a community of learning that is inclusive, engaged, and sustainable. The Executive Dean is expected to continually strengthen existing academic programs, to develop new approaches to studio and related learning, to elevate the research, scholarly, and creative profiles of faculty, to enhance student education and well-being, and to be adept at deploying art and design across the University and beyond in pursuit of The New School’s research, teaching, and entrepreneurial goals.

The Executive Dean is also expected to help identify and capitalize on new revenue and fundraising opportunities to ensure the continued success of Parsons and the University. As a tuition-dependent institution, Parsons cannot continue to rely on tuition from key reputational degree programs as the sole source of revenue. Such fiscal diversification will enable Parsons to achieve its goals of fostering a more broadly inclusive community by attracting and supporting students who have fewer financial resources, and by recruiting and retaining world-class faculty and staff of all backgrounds to ensure consistent excellence over time.

The Executive Dean accomplishes this work through a distributed leadership model, partnering with the Parsons Deans Council and with the Parsons Faculty Council and Assembly. With regular input from this academic community, and guided by strategic planning, the Deans Council develops shared budget priorities and needs, maintains and updates the academic mission and vision of the college, and establishes policy and practices to support the ongoing operation of the school.

The Executive Dean of Parsons also carries University-wide responsibilities. As part of The New School's Academic Leadership, the Executive Dean reports to the Provost and collaborates with the four other College Executive Deans and the Deans of Open Campus and Parsons Paris to articulate strategies that support the increasingly interdisciplinary and networked approach to learning and research being advanced at the University. As a member of the Executive Leadership, which is led by the President, the Executive Dean and other members of Academic Leadership sit alongside the Chief Operating Officer and Chiefs for Campus and Legal Affairs, Development and Alumni Relations, Enrollment and Student Success, and Marketing and Communication, sharing in the development and realization of strategic, fiscal, and operational visions.

RESPONSIBILITIES

The Executive Dean is responsible for:

- **Forward-Looking Leadership:** Envision and enact a distributed approach to leading this premier institution through active partnership and ongoing engagement with members of the faculty, academic leadership, Parsons’s Advisory Board of Governors, The New School's Board of Trustees, and University leadership; this includes increasing School Deans’ engagement in university-level decision making in recognition of the relative size and complexity of Parsons. Build and expand leadership capacity within Parsons in the interest of establishing and pursuing strategic objectives in alignment with the University’s strategic plan. Strengthen faculty governance within the college and between the college and University.

- **Academic Oversight:** Work collaboratively to build Parsons and the University as a preeminent institution for research, teaching and creative practice, with particular attention to:

  **Curriculum:** Serve the community with visionary leadership, actively engaging with colleagues to leverage existing degrees and create new ones. Ensure that Parsons takes creative approaches to developing innovative programs and curricular structures (and modes of delivery, including online), infused with a global orientation and emphasizing impact, excellence, social justice, and entrepreneurship. Manage the competing imperatives of offering academic programs of the highest quality with the need to generate increased revenue to support these and other endeavors.
Faculty: Recruit, retain, and promote outstanding faculty who enhance the diversity of Parsons and the University. Support faculty efforts to attain the highest standards of excellence in teaching, research, scholarship and creative practice, and service to Parsons, The New School, and their communities of practice. Evaluate faculty for appointment, tenure, and promotion. Continue to strengthen excellence in academic programs, teaching, and learning. Advance design-led research and learning opportunities across Parsons and The New School.

Students: Recruit and support a talented and inclusive student body, working especially to increase the diversity of our domestic students. Ensure that students continue to receive a future-oriented education of the highest quality that will enable them to succeed in, and shape the directions of, their chosen fields. Promote the holistic well-being of students.

- Financial Growth and Resource Management: Collaborate with partners throughout the University to identify new revenue sources and to continue building on the strong global identity of Parsons. Manage the financial resources of Parsons through an effective and transparent annual operating budget and long-term financial plan. Oversee School-wide resource acquisition and utilization. Advance ongoing work to re-design and build physical spaces that support an increasingly flexible and interdisciplinary curriculum and advance the mission of the institution.

- Fundraising, Partnerships, and Visibility: Lead the development and implementation of strategies to build strong relationships with a wide range of stakeholders, partners, and collaborators within and outside of the University. Represent and promote Parsons and the University through participation at external events. Articulate, communicate, and champion the visions of Parsons and The New School both within and beyond the institution. Lead the School’s fundraising and development efforts. Cultivate and solicit individual donors, foundations, and corporations.

- Administration and Culture: Oversee the organizational structure, policies, and procedures of Parsons with an emphasis on operational efficiency and promoting well-being within the community. Priorities include establishing balanced faculty workloads and addressing structural inequities and bias. Commit to diversity and inclusion, including partnering across the University to confront issues of access to educational opportunities and valuing differing views and experiences. Foster a collaborative, participatory, collegial, and transparent culture.

QUALIFICATIONS AND EXPERIENCE
Each area of responsibility requires a distinct set of qualifications and experiences, as outlined below.

- Forward-Looking Leadership: Welcome creative approaches to distributed management and problem-solving, with experience leading inclusive, participatory decision-making processes that lead to timely, sound, and effective outcomes. Possess relevant experience working effectively across interwoven networks (such as those between Parsons and The New School) to achieve shared aims.

- Academic Oversight: Be eligible for tenure at The New School by virtue of possessing a significant body of academic, creative, or professional work and/or a national or international reputation for field-building or field-expanding accomplishment. Have a passion for and commitment to higher education, with a keen understanding of the opportunities and challenges facing art and design education during a time of continued evolution. Demonstrate an ability to help conceive, develop, and successfully implement innovative curricular and educational models in a collaborative environment.
• **Financial Growth and Resource Management:** Have a track record of growth, innovation, leadership and financial effectiveness within a large and complex organization; experience in change management is particularly desired. Point to experience in identifying long-term opportunities for an organization while setting short-term goals and implementation plans that were adequately resourced, achievable, and successful.

• **Fundraising, Partnerships, and Visibility:** Manifest an affinity and aptitude for fundraising. Be able to tell the story of an institution in a way that engages internal and external audiences (in this case, audiences include students, parents, faculty, staff, alumni, University leadership, Parsons’ Advisory Board of Governors, the University’s Board of Trustees), instills credibility and confidence, compels people to become involved, builds enthusiasm about plans, and coordinates efforts to realize goals.

• **Administration and Culture:** Commit to fostering a collegial, collaborative, and respectful work and educational environment that values diversity of all kinds, motivating and supporting individuals with varied backgrounds and experiences. Demonstrate excellent communication and listening skills that fit a culture of transparency, candor, and dialogue.

**APPLICATION PROCESS**
Inquiries, nominations, and applications are invited. The review of nominations and applications for the position will commence immediately and continue until the position is filled. Interested candidates should submit confidentially, in electronic form (Microsoft Word or Adobe PDF files preferred), a curriculum vitae and an optional letter of interest to:

Meredith Rosenberg  
Consultant to the Search Committee  
Russell Reynolds Associates  
ExecDeanParsons@russellreynolds.com

All materials and inquiries will be held in strict confidence. The express written permission of the finalists will be obtained before making their candidacies public.

For further information about Parsons School of Design and The New School, please visit [https://www.newschool.edu/parsons/](https://www.newschool.edu/parsons/)

*The New School is committed to creating and maintaining an environment that promises diversity and tolerance in all areas of employment, education and access to its educational, artistic or cultural programs and activities. The New School does not discriminate on the basis of age, race, color, creed, sex or gender (including gender identity and expression), pregnancy, sexual orientation, religion, religious practices, mental or physical disability, national or ethnic origin, citizenship status, veteran status, marital or partnership status, or any other legally protected status.*
VISION STATEMENT

We are and will be a university where design and social research drive approaches to studying issues of our time, such as democracy, urbanization, technological change, economic empowerment, sustainability, migration, and globalization. We will be the preeminent intellectual and creative center for effective engagement in a world that increasingly demands better-designed objects, communication, systems, and organizations to meet social needs.
PROGRESS

• Strengthened focus on student success
• Enhanced academic excellence
• Advanced global initiatives
• Stronger external profile focused on vision
• Infrastructure improvements
U.S. HIGH SCHOOL GRADUATES

(Millions)

Source: Western Interstate Commission for Higher Education (WICHE)
U.S. POSTSECONDARY ENROLLMENT

(Millions)

Source: NCES, World Bank
AFFORDABILITY

($000)

Median household income
0.4% growth rate

Cost of attendance
3.7% growth rate

Tuition
3.5% growth rate

Cost of attendance includes tuition, room, board, health fees, supplies, transportation
Source: US Census, New School institutional research
“CROSSING LINES”

($ Millions)

Revenue  Expense

FY09  FY10  FY11  FY12  FY13  FY14  FY15  FY16  FY17  FY18  FY19  FY20  FY21  FY22  FY23

THE NEW SCHOOL
KEY PLANNING QUESTIONS

• How do we activate The New School’s Vision for next decade (and beyond)?
• How do we reach more people and be more accessible?
• How do we align the university to support the Vision?