An invitation to apply for the position of

Dean, Isenberg School of Management

UMass Amherst
The Commonwealth's Flagship Campus

Amherst, Massachusetts

THE SEARCH

The University of Massachusetts Amherst seeks a visionary and strategic leader to serve as Dean of the Isenberg School of Management. This is an exceptional opportunity to build on the successes of a dynamic business school housed within a Top-30 public research university. In recent years, the Isenberg School has been on an astonishing growth trajectory, as seen in growing student demand, heightened academic selectivity, the creation of innovative programs, pathbreaking research, a strong record of faculty recruitment, and physical expansion.

Isenberg has earned a reputation for providing a quality education that prepares students to thrive in today's business environment. The School's flexible learning options, along with its extensive professional connections, enable graduates to enter into the workforce well-positioned to meet the needs of the competitive business marketplace. Isenberg faculty are leading scholars in a variety of areas, including alternative investments, behavioral accounting and auditing, and network analysis. The next Dean will amplify these strengths and pursue additional initiatives that will burnish Isenberg's well-earned reputation as a student-focused business school.

The largest public university in New England and the flagship of the University of Massachusetts system, UMass Amherst has more than 1,300 full-time tenure and non-tenure track faculty. It serves nearly 23,400 undergraduates (from 78 countries and every state in the union) and approximately 7,000 graduate students. Total research and development expenditures were $215 million in 2016, approximately one third of the $632 million in research and development expenditures across the University of Massachusetts system. Two years removed from a record-breaking capital campaign, UMass Amherst has undertaken over $1.4 billion in new construction and renovations with substantial investments in the sciences, all with public and private support.

UMass Amherst seeks a Dean who will work strategically to leverage the formidable assets of Isenberg for the benefit of the School and University. On campus, the Dean will be a natural collaborator and coalition builder, working with colleagues to develop exciting initiatives and innovative modes of delivery that serve the University's students. Off-campus, the Dean will engage with alumni, stakeholders, and corporate partners to increase the School's resource base and further its reach and impact. The Dean will also nurture the positive and collegial culture of Isenberg, with strong attention paid to diversity and inclusion.

A search committee has been formed and Isaacson, Miller, the national executive search firm, has been retained to assist in this recruitment. Confidential inquiries, applications, and nominations should be directed to the firm as indicated at the end of this document.
ISENBERG SCHOOL OF MANAGEMENT

Since its modest beginnings in 1947, the Isenberg School has been opportunistic, creative, and innovative. Founded in 1947 as a business school, it originally had 10 faculty members; within six years it was awarding the MBA, an example of evolving to meet the demands of an ever-changing business world. In 1964, the School moved to its current building in the heart of the UMass Amherst campus, and in 1997 it acquired its current name, in recognition of the generosity of longtime University champions Eugene and Ronnie Isenberg.

Today, the Isenberg School serves approximately 3,600 undergraduate students, 1,600 master's students, and 70 doctoral students. It succeeds in a highly competitive business school environment through a powerful combination of quality, agility, grit, and a sense of common purpose. Faculty and staff are focused, positive, and action-oriented; students are hardworking, collaborative, and strong contenders in the job market. Isenberg undergraduates enjoy a placement rate of 90 percent three months after graduating. Isenberg alumni hold senior executive positions at a wide variety of top companies and organizations, including each of the Big Four accounting firms, EMC, Deutsche Bank, GE, State Street, Bain & Company, Morgan Stanley, Major League Baseball, the National Basketball Association, Dunkin Brands, IBM, BNY Mellon, and McKinsey & Co.

Isenberg was reaccredited by the Association to Advance Collegiate Schools of Business (AACSB) International in 2016. The School has received accolades from sources including US News & World Report (#1 public undergraduate business program in the Northeast); both Businessweek and Poets and Quants rank the undergraduate program in the top 15 among public universities nationwide. The Financial Times ranks Isenberg’s online MBA third in the world and first in the United States.

Academic Programs

At the heart of Isenberg's success is its commitment to providing students with high-quality programs of notable breadth, with the flexibility to complete educational requirements in ways that fit their lives. The School includes seven academic departments: Accounting, Finance, Hospitality and Tourism Management, Management, Marketing, Operations and Information Management, and Sport Management. Isenberg offers BBA, BS, MBA, MS, and PhD degree programs; several MBA/MS dual degree options; and a business analytics "four plus one" program. In addition, there are a number of certificate programs available at the undergraduate and graduate levels.

Undergraduates have the choice of the four-year residential campus experience as well as an online completion option. A wide variety of master's and MBA programs offer flexible learning arrangements that enable students to pursue full-time, part-time, and online degrees. Students can choose to take courses at one of the UMass satellite campus locations in Boston, Shrewsbury, or Springfield. An early entrant into the online space, Isenberg has built its world-class reputation in this area by having regular faculty teach in the program. This means that students receive the same high-quality education regardless of the mode of delivery.

The Isenberg model is student-centered and emphasizes innovation, interdisciplinarity, and integration of classroom and experiential learning. While these qualities are present in other business schools, Isenberg's curriculum is distinctive for a commitment to continued evolution and for remarkably low barriers to new program development. One finds entrepreneurial energy in the halls of Isenberg, an aptitude for sensing emerging trends, and a willingness to take informed risks and make big bets. The $62 million, 70,000 square foot Business Innovation Hub is one example: when complete in 2019, it will house multiple new educational centers, an executive engagement space, and room for 60 new faculty and staff. It is intended to promote cross-constituency and cross-disciplinary thinking and learning, and will include a 5,000-square-foot Student Commons.
Faculty

Isenberg is home to 122 faculty (105 full-time), whose commitment to students fuels their teaching and acclaimed research. They are highly-respected educators and scholars in their fields, and a central tenet of their work is a commitment to incorporate the latest business and technological knowledge and methods into their courses. About 70 faculty are tenured or tenure-track, with the remainder in renewable appointments, many of them long-term. In its most recent AACSB reaccreditation, the reviewers’ report commended Isenberg on how well connected the non-tenure stream faculty are to the School, and how a sense of community includes all faculty, regardless of the nature of their appointment. Both tenured/tenure-track and non-tenured faculty teach in the classroom and online.

Among Isenberg’s successes of the last decade is the elevation of its scholarly reputation and research profile. At Isenberg, scholarly activity is viewed as having a salutary impact on teaching excellence, as well as on the reputation of the individual and institution. Publications in top tier journals, recognition in the form of external grants and awards, and research citations have all increased markedly.

Facilities

Located at the heart of UMass Amherst’s campus and across the way from the Whitmore Administration Building, Isenberg’s building acts as a hub for the School and community. Originally built in 1964 and renovated in 2002, the School’s physical space is currently undergoing its second addition to date.

In the spring of 2018, UMass Amherst acquired what was formerly the campus of Mount Ida College, in Newton. This 74-acre tract is located less than 10 miles from downtown Boston and adjacent to the tech-focused Route 128 corridor that rings the city. It is expected that the campus will serve as a base for UMass Amherst career preparation programs and experiential learning opportunities in the greater Boston area. Isenberg is especially well-positioned to take advantage of the site, which offers the opportunities to reach an audience near the city. The possibilities include new programs, increased executive education and corporate engagement, and residential living for students participating in internships and co-ops in the Boston area.

Organizational Capacity and Finances

Along with its 122 faculty, the work of Isenberg is enabled by over 100 staff. The Dean’s leadership team has included a Vice Dean and Associate Dean of Research and Engagement, the Associate Dean of Faculty and Administration, the Associate Dean for Preprofessional Programs, and the Associate Dean for Undergraduate Programs, as well as senior staff including the Chief Marketing Officer, the Executive Director of Development, and the Assistant Dean of Finance. The Dean also relies on thought leadership from a small and informal "kitchen cabinet" of alumni and industry leaders who are supporters of the School. Advisory boards are in place or under development in all departments.

Isenberg’s budget is approximately $45 million. Nearly half of its budget comes from the central administration; the remainder is generated through revenue from continuing education programs, fundraising, and income from its endowment. The University of Massachusetts does not have an RCM budgeting model (and does not intend to), though it does have revenue-sharing policies to incentivize graduate and online education; in this context, program revenue has afforded Isenberg with a significant degree of budgetary independence to make faculty hires and other investments. As of April 2018, the endowment was $41.8 million.
Isenberg has approximately 45,000 alumni. Last year, in the midst of a dedicated campaign for the Business Innovation Hub, the School raised $8 million. Other fundraising priorities include scholarships, professorships, program enrichment and student support, and faculty development.

For more information, visit:
https://www.isenberg.umass.edu
https://www.isenberg.umass.edu/spirit-of-isenberg-video

THE UNIVERSITY OF MASSACHUSETTS AMHERST

Founded in 1863, the University of Massachusetts Amherst is one of the nation's top public universities. UMass Amherst is the largest public research university in New England, and as the flagship of the University of Massachusetts system, plays a particular and leading role in making a profound, transformative impact for the common good. The institution is distinguished by the excellence and breadth of the activities in its nine colleges and schools. True to its land grant roots, UMass Amherst is engaged in research and creative work in all fields and is classified by the Carnegie Foundation for the Advancement of Teaching as a doctoral university with the "highest research activity" or R1.

UMass Amherst offers an immersive, residential campus experience; with one of the largest residential life systems in the nation, UMass Amherst houses more than 13,000 students on campus. The University collaborates with four prestigious liberal arts institutions—Amherst, Hampshire, Mount Holyoke, and Smith Colleges, in the Five College Consortium, a national model for higher education cooperation between public and private institutions.

A dynamic and multicultural campus, UMass Amherst presents a rich environment in a scenic setting. The campus is located on 1,450-acres in the Pioneer Valley of Western Massachusetts, 90 miles west of Boston and 175 miles north of New York City. The town of Amherst bustles with shops, bookstores, and restaurants. The University and nearby colleges offer a wide variety of cultural events, lectures, and art museums and galleries.

In recent years, owing to excellent leadership, talented faculty and staff, and dedicated and enthusiastic alumni, UMass Amherst has been on a remarkable trajectory, moving from 52nd in the US News & World Report rankings to 29th. The Association for the Advancement of Sustainability in Higher Education placed UMass as No. 9 in the nation among doctorate-granting institutions this year, a leap of 20 places from its previous rating assessing sustainability accomplishments. The University has opened new cutting-edge buildings in the sciences, the arts, and athletics, as well as a new residential honors complex. In 2016 the University completed its largest campaign in history and for public higher education in Massachusetts.

For more information, visit http://www.umass.edu.

LEADERSHIP

Chancellor Kumble R. Subbaswamy has served as chancellor of UMass Amherst since 2012. The 30th leader in University history, Dr. Subbaswamy has been a popular and well-regarded chancellor for his pursuit of academic excellence, promotion of research and outreach, and initiatives aimed at addressing campus climate, diversity, and culture. Dr. Subbaswamy has introduced more opportunities for undergraduate research and team-based learning while focusing on initiatives to increase enrollment of low-income students. He has also made sustainability a campus priority, and focused on strengthening community relationships, supporting area communities, and increasing diversity and access to the University's rich academic and research resources.
Dr. John J. McCarthy is Provost and Senior Vice Chancellor for Academic Affairs. A long-time and very distinguished UMass Amherst faculty member, he was appointed Provost in July 2018 after a year as Interim Provost. Prior to that he was Senior Vice Provost for Academic Affairs and Dean of the Graduate School. His leadership team includes two Isenberg faculty: Senior Vice Provost and Dean of Undergraduate Education Carol Barr, and Senior Vice Provost for Online and Professional Education John Wells.

Dr. Mark Fuller was Dean of the Isenberg School from 2009 until his recent appointment by Chancellor Subbaswamy to the position of Vice Chancellor for Development and Alumni Relations. As Dean, he established a strategic vision that transformed Isenberg and catapulted it to national prominence. Twelve new endowed faculty positions were created, and the School undertook curricular and co-curricular innovations as well as infrastructure improvements. Under his leadership, the Isenberg School is now nearing completion of its new Business and Innovation wing.

ROLE OF THE DEAN

The next Dean will join the Isenberg School when it is in remarkable and fundamental health, and poised for even greater advances over the next decade. No one thinks that this is a time to rest. The Dean will lead boldly, advocate passionately, support thoughtfully, communicate tirelessly, and generate and facilitate the flow of ideas energetically. As head of the School, the Dean will simultaneously be a strategist—observing and anticipating the forces of growth and the opportunities they present—and a tactician, leveraging assets for maximum impact and benefit. In all of these activities the Dean will be courageous and entrepreneurial, nurturing the education of Isenberg’s students and the work of its faculty.

The Dean reports to the Provost and Senior Vice Chancellor for Academic Affairs. It is expected that the Dean will work closely with department chairs, faculty, and staff within the School; collaborate with fellow deans and colleagues across the University; build relationships with alumni, donors, and business leaders; and develop connections with others throughout the University of Massachusetts System, as appropriate.

OPPORTUNITIES AND CHALLENGES

The Dean will be empowered and expected to:

*Build upon momentum and consolidate recent gains.*

Over the past decade, Isenberg has made great strides, attracting increasingly strong classes of students and developing programs that generate revenue, all while acquiring a well-deserved reputation for providing a compelling student experience at a great value. Many of these accomplishments are the result of being at the forefront of curricular innovation. Isenberg has successfully recruited faculty who are dedicated to excellence in teaching and research, value the team culture of the School, and are able to recognize emerging trends and seize opportunities.

The next Dean will extend and protect this record of success. Isenberg is on a growth curve, and the Dean will have the opportunity to have a lasting impact by making strategic investments, recruiting faculty, nurturing scholarship, and championing the School's fundamentally student-focused orientation. This will require the Dean to be aggressive in pursuing opportunities, while maintaining discipline and focus. The Dean will lead the community in full consideration of Isenberg's options and choices, and communicate clearly and compellingly, so as to maintain the School's sense of common vision and shared purpose.
Advocate and fundraise.

In the past eight years, Isenberg has doubled its fundraising results. While impressive, there is urgent need and abundant potential to increase annual giving dramatically: Isenberg's endowment is low relative to its peer public business schools, and there is significant (and untapped) capacity among potential supporters. The School played a major role in the success of the last campaign, and with the University now planning its next campaign, Isenberg will again be a critical player.

It is expected that the Dean will lead this charge. The Dean will work assiduously to attract broad and sustained financial support. With alumni and the wider business community, the Dean will be tireless and compelling, championing Isenberg's successes, making its case, and connecting philanthropic interest to the needs and requirements of the School.

In addition, the next Dean must be able to advocate for Isenberg and UMass Amherst within a public university system and environment. Thus while securing private funding will be an important focus, the Dean should be adept at building rapport and making the case for how Isenberg serves the commonwealth, thereby attracting public support (financial and otherwise) as well.

Develop programs that align with the market and the School's mission and generate resources.

Isenberg has been attentive to the ever-changing needs of students, allowing the School to be an early entrant into the online MBA market and then adapt to student needs through innovations such as a blended MBA and a MS in Business & Analytics for liberal arts majors. While undergraduate tuition at UMass Amherst is collected centrally, colleges keep most of the net tuition revenue of graduate and online programs, which have grown at an annual rate of 7 to 8 percent over the past seven years. Isenberg has been able to grow and pursue strategic goals on the strength of this success. But the Dean must carefully steward these programs, keeping in mind their quality, the resources needed to support them, the impact they have on faculty—and the requirements and benefits of achieving scale. The Dean must stay abreast of new ideas and make smart and bold strategic moves to capture new markets when available while being mindful of the impact these moves have on the School as a whole.

Foster opportunities to collaborate with the broader University.

Isenberg has enjoyed an excellent run of success over the past decade and is among the most popular schools on campus. The University, however, has had its own run of success in that time, developing new programs, becoming increasingly selective, setting records in research funding and fundraising, and climbing 25 spots in the U.S. News and World Report rankings to become a Top-30 public university. There is a sense that this is a good time to think about increasing the amount of cross-unit collaborations that are undertaken by Isenberg, to the benefit of all concerned. University leaders strongly support increased collaboration among schools.

The Dean will identify and welcome ways to foster such collaborations, by looking to share its knowledge and experience, create incentives for collaboration, and develop research and educational programs that cut across unitary borders and redound to mutual benefit.

Build upon a strong culture focused on community involvement and success.

Isenberg has a remarkably open, inclusive, and collaborative culture that encourages initiative and entrepreneurial activity. Faculty and staff work together with an easy camaraderie and open doors to offices are the norm. The Dean will embrace and strengthen this culture, evincing appreciation and consideration for the opinions and ideas of faculty, staff, and students.
As might be expected at a dynamic, fast-paced environment, the Dean serves an important convening role. Clear communication and decision-making paths will help to promote shared understanding, without hampering the nimbleness that has driven so much of Isenberg's success.

**Commit to the sustenance and support of diversity, equity, and inclusion.**

The Dean will reflect Isenberg’s and UMass Amherst’s fundamental commitment to support diversity in all its forms and create a more inclusive campus. Isenberg has made strides toward addressing these issues in recent years. The School created the position of Director of Diversity and Inclusion in 2017; a new staff position focused on recruitment and support of underrepresented minority groups will be created this summer. The University has pursued initiatives to direct more scholarship support to low-income and first-generation students while corporate sponsors have committed resources for scholarships to address diversity issues at Isenberg. Still, the School lags behind the University in student diversity. Approximately 7 percent of the 5,282 students are from underrepresented minority groups, not including 226 international students. Isenberg’s faculty profile for the 2017-18 academic year was approximately 42 percent female and 21 percent non-white. Although these represent small increases from the previous year, the time is right for the Dean to work aggressively to further develop an inclusive, culturally sophisticated, and diverse intellectual and cultural environment that serves and benefits all.

**QUALIFICATIONS AND CHARACTERISTICS**

UMass Amherst seeks a Dean with intellectual vision, strategic leadership ability, entrepreneurial spirit, outstanding interpersonal and communication skills, and administrative acumen. This individual must be able to work effectively with a broad range of constituents, including senior leadership, faculty, students, staff, alumni, donors, and external stakeholders. The ideal candidate will bring these experiences, skills, and qualities:

**Visionary and strategic leadership:** Experience in pursuing and implementing a strategy for growth, competitive advantage, and success in an academic setting or similar context. Strong grasp of the trends informing business education; informed appreciation and engagement for all the disciplines found in Isenberg; excitement for Isenberg's multidisciplinary impact and role in enabling innovation. Ability to convey this vision with clarity, enthusiasm, and purpose.

**Commitment to academic excellence:** Demonstrated commitment to excellence in the generation, transmission, and dissemination of knowledge. Belief in the importance of undergraduate instruction and the educational experience of students; commitment to the development and sustenance of faculty who serve them. A broad, informed, and creative view of management, and the impulse to pursue new avenues of thought and imaginative intellectual initiatives. Programmatic sophistication: an understanding of student requirements and interests, and the ability to link both to the development of compelling, high-quality offerings. A track record of demonstrated success in faculty recruitment, retention, and development.

**Administrative leadership skills:** Significant and successful leadership experience, including a demonstrated record building units or activities of comparable scale and complexity; the ability to turn a vision into reality by galvanizing key constituencies and executing effectively. A talent for and appetite for fundraising. Ability to work within a complex public university setting and system; a skill set that includes the creation of effective and efficient systems and processes for planning, decision-making, and communication.

**Superb management, planning, and financial skills:** Fluency and sophistication with analytical tools that support decision-making; an understanding of and interest in finances and the interplay of
academic priorities, budgeting, and resource generation. Ability to create a framework for allocating resources and making difficult decisions, and to communicate decisions and their rationales consistently and transparently.

**Excellent interpersonal and communication skills:** Demonstrated ability to make connections with others thoughtfully and intuitively; a skill set that includes working through engagement, influence, and mutual respect. A natural orientation toward teamwork and collaboration, and the communication, listening, and observational skills to support productive and effective partnerships. Proven ability to inspire enthusiasm, earn trust, and energize, motivate, and empower others.

**Professional and personal qualities:** A leadership style that operates simultaneously at strategic and personal levels; an inclusive, approachable presence; the embodiment of engagement and curiosity. Bias toward action, ability to inspire confidence and garner support for ideas. A fundamental and visible commitment to fairness, diversity, inclusion, and equity; integrity of the highest order. Personal qualities of optimism, calm, resilience, persistence, good humor, and team spirit.

**APPLICATIONS, NOMINATIONS, AND REFERRALS**

This search is being led by Anita Tien and Greg Esposito with Ashton Lange. For more information, to make a nomination, or to apply for this role, please visit:

[www.imsearch.com/6644](http://www.imsearch.com/6644)

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