THE ELI BROAD COLLEGE OF BUSINESS

DEAN

EAST LANSING, MICHIGAN

THE SEARCH

Michigan State University seeks a strong, collaborative leader to serve as the Eli and Edythe L. Broad Dean of the Broad College of Business and Graduate College of Management. The Dean will articulate a compelling vision for the College that builds on the school’s competencies and is characterized by distinctiveness in its programs of research and teaching and a central role in the University’s drive to develop solutions to tackle the most important challenges facing business and the broader society today. The challenges include the globalization of talent, markets, and supply chains; the drive for sustainability; and increasing pressure for accountability from governments, students, and business partners. The Broad College is well-equipped and well-positioned to capitalize on the tremendous opportunities these challenges create.

The Broad College has a well-earned reputation for excellence in its research and teaching, ranked among the top 25 business Colleges in all five departments by US News. The College has a large and selective undergraduate business program with focused academic and career programming, including experiential learning labs and strong ties to the business community. The College offers highly ranked full-time and executive MBA programs, Executive Education programs, specialized masters programs, and PhD programs through each of its departments. The Broad College’s reputation is further elevated by its globally recognized School of Hospitality Business which serves both undergraduate and graduate students.

The Dean will unite the College around a vision and link the Broad College's strategy to the initiatives of Michigan State University. S/he will foster stronger partnerships with other colleges in the University, encourage the development of interdisciplinary programs, and lead the University's initiative on global sustainability. The Dean will develop a clear and compelling strategy to position the College for future competitive success, increase the College's visibility at home and abroad, and generate the financial resources to make that vision a reality. The Broad College will be a leader by seizing the opportunity to create new intellectual capital, engage actively with practitioners, and put its graduates in high demand in the world marketplace.

The University has retained the executive search firm of Russell Reynold Associates to assist with the search. Applications, nominations and inquiries should be directed in confidence to the firm as indicated at the end of this document.

THE UNIVERSITY

Founded in 1855 as an autonomous public institution of higher learning, Michigan State University has always been an innovator in research, teaching, and application of knowledge. In 1863, Michigan State was designated the beneficiary of the Morrill Land-Grant Colleges Act endowment, becoming one of the earliest land-grant colleges in the United States and serving as a prototype for future institutions. From these origins, Michigan State has evolved into a comprehensive, global, world class university with a full spectrum of programs and attracting a diverse set of
gifted professors, staff members, and students. The University has been an elected member of the Association of American Universities since 1964.

Michigan State enrolls approximately 50,000 students, including 11,300 graduate and professional College students, and it employs more than 11,600 faculty and staff members. The University offers more than 200 programs of study at the bachelor, masters and doctoral levels. For detailed information on the University's colleges, please see www.msu.edu.

Excellence in undergraduate education is a hallmark of Michigan State University. MSU enrolls 38,800 undergraduate students, who hail from all 83 Michigan counties, all 50 U.S. states, and more than 130 other countries around the world. An educational innovator, MSU has long been committed to international study. MSU's study abroad program is the largest of any single-campus university in the nation, offering more than 275 programs in over 60 countries on all continents. The Broad College accounts for the largest proportion of students studying abroad.

MSU is a national leader in scientific and engineering research and development, reporting externally funded research expenditures of approximately $528 million in FY14. Emphasizing the development of practical ways that new knowledge can be applied to address complex societal problems, MSU research is intertwined with its graduate education mission and is characterized by cross-disciplinary thinking and collaboration. The University's research spans plant biotechnology to nuclear physics to K-12 education and has produced discoveries that benefit the lives of people around the world. Current research activities extend across campus, from creative activities in the arts to basic and applied studies in the physical, natural, and social sciences. Sponsored investigation is funded by government, industry, and campus units, with the National Science Foundation, U.S. Department of Energy, U.S. Department of Health and Human Services, and U.S. Department of Agriculture being the top federal funding agencies.

Supporting and promoting economic development is central to MSU’s land-grant mission. Business-CONNECT serves as MSU’s front door for corporations, directing businesses to appropriate MSU resources – from recruiting students to finding researchers for a specific project– and enabling two-way strategic communications and planning for business customers. The Business-CONNECT team also supports entrepreneurial and regional economic development efforts. Business-CONNECT, as well as MSU Technologies and Spartan Innovations, are part of the MSU Innovation Center. MSU Technologies works with the Institute for Entrepreneurship in the Broad College to assist in developing curriculum and attracting students to entrepreneurial careers.

THE ELI BROAD COLLEGE OF BUSINESS

The Broad College has 125 full-time faculty in five departments: Accounting and Information Systems, Finance, Management, Marketing, and Supply Chain Management and one industry specific unit, The School of Hospitality Business. All six units offer degrees at the undergraduate level and graduate levels. The work of the College is supported by a 100-person administrative staff and 50 academic specialists.

Currently, nearly 5,800 students are enrolled at the undergraduate level, approximately 940 students are enrolled in The School of Hospitality Business, and about 1,000 students are enrolled in specialized masters, doctoral or MBA degree programs as well as various Executive Development Programs, making Broad one of the largest business colleges in the country.

History

The Broad College at MSU began as the College of Business and Public Service in 1944. In 1956, the business administration program gained the formal status of a college within the university known as the College of Business. In the 1960s the College established its first MBA program and an off-campus executive program. The Broad College received initial AACSB accreditation in 1953.

In 1991, Eli Broad made what was at the time the largest gift commitment ever made to a public business College.
His $20 million commitment to the Eli Broad College of Business and the Eli Broad Graduate College of Management — both renamed in his honor — was designed to help Michigan State University's new full-time MBA program emerge as one of the nation's top graduate management programs.

UNDERGRADUATE EDUCATION

There are approximately 5,800 undergraduate students enrolled at the Broad College. The Broad College embraces Michigan State University’s core values of diversity and inclusion. These values are evident in the student population which reflects ethnic, geographic (including global), and economic diversity. Supply Chain Management and Finance, followed by Accounting, are the most popular areas of concentration. Other majors include Marketing, Management, and Human Resource Management.

The Broad College is currently transitioning to admitting students at the end of their freshman year from after their sophomore year. The competitive admissions process includes innovative efforts to equitably consider many factors besides grades to ensure the admission of talented, well-rounded, and diverse students into the College.

The College supports its undergraduates through a variety of programs and activities. All incoming freshman students interested in the business college attend an Academic Orientation Program coordinated by the college’s Undergraduate Academic Services team. Incoming freshmen can apply to participate in the Summer Business Institute prior to their first year and/or the Broad Residential Program, a living-learning opportunity focused on their first two years on campus. Additionally, first and second-year students can be selected as Broad Scholars, providing them the opportunity to engage with faculty on scholarly activities and earn a stipend.

Throughout their studies, students are supported in their academic planning by Undergraduate Academic Services and Multicultural Business Programs. The latter operates an extensive tutoring program designed to help students improve their chances for admission to and success in the college. Students are aided in their professional preparation by the staff of the Lear Corporation Career Services Center housed in the Broad College. This office provides all undergraduates with career development support via online tools, campus-based career fairs, etc., as well as the opportunity to interview with a large and diverse group of employers for internships and full-time jobs.

GRADUATE EDUCATION

MBA Programs

The Broad College offers two MBA Programs.

The Full-Time MBA is a 21-month, on-campus program that is ranked among the top 15 public programs in all major rankings of full-time MBA programs. Students average four years of work experience. Approximately 40 percent of the students are international. The program includes concentrations in Finance, Human Resources Management, Marketing, and Supply Chain Management. The program caters to both “career changers” who have little formal business experience and would like to switch careers, as well as “career enhancers” who would like to use their degree to advance within their current field. There are approximately 150 students enrolled in the program.

The Broad College also offers an Executive MBA program with classes every other Saturday at both the Management Education Center in Troy, MI and the James B. Henry Center for Executive Development in East Lansing, MI. The program runs three cohorts (~260 students currently) and includes two residencies that bring the students in the different geographical locations together. This program meets the needs of students who are building their professional skills and credentials in a format that accommodates both their careers and personal lives.

Specialized Masters Programs

There are currently more than 500 students enrolled in specialized masters programs, which include MS degrees in Accounting; Business Analytics; Finance; Hospitality Business; Marketing Research; Management, Strategy and
Leadership; and Supply Chain Management. These programs have expanded significantly in recent years, both in disciplines offered and students enrolled, and they generate meaningful revenue for the academic departments and college.

**PhD Programs**

The Broad College currently has 70 students enrolled in doctoral programs in Accounting, Finance, Business Information Systems, Human Resource Management, Organizational Behavior, Strategic Management, Marketing, Operations and Sourcing Management, and Logistics. Broad College doctoral programs are designed to prepare individuals for an academic career in research and teaching at a major research university. Doctoral students are in residence on a full-time basis during their programs of study, which are typically four to five years in length.

**Executive Education**

The Broad College manages both custom and open enrollment executive education programs that are offered on the main campus at the James B. Henry Center for Executive Development and in Troy, MI at the Management Education Center. The faculty and leadership in Executive Education develop custom programs tailored to meet the executive development needs of individual companies. The College also manages a wide range of open enrollment programs including selections in such categories as, Leadership and Strategy, Finance & Accounting, Marketing & Sales, and Business Tools and Techniques.

In addition to short, stand-alone executive education sessions, The Broad College has greatly expanded its offerings of multi-course online certificate programs in recent years. The certificates are offered through University Alliance, a division of Florida-based Bisk Education Inc. Areas of study encompass Hospitality Management, Strategic Leadership and Management, Supply Chain Management, and Strategic Negotiation.

**THE SCHOOL OF HOSPITALITY BUSINESS**

Founded in 1927, the School enrolls approximately 940 undergraduate students and 35 graduate students and has nearly 12,000 graduates worldwide, including a number of leading academicians and industry executives. The mission of the School of Hospitality Business is to continually enhance its leadership position in hospitality business education through teaching, research, and service. The School offers an industry relevant curriculum, taught by faculty who are leading textbook authors, sought-after consultants, and respected researchers. The School is ranked third in a ranking of all hospitality colleges, schools, and programs by industry recruiters according to a recent study published in the *Journal of Hospitality and Tourism Education*.

The School supports specialized academic services for both undergraduate and graduate hospitality business students. The School’s Student Industry Resource Center (SIRC) provides career services in the form of internships and permanent placement, with a ninety-eight percent placement rate. Nine industry related student organizations are advised by faculty and academic staff. These organizations are regularly recognized by industry leaders as chapters of the year, or for outstanding achievement in academic competitions.

**INNOVATIVE TEACHING AND RESEARCH INITIATIVES**

**Experiential Learning Centers**

In recent years, with corporate partnership encouragement and support, the Broad College has fostered an environment of hands-on learning. In the Team Effectiveness Teaching Lab, MBA and undergraduate students join together in a leadership and team management course where the graduate students recruit, lead, evaluate, and receive feedback from teams of undergraduate students in a competitive environment. Professors and doctoral students researching self-managed teams share their knowledge and test their findings with students working in the lab.
Through the Financial Analysis Laboratory, a team of graduate and undergraduate students manages a $5 million portfolio on behalf of the MSU Foundation with oversight of a board of experienced professionals.

The IBM On-Demand Supply Chain Laboratory is used by both undergraduate and graduate students to observe and test supply chain decision making using simulation software. The lab facilitates leading-edge research with professors and PhD students actively studying such key industry topics as decision support systems, process flow, and sustainability.

The Department of Accounting and Information Systems houses the Ernst & Young Communication Center to help their masters students develop and refine their interviewing, public speaking, and writing skills.

The Financial Markets Institute (FMI) was created to provide a group of honors undergraduates with extensive contact with finance practitioners as well as intensive academic experiences. Through its Board of Advisors, FMI provides each participating student with an individual mentor and opportunities to visit financial management firms around the country.

Research Centers

The Institute for Entrepreneurship was created to bring together the teaching and research activities of Broad College faculty working on entrepreneurial issues across several disciplines into a more effective, concentrated initiative with strong ties to the business community. The institute is working with dozens of local and statewide businesses facilitated by grants from foundations and the state.

The institute is comprised of two centers that leverage Broad College faculty expertise: a Center for Venture Capital, Private Equity and Entrepreneurial Finance (CVCPE), and a Center for Entrepreneurial Strategy (CES). The Broad College offers a specialization in entrepreneurship for undergraduate students, as well as several electives in the MBA program.

The Demmer Center for Business Transformation was created in 2011 to aid Michigan manufacturing businesses in becoming domestically and globally competitive. The center provides consulting, advisory, and educational services by faculty members and student teams.

The Midland Institute for Value Chain Creation was launched in 2013 to provide a collaborative environment for joint research in disciplines related to value chain management, analytics, engineering, packaging, criminal justice, and food safety. Researchers will work with undergraduate and graduate students, postdoctoral researchers, and corporate collaborators to develop and apply new knowledge, with the aim of improving all types of public and private value chains.

GLOBAL INITIATIVES

As Michigan State University as a whole has substantially expanded its engagement in issues and challenges that are global in nature, so too the Broad College is building on its long history as a focal point for the study of international business, global markets and supply chains, and the role of governments in both supporting and regulating those activities. Some of these programs are well established while others are now being launched to seize the remarkable opportunities that globalization presents for MSU.

The Center for International Business Education and Research (CIBER) has been identified by the U.S. Department of Education as the nation's leading National Resource Center in international business since 1990. CIBER links the human resources and information needs of U.S. businesses with the international education, language training, and research capacities of universities across the U.S. The mission of the Center is to leverage MSU’s resources to provide superior education, research, and assistance to businesses, public policy makers, academics, and students on issues of importance to international trade and global competitiveness.

In addition to CIBER, The Broad College's International Business Center (IBC) is home to the Academy of
International Business, which publishes the leading *Journal of International Business Studies*. The IBC, together with Undergraduate Academic Services, manages faculty-led and exchange study abroad programs.

**CURRENT SITUATION**

The Broad College is currently experiencing positive trends on several fronts. The College’s educational programs are seeing improvement in both enrollment numbers and rankings. Specifically, the College is experiencing record interest in our undergraduate programs and significant growth in masters and certificate programs. As for rankings, in the most recent U.S. News rankings, the undergraduate program achieved its highest ranking ever, #21 overall and #11 among public universities. Additionally, all five departments were ranked in the top 25 in their disciplines. At the graduate level, the Broad full-time MBA is currently ranked among the top 15 public programs in all major rankings. In keeping with the College’s strategy of fostering an interdisciplinary learning environment across all programs, in 2014 the College launched the innovative Broad Integrative Fellows Program. This faculty development program immerses early career faculty in a year-long experience that includes a week-long intensive with a corporate partner. The program has the long-term objective of enhancing the college’s teaching and learning culture.

The Broad College is also seeing growing strength in its research profile, with the Department of Accounting and Information Systems ranked as the top department in the world in managerial accounting research in the BYU rankings, the Department of Management ranked as the #2 most published department in the eight leading management journals over the last five years in the University of Florida/Texas A&M rankings, the Marketing Department ranked #13 worldwide in long term research impact in a University of Minnesota study, and the College overall being ranked in the top 30 of North American business schools in research productivity in the UT Dallas rankings. Thus, excellence pervades the faculty and makes the role of the dean critical in both development and retention.

There are also significant opportunities for the College. Most notably, there are opportunities to build stronger relationships both within and outside the university. The University is in the midst of a multi-year $1.5 billion capital campaign entitled *Empower Extraordinary*. The college’s portion of this total is $136.6 million with four general beneficiaries: student support, faculty support, community support (e.g., facilities) and research support. This campaign provides an opportunity for the College to more fully engage with and connect to its large and loyal alumni network. The fruits of this effort are already being seen. As of September 30, the college had raised nearly $80 million of the total including a challenge grant from Eli and Edythe Broad that in part supports a new graduate pavilion.

There are also tremendous opportunities for partnerships with other colleges within the University. Some of them have already been established, for example with the colleges of agriculture and engineering. The College is currently in discussions with several other colleges to develop joint programs linking medical and business degrees. The leadership of the University sees great opportunity for the Broad College to play a leading role in developing partnerships within and outside the University to address the largest challenges facing society and the global economy.

**QUALIFICATIONS AND EXPERIENCE**

The University seeks an individual with a record of distinguished achievement in the management of a complex enterprise who is able to provide strong leadership to the Broad College. The successful candidate will have experience enabling her/him to lead in a premiere academic setting; a compelling perspective on issues confronting business and society globally, and the ability to articulate to all stakeholders a vision and strategy to reach a sustainable position among the world's top business colleges. The dean will be a leader with outstanding collaborative skills; a strong record of recruiting, retaining, and developing diverse and highly talented people and uniting them in a compelling purpose; and professional achievements and/or academic qualifications commensurate with a senior academic appointment.
In order to meet the Challenges that have been set forth, the University seeks an experienced individual who ideally has the following qualifications:

- Experience as a strategic leader with a record of success that brings constituencies together around a common goal;
- A record of accomplishment as a scholar or intellectual leader, coupled with a commitment to research as a foundation for learning and teaching;
- A demonstrated understanding of management education and a vision for its future;
- Success in fundraising activities;
- Successful collaboration with the business community;
- Proven capability in managing and allocating resources;
- A demonstrated commitment to building additional diversity among the College's students, faculty and staff; and
- Demonstrated excellence in the interpersonal and communication skills required to communicate and connect with diverse internal and external stakeholder groups.

TO APPLY

Inquiries, referrals, and c.v.'s and letters of interest should be sent in confidence to:

Mirah Horowitz
Russell Reynolds Associates
260 Homer Avenue, Suite 202
Palo Alto, CA 94301-2777
Email: Mirah.Horowitz@russellreynolds.com

**Electronic submission of materials is strongly encouraged.**

*MSU is an affirmative-action, equal opportunity employer. MSU is committed to achieving excellence through a diverse workforce and inclusive culture that encourages all people to reach their full potential. The university actively encourages applications and/or nominations of women, persons of color, veterans, and persons with disabilities.*