Position Specification

The University of North Carolina at Chapel Hill
Dean, Kenan-Flagler Business School

September 2013
CONFIDENTIAL POSITION SPECIFICATION

Position: Dean, Kenan-Flagler Business School
Company: The University of North Carolina at Chapel Hill
Location: Chapel Hill, North Carolina
Reporting Relationship: Provost
Website: www.kenan-flagler.unc.edu

BACKGROUND

The University of North Carolina at Chapel Hill

The University of North Carolina at Chapel Hill has earned a reputation as one of the best universities in the world. UNC-Chapel Hill prides itself on providing superb academic opportunities, admitting a strong, diverse student body and maintaining a value unmatched by any public university in the nation.

UNC-Chapel Hill, the nation’s first public university, ranks among the world’s leading research universities. A member of the prestigious Association of American Universities, Carolina regularly ranks as the best value for academic quality in U.S. public higher education.

Now in its third century, the University offers 78 bachelor’s, 112 master’s, 68 doctorate and seven professional degree programs through 14 schools and the College of Arts and Sciences. More than 29,000 undergraduate, graduate and professional students learn from a faculty of 3,600. Carolina’s 282,886 alumni live in all 50 states and more than 140 countries.

Chapel Hill is a special place, both a university town and a thriving intellectual community of almost a million people. Chapel Hill is both known for its beauty as well as its nearby resources, including the Research Triangle Park, an international airport and the flagship university of the state.

Kenan-Flagler Business School

The University of North Carolina’s Kenan-Flagler Business School, consistently ranked as one of the world’s leading business schools, is known for its excellence in research, a commitment to global relevance and an ambitious pursuit of innovative new programs and mediums. With more than 117 faculty, 1,800 students and 32,000 alumni, UNC Kenan-Flagler is unique in its breadth, with highly ranked undergraduate and graduate programs as well as innovative offerings in online and global education; the
introduction of the MBA@UNC program two years ago established UNC Kenan-Flagler as an educational leader amongst top programs and a game-changing presence in the online MBA market. Its more recent affiliation with Semester Online, a consortium of eight prominent universities offering online courses to both internal and external undergraduate students, has further enhanced its position as a leader in innovative business education.

UNC’s Kenan-Flagler Business School pioneered the team approach to learning more than a quarter century ago and has added cross-functional, entrepreneurial, and global priorities to its integrated management curriculum. UNC Kenan-Flagler is particularly known for its exceptional leadership development programs, which include real-life training, customized curricula and personalized coaching.

UNC Kenan-Flagler’s faculty is known for outstanding research, exceptional teaching, engagement with students, interaction with the real world of commerce, and the application of new knowledge to business and industry in their respective fields. They come from the world’s top universities, and their backgrounds are firmly rooted in academic excellence. The faculty have been ranked 15th in research productivity by the UT-Dallas research rankings; their expertise includes working in corporate and entrepreneurial settings, serving on company boards and consulting with organizations around the globe. Identifying, attracting and nurturing promising talent is a source of strength and dynamism in the UNC Kenan-Flagler faculty.

All of the School’s programs are ranked among the top 20 in the country, with several among the nation’s very best. UNC’s Kenan-Flagler Business School offers a rich portfolio of degree programs, including:

- the flagship two-year, full-time MBA program;
- Executive MBA programs in Evening, Weekend and the OneMBA® format, as well as a dual-degree Executive MBA with Tsinghua University;
- an Online MBA@UNC program, allowing students to earn a UNC MBA from anywhere in the world;
- a bachelor of science in business administration program that enrolls UNC undergraduates pursuing business majors or minors in their junior and senior years.
- a one-year master of accounting program; and
- a doctoral program leading to the Ph.D. degree.

UNC Kenan-Flagler also has a number of well-established and highly regarded non-degree programs, in addition to new programs that exemplify the innovative nature of
UNC Kenan-Flagler. These include:

- the Executive Development program, established more than 50 years ago, that serves 4,600 executives annually with a variety of customized and open-enrollment executive development programs, institutes, and short courses. UNC Kenan-Flagler’s Executive Development programs have been ranked No. 8 overall in the world by the Financial Times and No. 4 in the United States for their customized development and business education programs.
- Participation in the newly-launched collaboration between eight leading institutions, Semester Online, which allows consortium and external undergraduate students to take online UNC Kenan-Flagler courses for credit.

In addition, UNC Kenan-Flagler has unique assets in its research institutes. The Kenan Institute is focused on being a hub for innovation and entrepreneurship – for finding programs, resources, and connections for entrepreneurs and to being a partner with others. It strives to excel in three areas: 1) facilitating all things entrepreneurship on the UNC-Chapel Hill campus, 2) enabling inter-institutional research translation, and 3) leveraging the intellectual assets of the university and region to achieve strong economic development in the state. The Institute receives $2.4 million annually in core support from the William R. Kenan, Jr. Fund. Additionally, UNC Kenan-Flagler is home to twelve research centers focusing on areas of global significance:

- **Behavioral Lab**
  Serves as a focal point for behavioral research at UNC Kenan-Flagler.

- **Corporate Finance**
  Promotes excellence in corporate finance education, research, and outreach at The University of North Carolina at Chapel Hill.

- **Entrepreneurial Studies**
  Fosters a culture of entrepreneurship at The University of North Carolina at Chapel Hill.

- **Family Enterprise Center**
  Creates next generation leaders who are prepared to lead their family enterprises, to maintain healthy family and working relationships, and to be responsible stewards of family business assets.

- **Global Business Center**
  Helps students, educators and companies develop the tools to build critical trust and business across boundaries and is the home of grant-funded activities, such as CIBER.
• **Leadership Center**  
  Educates students to become exceptional leaders who positively impact the organizations they lead and the communities they serve.

• **Investment Management**  
  Provides resources that facilitate knowledge creation and dissemination throughout the ever-expanding frontiers of finance.

• **Logistics and Digital Strategy**  
  Transforms the way organizations recognize, predict, evaluate and respond to complex and critical events to become more competitive, profitable and sustainable.

• **Real Estate Studies Center**  
  The Leonard W. Wood Center for Real Estate Studies provides leadership through global education, research and outreach to help business leaders create and manage the built environment in ways that ensure positive impact and sustainable results.

• **Sustainable Enterprise**  
  Helps leaders learn how to bring profits to a triple bottom line, blending doing the right thing for people and the planet with business goals.

• **UNC Tax Center**  
  Builds bridges between tax scholars, policymakers and practitioners.

• **Urban Investment Strategies**  
  Develops innovative solutions to the challenges of revitalizing distressed communities.

**Global partnerships**  
UNC Kenan-Flagler has built a network of partnerships around the world to increase collaboration across regions, create a global dialogue on important management topics, and provide an integrated global network for executive education. Partnerships include:

• **OneMBA Partner Schools**  
  Four premier universities representing three continents work together to create OneMBA, the truly global executive MBA:
  
  o Europe: Rotterdam School of Management, Erasmus University (RSM)
  o North America: Tecnológico de Monterrey Graduate School of Business Administration and Leadership (EGADE) and The University of North Carolina at Chapel Hill’s Kenan-Flagler Business School (UNC)
  o South America: Escola de Administração de Empresas de São Paulo da
Fundação Getulio Vargas

- **GLOBE Partner Schools**
  The GLOBE program brings together three of the world's best business schools to provide undergraduate students a premier business education that spans the globe. UNC partners with the Chinese University of Hong Kong (CUHK) and the Copenhagen Business School (CBS) to offer a unique, integrated global business curriculum to prepare students as future managers and business leaders.

- **Global Business Project consortium**
  The Global Business Project (GBP) is a unique action-based learning course for MBAs that includes:
  - MBAs from multiple business, cultural, and university environments working with corporate executives to solve a business challenge.
  - Teams working virtually first in the US and then on the ground in Brazil, China or India.
  - Actionable recommendations, professionally presented.

- **UNC-Tsinghua Dual Degree Executive MBA**
  UNC’s Kenan-Flagler Business School and Tsinghua’s Department of Industrial Engineering created the Global Supply Chain Leaders Program to meet the growing need in China for executives with both leadership skills and technical knowledge. Its first cohort started in October, 2012; graduates will receive a master of business administration (MBA) from UNC and a master of engineering Management (MEM) from Tsinghua.

**Executive Vice Chancellor and Provost James (Jim) Dean**
James (Jim) W. Dean Jr., a UNC faculty member since 1997 and former dean of UNC Kenan-Flagler, was appointed executive vice chancellor and provost for UNC-Chapel Hill in May, 2013. In this role, he is the University’s chief academic officer and oversees the professional schools, the College of Arts and Sciences, the University Library and a number of other academic-related units.

Previously, Dean was appointed as Kenan-Flagler’s dean in 2008. As the dean, he was credited with building upon the positioning of UNC Kenan-Flagler as a leading global business school that is a valued member of the campus community and a major contributor to the welfare of North Carolina, the nation and the world. Prior to the deanship, Dean served in the School’s top academic position, senior associate dean for academic affairs, for a year. He also was associate dean of Executive Development from
2002 to 2007 and associate dean of the full-time MBA degree program from 1998 to 2002.

THE POSITION

Long regarded as a leader in program innovation, Kenan-Flagler has developed one of the most robust, forward-looking program portfolios amongst leading, research-intensive business schools. The Dean has overall responsibility for defining the School's strategic priorities that are developed in collaboration with department chairs and faculty; maintaining a faculty of international excellence and educational programs of the highest quality; attracting excellent students; facilitating links between theory, research, and professional application; forging connections and opportunities with other schools and departments within the University; and enhancing productive relationships with alumni, donors, and local, national and international education, government, and business communities. The Dean serves as CEO of the School, managing nearly 85 tenure-track faculty and 35 fixed-term faculty, 222 staff members, nine degree programs as well as serving as a key steward to an endowment of more than $151 million.

The successful candidate will have the vision, talent, and energy to build on UNC Kenan-Flagler’s legacy of excellence and to provide an environment for faculty, students, staff and alumni to continue to make a profound impact both within the School and more broadly in business and society. The priorities for the Dean will include faculty recruiting and retention; corporate engagement; continuing to integrate technology into the School’s strategy and business model; operating in a global landscape; and, ensuring adequate financial resources. Inherent in these opportunities will be the challenge of maintaining the School’s trajectory while enhancing the UNC Kenan-Flagler brand.

The Dean reports to the Provost, with the following direct reports: Senior Associate Dean for Academic Affairs; Associate Dean of Strategy and Administration; Associate Dean of Information Technology; Associate Dean of Operations and Finance; Chief Marketing Officer; Executive Director of Global Corporate Relations; Associate Dean of Executive Development; and the Director of the Kenan Institute of Private Enterprise. Also reporting into and working closely with the Dean and the Associate Deans are area chairs of the seven major academic areas: Accounting; Strategy and Entrepreneurship; Finance; Marketing; Organizational Behavior; Operations, and Business Communication.
KEY RESPONSIBILITIES

The next Dean will assume leadership of UNC Kenan-Flagler at a critical point. The School has remained a top-20 ranked institution while being a leader in innovation amongst elite business schools. UNC Kenan-Flagler’s dual emphasis on global reach and leveraging technology has both shaped its mission and made the School an exemplar in business education in the 21st century.

However, the calculus of business education has rapidly changed in recent years; UNC-Kenan Flagler, like all business schools, will need to continually evolve its strategy and reinvent business education. Pressures on revenue streams and potential decreases in state funding, the enduring impact of technology, the general softening of the global MBA market, and the complexity of managing a multifaceted portfolio will all affect UNC Kenan-Flagler’s ability to remain a leading institution. Moreover, UNC-Kenan Flagler will continue to face more competition from peer schools for students, faculty and corporate relationships in an increasingly global competitive landscape. Finally, as UNC Kenan-Flagler prioritizes diversity as an ideal it seeks to uphold and embody, the School will need to ensure its institutional commitment continues to be demonstrated — and continually improved — across all realms: students, faculty, and staff.

The dean will lead the business school in meeting its challenges and goals as well as identifying new opportunities. Specifically, the dean is responsible for:

- thinking strategically about the School’s program portfolio, both in terms of its competitive set and its own composition, and formulating a plan to ensure its vitality and prominence;
- managing effectively in an academic environment, which requires balancing strong fiscal and business management skills while advocating for the School’s research, teaching, and service missions;
- leading faculty, staff, and students and insuring a collegial environment in which all are engaged in the process of advancing the School’s growing reputation;
- ensuring a proactive approach to faculty recruitment and retention;
- generating increased private support among corporate partners, supporters, and alumni: commitment to fundraising and capability in this area are high priorities;
- increasing the reputation of UNC’s Kenan Flagler Business School, both nationally and internationally;
- continuing to allow UNC Kenan-Flagler to be at the forefront of innovation in its pedagogy and delivery of programs;
- building upon UNC Kenan-Flagler’s reputation as an institution with global reach and exposure for its students and faculty and ensuring the School’s position in a global market;
• providing strong financial and operational management of the School’s portfolio; and
• working closely and collaboratively with the deans of other university colleges to further the goals and objectives of the University.

PROFESSIONAL EXPERIENCE/QUALIFICATIONS

As a key member of the University’s leadership, the dean must have the ability to work across disciplinary and college boundaries. He/she will bring a strong commitment to recruitment, retention, and placement of a diverse group of excellent students as well as the recruitment and retention of a diverse group of faculty and staff. The successful candidate may come from a number of professional backgrounds, but will bring the requisite experience and skills to build upon and shape the School’s strengths. Desired experience and qualifications will include:

• Demonstrated ability in management, including strategic planning, program development and evaluation (or other relevant innovation experience), and budgetary and operational management;
• Successful record of, or aptitude for, obtaining external financial support;
• Broad interest in achieving exceptional standards in undergraduate, graduate, and executive education;
• Strong commitment to the promotion of research and the creation of intellectual capital;
• A passion for attracting, supporting, and retaining leading scholars, and to supporting students at all levels;
• Demonstrated ability in industrial collaborations;
• Proven success in the area of public relations, team-based collaboration, resource generation, and conflict resolution;
• Experience in, or aptitude for, fostering scholarship, enhancing diversity, and promoting a national and international perspective.

More broadly, the next Dean will demonstrate a number of key characteristics:

A leader with a passion for UNC Kenan-Flagler as a preeminent business school

• Ability to articulate a vision for the future of business education and UNC Kenan-Flagler’s unique place in that landscape
• An innovator with a vision for the future evolution of action-based and experiential learning
• Ability to conceptualize and implement a plan for globalization
• Ability to engage faculty and staff in a process to shape the school's future
• Commitment to support and enhance UNC Kenan-Flagler’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, 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

An engaged and effective external presence
- Ability to engage all stakeholders - students, staff, faculty, alumni, the University, employers, business communities, and others - as the external face of UNC Kenan-Flagler
- Effective and regular communication with stakeholders; enthusiasm for domestic and international outreach
- Ability to inspire contributions to the school

An outstanding leader and administrator
- Demonstrated ability to manage complex organizations with skill and candor
- Understand and nurture UNC Kenan-Flagler’s highly collaborative, cross-disciplinary culture
- Strong financial and resource management skills
- Ability to develop and support a strong and professional staff
- An innovative and effective communicator able to represent the School

EDUCATION
The education credentials will be dependent upon the individual’s background. For academic candidates, an earned doctorate, a distinguished research and publication record, college teaching experience, and attainment of tenure as a full professor or its equivalent. For nonacademic candidates, an appreciation for and understanding of academic scholarship and research as well as proven senior executive officer experience in a complex business organization with significant leadership experience in university settings, professional organizations, public/private education, or government agencies.
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