



KORN FERRY



Position Specification

University of Michigan

Edward J. Frey Dean

Stephen M. Ross School of Business

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POSITION SPECIFICATION

Position	Edward J. Frey Dean
Institution	Stephen M. Ross School of Business
Location	Ann Arbor, Michigan
Reporting Relationship	Provost
Website	www.michiganross.umich.edu

THE STEPHEN M. ROSS SCHOOL OF BUSINESS

Regularly ranked among the top 10 business schools in the world, the Stephen M. Ross School of Business capitalizes on the broad excellence of the University of Michigan, an institution that excels in socially relevant, cross-functional research with rich intra-campus and external business relations. The Ross School manages a broad portfolio of degree programs including BBA; minor in business; full-time, evening, weekend, Executive MBA (offered in Ann Arbor and Los Angeles), Global MBA; Master of Supply Chain Management; Master of Management (with cohorts in Ann Arbor and Shanghai); Master of Accounting; and Ph.D. Total enrollment for Fall 2014 was 3,353: 1,510 undergraduate and 1,843 graduate students. Planned enrollment increases in the undergraduate program will have enrollment approaching 3500 by Fall 2017.

Our Executive Education program provides life-long learning opportunities through custom and open-enrollment programs. Our 127 tenure-track and 33 full-time instructional and 46 adjunct faculty members are thought leaders in their fields, holding highly influential editorial and administrative positions in prominent academic organizations as well as governmental appointments affecting public policy. Our professional and administrative staff of 300 provides extensive support to faculty and students, including our highly regarded career development resources. Our 45,000 alumni are a loyal, active and valuable international resource. The School's 2014-15 operating sources were over \$139 million. The market value of the School's endowment is currently \$435 million, in large part as a result of the generous support of our alumni community. The Ross School is currently engaged in fund raising towards a goal of \$400M in support of the University's \$4M capital campaign, ending in 2018-19. As of June 30, 2015, the Ross School had raised over \$275M in support of this goal.

The Ross School is a pioneer in connecting the world of ideas to the world of practice and is unique in its commitment to action-based learning in business and the community. Students in all of the School's degree programs and executive education offerings benefit from the School's extensive experience with providing experiential learning. For 25 years, MBA students have applied and integrated knowledge learned in core courses and have developed their teamwork and leadership skills through the cornerstone Multidisciplinary Action Projects (MAP) course. For seven weeks each spring, first-year students partner with sponsors throughout the world to tackle pressing organizational challenges and deliver data-driven solutions. Action-based learning in the MBA has expanded well beyond MAP to include a variety of action-based learning courses and experiences and is also being integrated into all Ross School degree programs. For instance, by 2016-17, all BBA students will have a capstone action-based learning experience in their area of emphasis.

The Ross School is dedicated to general management education, facilitated by a balanced structure of area groups, including Accounting; Business Economics and Public Policy; Business Law; Finance; Management and Organizations; Marketing; Strategy; and Technology and Operations. The school also has non-departmentalized groups in Business Communications and Entrepreneurial Studies. Students also have access to some of the world's premier graduate programs and faculty in other units at the

University of Michigan.

There are many ways to enrich students' business education and worldview through programs that span beyond the Ross School. The University of Michigan is home to dozens of schools and departments rated among the best in the world, and Ross School faculty hold joint appointments with many of them, including appointments in the schools of Engineering, Education, Pharmacy, SNRE, Public Policy, Public Health, Art & Design, LSA - Psychology, Sociology and Economics. Reflecting its interdisciplinary nature, Ross currently has 23 established dual and joint degree programs in areas as varied as architecture, education, engineering, information, law, medicine, natural resources and the environment, and public policy. Students may also easily design their own dual degree through a student initiated dual degree process.

Student life at the Ross School is very active, reflecting the ideas, diversity, and action that enliven an educational experience. More than 70 student clubs and organizations provide support and access for recruiting, interviewing, and networking for internships and jobs. Experts and industry leaders participate in on-campus lecture series, conferences, and special events, many of which are led by students. Our alumni continue this active tradition through their involvement in a wide range of Ross School advisory boards, a global network of regional clubs, and frequent campus visits to faculty and students.

The five building business school complex on the central campus in Ann Arbor contains classrooms, offices, high-tech team breakout rooms, laboratories, a trading floor, full-service gym, food services, and a hotel for executives. In January 2009, the Ross School opened a new, 270,000-square-foot state-of-the-art facility that effectively promotes collaboration and collegial interaction within the college and supports the School's commitment to delivering a transformational educational experience. In August 2016, two new or fully-renovated buildings (Blau Hall and Kresge Hall) will open in the complex, creating a fully architecturally unified, state-of-the-art set of facilities. For more information, including a rendering of the Ross complex as it will appear in August 2016, see <http://michiganross.umich.edu/our-community/alumni/dividend/fall2014/completing-the-vision>.

Additional information about the Ross School complex can be found at:
<http://michiganross.umich.edu/about/our-campus>

The Ross School houses 19 research institutes and centers that provide extraordinary thought leadership and learning opportunities. They are committed to hands-on experience in sustainable business (Erb Institute for Global Sustainable Enterprise, www.erb.umich.edu), entrepreneurship (Zell Lurie Institute for Entrepreneurial Studies, www.zli.bus.umich.edu), operations excellence (Tauber Institute for Global Operations, www.tauber.umich.edu), and emerging economies (William Davidson Institute, www.wdi.umich.edu), among others. The Ross School's institutes and centers play a critical role in bridging academic theory and daily practice. Faculty, students, and industry experts collaborate on special program opportunities that include consulting projects, business plan competitions, global research initiatives, industry conferences, and more. Many institutes and centers actively collaborate with other schools and colleges on campus. For a complete list of institutes, centers, and initiatives, see <http://michiganross.umich.edu/faculty-research/institutes-centers-initiatives>.

The Ross School has a robust program of Global Initiatives that facilitates both global student experiences and global faculty research. Global Initiatives serves over 400 students annually through a network of 19 partner schools. More information can be found at <http://michiganross.umich.edu/programs/global-initiatives>.

Named a top 10 executive education provider by the *Financial Times*, executive education at the Ross School serves its clients through offices in Ann Arbor and Hong Kong and provides a suite of open enrollment and custom programs for clients around the world. For more information, see <http://michiganross.umich.edu/programs/executive-educa>.

ABOUT THE UNIVERSITY OF MICHIGAN

The University of Michigan has a long and distinguished history beginning with its founding in 1817 as one of the first public universities in the nation. It is one of only two public institutions consistently ranked among the nation's top ten universities. The University is distinguished by its broad excellence across many disciplines, with many of its departments and professional schools ranked among the top ten in the country. The University has one of the largest health care complexes and one of the best library systems in the country. Currently with more than \$1.3 billion in research expenditures annually, the University ranked third overall in total research expenditures as of 2013, according to the tally made by the National Science Foundation. The University has an annual all funds budget of over \$7 billion for the coming year and an endowment valued at more than \$9.6 billion. The University is currently in the midst of a \$4 billion capital campaign, ending in 2018-19, of which over \$2.9 billion has been raised as of June 30, 2015.

Originally established in Detroit, the school moved to Ann Arbor in 1837, where its flagship campus is located. The University has two additional campuses located in Flint, opened in 1958, and in Dearborn, opened in 1959. The 3200-acre Ann Arbor campus is an eclectic, vibrant, cosmopolitan community.

The University's academic programs are organized into 19 schools and colleges on the Ann Arbor Campus – Architecture & Urban Planning; Art & Design; Business; Dentistry; Education; Engineering; Graduate Studies; Information; Kinesiology; Law; Literature, Science & the Arts; Medicine; Music, Theatre & Dance; Natural Resources & Environment; Nursing; Pharmacy; Public Health; Public Policy; and Social Work. Collectively, the Schools and Colleges in Ann Arbor enroll more than 41,000 students, broken down into 26,000 undergraduates and 15,000 graduate students. The University has more than 5,200 faculty in Ann Arbor. Its faculty has received numerous awards, including MacArthur Foundation awards, Pulitzer prizes, National Medals of Science, National Medal of Technology, and a Nobel Prize. Recognition for creative accomplishments in the arts, media, and public service is also widespread.

As one of the nation's great public research universities, Michigan encourages the members of its community to make a serious commitment to public service, to diversity in all its manifestations, and to access to opportunity on the widest scale. Faculty research addresses a large range of critical issues—health care, the environment, social issues, technology, educational reform and improvement, and many others. Students take part in community-based service and learning projects, and take advantage of opportunities made possible by the University's many collaborations with other universities, colleges, and K-12 schools, as well as with a variety of national, state, and private agencies.

The Fiscal Year 2016 operating budget for the Ann Arbor campus is \$7.1 billion. This includes the General Fund (teaching, research, library services, student aid, and the operation of the physical plant), the UM Health System, and all other specialized funds. The State of Michigan provides approximately 4 % of the total operating budget and 16 % of the General Fund budget for the Ann Arbor campus. UM continues to enjoy strong financial health even in the most recent fiscal crisis. This is due in large part to its ability to diversify revenue sources, its strong and broad research portfolio, its focus on fiscal accountability within and across the 19 schools, and its strong support from alumni and other donors.

The administrative leadership model at the University of Michigan is decentralized in that the deans of the schools and colleges have significant autonomy in terms of their vision, activities and budgets. In broad terms, the University's budgeting system is an "activity-based" budget system, so that increases in certain activities lead to automatic flows of resources and costs to the units that do the work and obtain the revenue. In addition, UM central administration provides a great deal of support for campus-wide activities and intellectual initiatives that cut across the schools and colleges.

Additional information can be found at www.umich.edu

Living in Ann Arbor

Ann Arbor offers an exceptionally high quality of life, combining the safety and intimacy of a smaller city of about 115,000 residents with an abundance of cultural opportunities exceeding those of cities of much

larger size. Situated on lush, rolling terrain along the banks of the Huron River, Ann Arbor is one of the world's great college towns. Intellectual, artistic, and recreational opportunities in the broader community abound for people of all ages. Ann Arbor perennially ranks in magazine polls as one of the best places in the United States to live and raise a family. Twenty percent of Ann Arbor residents speak a language other than English at home, and sixteen percent were born outside the U.S.

The University Musical Society, Ann Arbor Art Fair, Ann Arbor Summer Festival, and Ann Arbor Film Festival punctuate continuous public offerings in the arts and sciences. The University of Michigan's Museum of Art, Exhibit Museum of Natural History, and Kelsey Museum of Archaeology, along with numerous smaller galleries and exhibits, and innumerable lectures and presentations are free to the public.

Additional information can be found at www.umich.edu/mus_culture.php

Ann Arbor and the University of Michigan provide a major venue for college sports. Several well-known sports facilities exist in the city, including Michigan Stadium ("the Big House"), the largest college football stadium in the country with a seating capacity of 109,901. Crisler Arena and Yost Ice Arena host the University's basketball and hockey teams, respectively.

Ann Arbor is 30 minutes away from a major international hub airport, making day trips to the Eastern and Central U.S. common and offering easy access to cities around the world. The City of Detroit, 40 miles to the east of Ann Arbor, is in a challenging transition from an over-dependence on the automobile industry to a more diversified economy. From urban farming to artist communities, the transition offers exciting opportunities to explore new models of urban architecture, land use, and organization.

The State of Michigan has more coastline than any state in the union except Alaska. It is surrounded by the Great Lakes, inland seas of stunning beauty with a rich maritime history. From 300 foot high sand dunes and pristine beaches to emerald islands in turquoise water, the Great Lakes are a precious natural resource and an inviting recreational destination.

ABOUT THE NEXT DEAN

The Dean is the chief academic and administrative officer of the Ross School of Business, responsible to the Provost and Executive Vice President for Academic Affairs for oversight and quality of all of the School's academic and research programs. The University of Michigan has a decentralized governance structure granting significant autonomy to schools and colleges to deploy their resources flexibly and intelligently. The Dean of the Ross School will have overall responsibility for defining the School's strategic priorities; recruiting and maintaining a faculty of excellence; creating and supporting educational programs of the highest quality; attracting excellent students; creating collaborative opportunities with other schools and departments within the University; and enhancing productive relationships with alumni, donors, and local, national and international communities.

The successful candidate will have the vision, talent, and energy to build on the Ross School's legacy of academic excellence and provide an environment for faculty, students, staff and alumni to continue to make a profound impact in business and society. The Dean will be a champion of the School as a community of scholars, teachers and leaders and will be seen as the School's leading supporter of its core strengths and values, including a commitment to diversity. The new Dean will inspire a dynamic and innovative academic culture appropriate for a changing world.

QUALIFICATIONS AND EXPERIENCE

The successful candidate will reflect a balanced combination of several essential areas of accomplishment:

A commitment to scholarly excellence

- Recognized contributions as a scholar and teacher
- Tenurable at the full professor level in the Ross School of Business
- Appreciation for academic excellence across all disciplines within the Ross School
- Ability to recruit and retain a broad and eminent faculty, staff, and student body

A leader who understands and appreciates the Ross School as a preeminent business school and its unique culture

- Ability to articulate a vision for the future of business education and the Ross School's unique place in it, potentially building on and refining the vision developed over the last 5 years.
- A strategic thinker with strong execution skills who is able to support and build on the faculty's plans for the future of action-based learning and is able to support the implementation of action-based learning in all Ross School academic programs.
- Ability to implement and refine the Ross School's current plan for globalization, particularly its commitment to the development of global nodes in China and India.
- Ability to engage faculty and staff in rapidly and productively making changes necessary to remain competitive in the complex and dynamic business education environment, while also soliciting and attending to varying points of view on needed change.
- Commitment to support and enhance the Ross School's broad portfolio of educational programs, including undergraduate, graduate, and executive education

A commitment to ethics, openness and diversity

- Ethical leader who promotes a sense of equality, mutual respect, and fairness
- A leadership style fostering cooperation, transparency, trust, consensus-building, and collaborative decision-making appropriate to an interdisciplinary faculty and a diverse staff and student body
- Champion of diversity in all forms with the ability to articulate the value of diversity for business and scholarship and to execute the Ross School's strategic diversity plan as part of the University of Michigan's overall strategic diversity plan.

An engaged and effective external presence

- Ability to engage all stakeholders - students, staff, faculty, alumni, the University, employers, business communities, and others - as the internal and external face of the Ross School
- Effective and regular in-person communication with stakeholders, including a willingness to travel to engage in domestic and international outreach
- An aptitude for fundraising and the ability to build institutional resources, particularly in the context of an ongoing and aggressive University-wide capital campaign.
- An ability to engage successfully and productively with the school's key donors in developing long-term, mutually beneficial relationships.

An outstanding leader and administrator

- Demonstrated ability to manage complex organizations with skill and candor
- Understand and nurture the Ross School's egalitarian, highly collegial, cross-disciplinary culture.
- Strong financial and resource management skills and an ability to understand and manage a complex budget with multiple and shifting sources of revenues and expenses.
- Ability to develop and support a strong and professional staff and to engage them fully in implementation of the school's strategy.
- An innovative and effective communicator able to represent the School both internally and externally, particularly to global media.

EDUCATION

An advanced degree and teaching experience are desirable.

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