

SUMMARY POSITION DESCRIPTION

THE HOWARD G. AND S. LOUISE PHANSTIEL CHAIR IN STRATEGIC MANAGEMENT AND LEADERSHIP, THE MAXWELL SCHOOL OF CITIZENSHIP AND PUBLIC AFFAIRS, SYRACUSE UNIVERSITY

The Setting

This generously endowed Chair is in a unique School in a University recognized for its intellectual and professional leadership. Founded in 1870, Syracuse University enrolls 19,000 students of whom nearly 4,000 are full-time graduate students. While meeting rigorous standards of research generation and quality of instruction, the University combines dedication to these goals with equal and parallel attention to putting knowledge and instructional capacity to practical use for the public good. This dual focus is summarized in the University's commitment to the concept of "Scholarship in Action." This commitment distinguishes Syracuse as an institution and helps to explain the proud roster of pathfinding contributions made by its faculty and alumni, both to the sum total of human knowledge and to the use of that knowledge to improve the human condition.

The Maxwell School, one of the University's most highly prized assets, exemplifies this dual dedication. It is unique among schools of public affairs in its inclusion of the classical social science disciplines (political science, history, economics, geography, anthropology and sociology) in the same organizational framework with its renowned programs in public administration and international affairs. Cross-disciplinary and cross-sectoral exchange in ideas and expertise is not just an admired ideal, it is a day-to-day reality. The effects of enhanced interdisciplinary activity on the quality of research and teaching are dramatic. Although no external opinion-based rating system captures all the nuances of an educational or research endeavor, it is no surprise that the Maxwell School has been ranked first among graduate schools of public affairs by the U.S. News & World Report for the past 14 years. This ranking simply confirms informed opinion in the field that the Maxwell School is the gold standard for preparation of scholars and practitioners committed to public/non-profit sector service.

The foundation of this excellence is in the quality of the School's faculty. Its 145 members include eight Guggenheim Fellows, six Fellows of the American Council of Learned Societies, 17 Fulbright Research Fellows, 12 National Endowment for the Humanities Fellows, and one recipient of the MacArthur Foundation's "genius grant" fellowship. Thirty-seven Maxwell School faculty members have been awarded the Chancellor's Citation for Exceptional Academic Achievement, the University's highest honor for teaching and scholarship. Attention to instructional quality has resulted in five faculty members being named as one of the two Meredith Professors the University recognizes each year for teaching excellence.

Academic excellence is matched by the senior practitioner experience that many faculty members bring, which informs their research and adds to the value of the insights and advice they can provide to students and colleagues. This deep reservoir of practical faculty experience has been instrumental in preparing the School's thousands of graduate alumni for the leadership roles they have so often played. The School includes seven National Academy of Public Administration

Fellows. The School houses the Alan K. Campbell Public Affairs Institute, named for the former Maxwell Dean who spearheaded the landmark reform of the Federal Civil Service system, which is dedicated to linking the worlds of scholarship and public affairs. The Moynihan Institute of Public Affairs integrates and focuses the School's international programs, research, service and training activities in an interdisciplinary setting which promotes global awareness. Two other Institutes, one focused on national security and counterterrorism and the other on study of the judiciary, politics and the media, are jointly sponsored with the Law School and other University units. Four important Research Centers address major issues of public concern, focused, respectively, on environmental policy and administration, technology and information policy, metropolitan and aging studies, and collaboration and the analysis and resolution of conflicts. All of these units, when combined with the academic stature and practitioner experience of the faculty, add up to one of the nation's most fertile and innovative sources of thought and action on all elements of public policy and management.

The University is located 250 miles from New York City, close enough for easy access to its cultural and other attractions but sufficiently distant to assure a more economical and less hurried living environment. The institution's endowment totalled about \$872 million at the end of its fiscal year in June 2006, and it is now engaged in its largest capital campaign. Called the Campaign for Syracuse University, it has an overall goal of \$1 billion, of which well over half has already been pledged.

Responsibilities of the Appointee

The holder of the Phanstiel Chair will bring to the School critically important expertise, intellectual leadership and teaching capacity in the areas of strategic leadership and management. These areas are at the crux of national and international development in 21st century public policy arenas, and public, non-profit and private organization management. The central purpose of the Chair is to advance knowledge and practice in these areas, and to infuse these advances into the process of preparing the next generation of public sector leaders.

The role and importance of strategic thinking, leadership and management grows with the number and complexity of the problems that an effective leader must understand and take into account in plotting the course of any entity, public, non-profit, or private. The subtleties involved in defining the critical elements and techniques of leadership, and in harnessing them to strategic analysis and management have only begun to be identified and understood with the rigor that is rightly expected of a leading academic specialty. Likewise, the principles and best practices involved in connecting strategic goals and concepts to the managerial resources and tools available in the public sector are more and more challenging and subject to change given rapid shifts in the economy, the demographics of the work force, the scope and character of public and non-profit institutions, and the distribution of public and political opinion. The appointee to the Phanstiel Chair will be expected to conceptualize and lead much of the School's research along this intellectual frontier, while also teaching courses that share his/her expertise with graduate students and speaking publically on these topics nationally and internationally.

The gift that endows the Chair is, at \$5 million, the second-largest ever made to the School. In addition to compensating the Chair-holder, it will provide funds for research, as well as resources

for conferences and other related activities. It is hoped, but not required that the holder of the Chair will be able to supplement these funds with grants secured from other sources. The appointee will be expected to offer graduate courses in his/her specialty areas, and to advise Master's and Doctoral candidates.

Qualifications

The successful candidate for this appointment should combine as many as possible of the following attributes:

- Deep commitment to assuring the best possible preparation of the next generation of public sector leaders, together with a compelling vision of the steps necessary to achieve this goal.
- Intellectual leadership with respect to strategic management and leadership in the public or non-profit sector, as demonstrated by publications and other work products that meet the standards normally applied in tenure reviews at first-rank universities. Some amount of senior practitioner experience is also highly desired.
- Demonstrated capacity for effective teaching in a professional graduate degree program.
- Extraordinary creativity and academic entrepreneurial drive, coupled with self-motivated initiative, unflagging energy, and identification of personal success with the achievement of the basic purposes underlying establishment of the Chair.
- Substantial knowledge of and experience at dealing with a significant range of public policy and management issues, together with credibility as a convenor and collaborator, and the ability to interact as a peer with both academic colleagues and policy makers.
- A terminal advanced degree in a related discipline (e.g., public administration, public management, public policy, political science, economics, sociology, law, psychology, business administration). A history of productive collaboration across disciplinary, organizational, sectoral or jurisdictional boundaries is preferred.
- The highly developed people and communication skills needed to work effectively with colleagues and collaborators from a wide range of disciplines, and the networking capacity to identify and call upon the knowledge and skills of a broad array of professionals from the academic, commercial, government, and non-profit sectors.
- Capacity to excite and motivate students and young people more generally, in the classroom.
- Capacity to maximize the recognition and adoption of the principles, insights, and best practices at other institutions so that the practical impact on leader preparation is multiplied.
- Willingness to locate to the Syracuse area.

Eligibility for Appointment

Syracuse University engages employees without regard to race, color, religion, creed, age, gender, sexual orientation, marital status, or any other characteristic covered by law. All who believe they meet the stated qualifications are invited to apply.

Compensation Package

The appointee will be paid a salary commensurate with that of a distinguished full professor. A generous program of fringe benefits is also included.

Timing of Appointment

Initial consideration of candidates for the appointment will begin in the first part of January 2008. It is hoped that the appointee will assume the responsibilities of the Chair in the Fall of 2008.

To apply, or for further information, please contact:

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