

Position Specification  
**Clark University**  
**Dean, Graduate School of Management**

September 2010



THE ART   
SCIENCE  
OF TALENT

## POSITION SPECIFICATION

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<b>Position</b>	Dean, Graduate School of Management
<b>Institution</b>	Clark University
<b>Location</b>	Worcester, Massachusetts
<b>Reporting Relationship</b>	The Dean reports to the Provost
<b>Direct Reports</b>	Associate Dean for Academic Affairs Associate Dean Director of Career Services Director of Admissions Director of Budgets and Planning Assistant to the Dean

**Website** [www.clarku.edu](http://www.clarku.edu)

## BACKGROUND

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### CLARK UNIVERSITY

Founded in 1887 as the first all-graduate institution in the United States, Clark is a private, liberal arts-based research university committed to scholarship and effective practice addressing social and human imperatives in a global context. Centrally located in Worcester, Massachusetts, Clark enrolls approximately 2,200 undergraduate and 1,000 graduate students. Undergraduates are offered a broad and deep liberal education that enables them to address the complex scientific, social and business challenges facing our world through hands-on research, in-depth exploration and practical problem solving. Clark's focused areas of research excellence are backed by strong Ph.D. and master's degree programs that engage graduate students from around the world in innovative research that transforms communities. At Clark, undergraduates can choose from among 31 majors (which includes a self-designed major), 30 minors and ten interdisciplinary concentrations, and can also take advantage of Clark's Accelerated B.A./M.A. Program, with the fifth year of study free to qualified students. Graduate students can choose from seven doctoral and 12 master's degree programs.

## University Mission

Clark University's mission is to educate undergraduate and graduate students to be imaginative and contributing citizens of the world, and to advance the frontiers of knowledge and understanding through rigorous scholarship and creative effort.

The University seeks to prepare students to meet the challenges of a complex and rapidly changing society. In students and faculty, Clark fosters a commitment to excellence in studying traditional academic disciplines, as well as innovation in exploring questions that cross disciplinary boundaries. The free pursuit of inquiry and the free exchange of ideas are central to that commitment.

The focus of Clark's academic program is a liberal-arts education enriched by interactions among undergraduate students, graduate students, and faculty, and is closely linked to a select number of professional programs. Clark also serves students who wish to continue formal education throughout their lives.

The intellectual and personal growth of students is enhanced by a wide variety of educational programs and extracurricular activities. Clark believes that intellectual growth must be accompanied by the development of values, the cultivation of responsible independence, and the appreciation of a range of perspectives.

Clark's academic community has long been distinguished by the pursuit of scientific inquiry and humanistic studies, enlivened by a concern for significant social issues. Among many other scholarly endeavors, Clark contributes to understanding human development, assessing relationships between people and the environment, and managing risk in a technological society.

Clark is dedicated to being a dynamic community of learners able to thrive in today's increasingly interrelated societies. The University maintains a national and international character, attracting high-caliber students and faculty from all quarters of the globe. As a university residing in an urban context, Clark also strives to address the needs and opportunities of contemporary urban life.

## New Leadership at Clark University

The next Dean of the Graduate School of Management will assume this position at a pivotal time in the history of Clark University. Clark has just undergone a major leadership transition. David Angel, longtime and distinguished Clark faculty member, and a very successful Provost of the University since 2003, has just succeeded John Bassett as Clark's ninth President. Filling the vacancy created by his moving from the Provost's office to the President's office, Davis Baird has come to Clark from the

University of South Carolina, where he served for 17 years in academic administration, most recently as the Dean of the South Carolina Honors College. Angel's ambitions include making Clark a fast rising institution. Deploying a highly motivated and effective leadership team, he aims to significantly increase Clark's academic reputation and resource base. The development of the Graduate School of Management is an essential part of this effort, and the next Dean will play a key role in Clark's future development.

David P. Angel became Clark University's ninth president on Thursday, July 1, 2010. Angel joined the University in September 1987. He received a B.A. at Cambridge University and his Ph.D. at UCLA. His background and training are in economic geography. He holds two academic appointments as Professor of Geography and Leo L. and Joan Kraft Laskoff Professor of Economics, Technology and the Environment. Angel has helped steer Clark's many innovations in campus sustainability. Serving as Provost since 2003, Angel oversaw all undergraduate and graduate academic programs, as well as admissions, student affairs, sponsored research and University libraries. During his tenure, Clark has strengthened its undergraduate programs, raised its research and graduate profile, and invested in new academic facilities. Under Angel's leadership, Clark University conducted a major review of its undergraduate liberal arts curriculum and will introduce distinctive program changes in fall 2010 to better prepare students with the intellectual, social and practical skills required to address the complex challenges of a rapidly changing world.

Davis W. Baird joined Clark as Vice President for Academic Affairs and Provost on August 16, 2010. Baird comes to Clark from the University of South Carolina, where he was Dean of the South Carolina Honors College for five years and the Louise Fry Scudder Professor in the Philosophy Department since 2004. Prior to his time as dean, he chaired the Philosophy Department for 13 years. Baird received his PhD in Philosophy from Stanford University, and a Bachelor's degree in Mathematics and Philosophy from Brandeis University.

Angel's aspirations for Clark include taking a leadership role in developing liberal education. Clark will demonstrate the transformative power of excellent use-inspired research, and Clark will establish strong partnerships that strengthen the communities locally and globally of which we are a part. Clark will partner with a wider range of institutions, including businesses and health care organizations, to ensure multiple opportunities to link research with practice, and the Graduate School of Management will be a critical resource in this regard. This work will propel Clark forward, unambiguously elevating Clark's reputation as one of this country's finest research universities.

## GRADUATE SCHOOL OF MANAGEMENT

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Building on the Department of Business Administration that was established in the 1940s, the Graduate School of Management was founded in 1982. There are 25 full-time faculty and 629 students enrolled in both undergraduate and graduate programs. The School is accredited by AACSB-International, the Association to Advance Collegiate Schools of Business, and is consistently ranked as a *Best Business School* by The Princeton Review.

### Major Strengths:

- An internationally recognized faculty, with special strengths in finance and management, including alternative investments, labor relations, global leadership, green manufacturing and advertising.
- Excellent students with an average GMAT score of 638.
- Strong support for international students, who come to Clark from over 20 countries. Clark's diverse faculty has close ties with its students. The University provides a strong language program and community building group activities. This has provided GSOM's programs an international reputation.
- A record of developing innovative programs that draw on the strengths of the whole University. In cooperation with Clark's Department of International Development, Community and Environment, GSOM has created a distinctive and popular dual-degree MA/MBA program focused on social change. GSOM is a primary supporter of the University's Innovation & Entrepreneurship Program.
- An excellent reputation with the regional business community. GSOM has developed an innovative MBA program customized for the individual corporate environment and delivered directly to that environment. GSOM has a vigorous career/life coaching program for part-time and full-time MBA students.
- Robust financial performance, beating budget projections for student enrollments and revenue.
- Highly engaged supporting communities, including an active Advisory Council made up of well-regarded business leaders who have been actively involved in

GSOM strategic planning, and a connected and active alumni group, including many emerging leaders in major corporations.

- A strong philanthropic positions, with an increase in fundraising by a factor of 10 in the last decade, including major gifts to establish the Stevenish Career Management Center and the Fishman Library. There is a deep pool of potential future donors.

Mission (Approved by the faculty March 21, 2008)

**Clark University Graduate School of Management** is a diverse community of learners, researchers, and business professionals that prepares future leaders to think critically, manage collaboratively and contribute to their organizations and society.

Our *guiding principles* support our mission:

**We provide students with a high quality education by:**

- building a solid foundation of theoretical knowledge and contemporary management practices
- encouraging critical thinking, creativity, collaboration and communication
- featuring a faculty that is academically and professionally qualified, actively involved in research in their fields, and engaged in service to their communities and profession.

**We acknowledge the complex nature of organizations and their environments by:**

- reflecting on the larger societal context in which businesses function
- instilling social awareness and valuing skills
- keeping abreast of emerging management issues and maintaining collaborative links to the business community.

**We support management practice through basic research, pedagogical research and contributions to practice. Primary emphasis is placed on scholarly contributions in journals or books that contribute new knowledge.**

**We are committed to continuous improvement by:**

- establishing learning goals and monitoring learning outcomes across the curriculum
- assessing intellectual contributions of faculty
- seeking input from stakeholders, including students, faculty, alumni and the community at large
- monitoring the direction of the school, periodically reviewing its performance,

and actively engaging in strategic planning.

### Academic Programs

#### **Master of Business Administration**

- Traditional Two-Year MBA
- One-Year Full-time MBA
- Part-time MBA
- Accelerated BA/MBA 'Fifth-Year' Program

#### **Master of Science in Finance**

- Full-Time MSF
- Accelerated BA/MSF 'Fifth-Year' Program

#### **Undergraduate Programs**

- Management Major
- Management Minor

#### **Dual Degrees**

- Full-time MBA/MSF
- Full-time MBA/MA Community Development & Planning
- Full-time MBA/MA in Environmental Science & Policy

#### **Post-MBA Programs**

- Management Fellows Program

## KEY RESPONSIBILITIES

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Clark University seeks a dynamic and visionary thinker to lead the Graduate School of Management (GSOM) as its next Dean. The Dean will provide institutional, educational, and administrative leadership based on a deep understanding of the future trajectories of business education and research. The Dean, who reports directly to the Provost, will be responsible for engaging and working with key GSOM stakeholders to develop and implement a strategy for enhancing the School's visibility, stature, and financial resources. The Dean is responsible for overseeing the School's teaching, research, and service missions; for representing the School to internal and external constituents; and for ensuring that the School is fiscally well managed.

As appropriate, in collaboration with GSOM's various stakeholders, the Dean will:

- Lead the School in developing, articulating and implementing a compelling vision and strategic plan for GSOM. Through the planning and launching of innovative new programs, the implementation of this plan should increase the Schools visibility, reputation and financial resources.
- Take steps to provide the recognition, resources and support necessary for the production of research of the highest quality.
- Support the development and fielding of graduate and undergraduate programs that provide the skills and knowledge to serve the needs of 21<sup>st</sup> Century employers.
- Oversee the finances of GSOM to insure the vigorous pursuit of new resources and the prudent use of available resources to serve the mission of the School.
- Be a powerful and articulate advocate for GSOM to multiple constituencies including the administration of Clark University, GSOM faculty, staff and students, other faculty, staff and students at Clark, prospective GSOM students, GSOM alumni and members of the business community.
- Facilitate the creation of collaborations and partnerships – local, national and international, and including among GSOM's alumni – that will strengthen GSOM and help the School achieve its vision.

- Display the highest standards of ethics and integrity, including fostering respect and creating a GSOM community consistent with Clark’s commitment to diversity and access.

In addition, as the chief executive officer for the Graduate School of Management, the Dean will have responsibility to ensure the successful, strategically focused, development and operation of the School. These responsibilities include:

- Focusing the Schools efforts to support the strategic vision. Programmatic development, faculty educational and research efforts and the management of student recruiting and enrollment all need to work synergistically in support of the strategic vision of the School. The Dean will take a leadership role in facilitating efforts to focus all of these activities.
- Recruiting, supporting and retaining the excellent faculty members whose research and educational qualifications support the School’s strategic vision. Working the GSOM personnel and Clark administration, the Dean will seek, hire and retain the next generation of the GSOM professoriate. The Dean will lead, collaborate with and motivate faculty members in their roles as scholars and educators.
- Representing GSOM to all concerned constituencies. The Dean must be a strong and articulate advocate for GSOM with Clark University’s senior leadership, and more broadly with the entire Clark community. The Dean must contribute to providing visionary and strategic leadership for Clark University, and must provide service as necessary and appropriate to the University.
- Developing, encouraging and supporting multiple partnerships to support GSOM’s mission, improve GSOM’s visibility and reputation and enhance GSOM’s financial position. The Dean must take an active role to ensure that GSOM’s Advisory Council is a strong and valuable ally for the School. The Dean must take steps to engage the School’s alumni in support of GSOM. The Dean must take a leadership role in developing and utilizing partnerships and cooperative relationships with businesses and other external organizations.
- Being an effective fund-raiser. Working with University Advancement, the Dean must take an active and effective role in development efforts on behalf of GSOM.
- Exercising necessary and appropriate financial oversight to insure the sound operation of the School.

- Maintaining a work environment in which participation, respect, transparency and excellence are fostered. The Dean must model and support professional relationships that provide for a healthy workplace for all members of GSOM.
- Developing and implementing policies that serve to recruit a well-qualified and diverse faculty, student body and academic staff.
- Taking a nationally and internationally prominent leadership role among business educators. The Dean will enhance GSOM's reputation through participation in appropriate organizations involved in business education, and in the corporate, government and not-for-profit sectors.

## PROFESSIONAL EXPERIENCE / QUALIFICATIONS

At this pivotal time in the history of Clark University and of the Graduate School of Management, the next Dean of GSOM will have the opportunity to significantly shape the future of the School and business education. To this end, Clark is seeking an exemplary leader with the following attributes. The next Dean of GSOM will:

- Be a visionary leader, knowledgeable about trends in higher education and, in particular, in business education. He or she will be able to harness the resources of all GSOM personnel to help them envision and implement a strong and focused strategic plan for GSOM. This will include the ability to develop and launch innovative new programs in support of the strategic plan. It will also include an appreciation for, and ability to use, measurable goals and outcomes in the on-going assessment of progress.
- Be an excellent manager, able to focus and coordinate the activities of a complex academic organization. He or she will be knowledgeable about the importance of, and various dimensions to, AACSB accreditation. The next Dean will be a good listener and collegial in his or her interactions with GSOM personnel.
- Have a Ph.D. (or equivalent) and academic credentials sufficient for appointment as a Full Professor with Tenure in GSOM, or, if coming from a non-academic background, the next Dean will have first hand knowledge and appreciation for academic scholarship, and will be committed to the pursuit of new knowledge. He or she will have a passion for the academic environment.

- Have the skills and contacts to be an effective fund-raiser for GSOM. He or she will be able to use these skills and contacts to open doors in business, education, government and the not-for-profit sectors to advance the interests of GSOM. The next Dean will have the political savvy to help GSOM thrive at Clark and among business schools.

Bring exemplary cross-cultural skills and a strong commitment to diversity to the job. He or she will have the highest personal and professional ethical standards, and will be committed to social justice and personal and corporate responsibility.

## **WORCESTER**

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Clark University is located in **Worcester, Massachusetts**, New England's second largest city. Just an hour from Boston and the seashore, and 3 hours from New York City, Worcester serves as the hub of central New England. Recently named one of CNN's Money [\*100 Best Places to Live and Launch\*](#), Worcester has all the amenities that a big city offers. [Discover Worcester](#) through Clark's interactive city guide, or explore these other Worcester guides:

- Worcester Magazine's [College Guide](#)
- Worcester's Executive Office of Economic Development's [Worcester Mass](#), an online guide to Worcester's business, residential, cultural and artistic outlets.
- The [Colleges of Worcester Consortium \(COWC\)](#), a not-for-profit organization representing the 13 public and private colleges and universities in central Massachusetts.

## **KORN/FERRY CONTACT**

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