



THE SEARCH

Syracuse University ("SU") seeks an institutionally ambitious, strategic, and collaborative leader to serve as the next Dean of the Martin J. Whitman School of Management. This is an opportunity to lead one of the nation's first business schools at an institution with a proud history, accomplished faculty and excellent students, a spirited campus culture, and a dynamic future.

Situated on a hill overlooking the city of Syracuse, New York, Syracuse University is a private, student focused, R1 institution that positions students for leadership and service in a changing global society. The University offers a rich array of programs across its 13 undergraduate and graduate colleges and schools, with countless ways to customize and personalize one's education. Taken together, SU's programs stress academic rigor, interdisciplinarity, hands-on learning, and creativity and bold thinking. SU is home to almost 22,000 undergraduate and graduate students, approximately 1,800 faculty members and over 3,700 staff, and boasts over 324,000 devoted alumni worldwide.

The Whitman School offers a supportive and demanding educational setting, with research-active faculty who collaborate with students and are committed to their success. Whitman prides itself on preparing students for lifelong learning, engaged citizenship, and professional and personal fulfillment. The Whitman community includes 1,825 undergraduates, 1,210 graduate students, 88 full-time faculty members, and 64 staff across five departments (accounting, entrepreneurship and emerging enterprises, finance, management, and marketing). It is ranked 34th by Poets & Quants and 51st by U.S. News & World Report. Its Supply Chain Management, Entrepreneurship, and online MBA program are national models.

The next Dean will join the Whitman School at a propitious moment, as research activity rises, student interest grows, and the University's finances remain healthy and stable. Syracuse University seeks a Dean with vision, energy, and excitement. The Dean will build on the strong foundation of the School and further elevate its academic profile, expand its reputation, grow philanthropic support, continue and accelerate its organizational efforts with respect to diversity, equity, inclusion, and accessibility, and strengthen the school as a community and an organization. The successful candidate will be an experienced, innovative leader with the intellectual and managerial skills to strengthen the position of this dynamic school.

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

SYRACUSE UNIVERSITY

Established in 1870, Syracuse University is an institution of firsts: throughout its history, it has seized opportunities to lead in knowledge creation and service to society. It was early to plant a stake in the ground in certain fields: the College of Fine Arts was the first degree-conferring unit of its kind. The University was among the first to found schools of architecture, business, and journalism, and the first to create a School of Information Studies (from the original School of Library Science). From the beginning, Syracuse University promoted equal education for men and women. It was one of the first universities in the country to open its doors to so-called "non-traditional" part-time students when it started offering evening sessions in the early 20th century. SU also played a leading role in the original G.I. Bill, which spurred the rapid growth of the University after World War II. Today, Syracuse University is a [Yellow Ribbon school](#).

Its proud history notwithstanding, the University is oriented to the future. The bold idea, the emerging fields of knowledge, the future needs of society and the education of its leaders: these are the focus of SU. Today, the University offers over 200 majors and 100 minors, and more than 200 advanced degree programs. SU boasts many [highly ranked programs](#) across its 13 colleges and schools, which include the School of Architecture, the College of Arts and Sciences, the Maxwell School of Citizenship and Public Affairs, the School of Education, the College of Engineering and Computer Science, the School of Information Studies, the Whitman School of Management, the S.I. Newhouse School of Public Communications, the David B. Falk College of Sport and Human Dynamics, the College of Visual and Performing Arts, the Graduate School, the College of Law, and the College of Professional Studies. SU is also home to the [Institute for Veterans and Military Families \(IVMF\)](#), the leading center of excellence in the U.S. for veteran-focused thought leadership and programming.

Given this institutional mindset, Syracuse University is a place that prizes collaboration, open exchange of ideas, and interdisciplinarity. The work of the colleges and schools is enabled by 935 tenured and tenure-track faculty, 829 non-tenure-track faculty, and 3,769 staff, all focused on serving students and supporting their learning and development. More than half of the undergraduate classes have fewer than 20 students, and the student to faculty ratio is 15:1.

Syracuse University is in strong financial shape. The University follows an RCM (responsibility-centered management), zero-based budgeting model; in FY2023 the institutional budget is \$1.637 billion. In June 2022, the University's endowment fund was approximately \$1.9 billion. In FY2022, sponsored research awards totaled \$106.8 million. The University is currently in the midst of the *Forever Orange* campaign, with \$1.2 billion raised toward a goal of \$1.5 billion.

The campus comprises 708 acres centrally located in the city of Syracuse, which has a metropolitan population of 662,000 and is a center for cultural, recreational, and artistic events. Within easy driving distance are the Adirondack Mountains, as well as the Finger Lakes, Lake Ontario, and the Thousand Islands Region. Boston, New York City, Philadelphia, Montreal, and Toronto are each approximately four hours away by car.

Leadership and Governance

Kent Syverud is the 12th Chancellor and President of Syracuse University, having assumed his leadership post in January 2014. Before joining SU, he was Dean and Ethan A.H. Shepley Distinguished University Professor at Washington University in St. Louis; prior to his time at Washington University, he was Dean of

Vanderbilt Law School. His tenure has been marked by record applications and enrollment, resulting in an increasingly diverse and academically accomplished undergraduate student body.

Chancellor Syverud has challenged the University community to embrace innovation, as seen in the recruitment of more than 120 faculty since 2018 into targeted interdisciplinary research clusters as well as the launch of online degrees and programs. Under his leadership, SU has built financial strength and stability. Transformational capital projects completed as of 2022 include the opening of the Barnes Center at the Arch, a holistic student health and wellness facility; the renovation of the iconic Dome; and replacing a busy road with a pedestrian-friendly promenade through the heart of campus.

Gretchen Ritter is Vice Chancellor, Provost and Chief Academic Officer of Syracuse University. A leading expert in the history of women's constitutional rights and contemporary issues concerning democracy and citizenship in American politics, Provost Ritter joined SU in October 2021. Previously, she served as the Executive Dean of the College of Arts and Sciences at The Ohio State University where she was the chief academic officer for the largest college of arts and sciences in the United States and responsible for the academic success and research excellence of more than 17,000 undergraduate students, 2,300 graduate students and 1,300 faculty. Prior to Ohio State, she was the Harold Tanner Dean of Arts and Sciences at Cornell University. At Cornell, she provided strategic vision and oversight for 28 departments encompassing more than 500 tenured and tenure-track faculty, serving 5,600 students, with an annual budget of more than \$400 million. She raised over \$230 million in new gifts and commitments over five years, secured an endowment for the Center for the Study of Inequality, established newly endowed professorships, department chair and program director positions, established the Milstein Program in Humanity and Technology and collaborated with the College of Engineering to establish the Cornell Neurotech Program.

Syracuse University is accredited by the Middle States Commission on Higher Education (MSCHE).

THE MARTIN J. WHITMAN SCHOOL OF MANAGEMENT

"You can carry into business or into life no greater asset than sound learning and personal integrity."

John H. Wharton

First Dean of the College of Business Administration

The Whitman School is one of the oldest and strongest business programs in the nation. Established in 1919 as the School of Business Administration, it was the 16th school in the nation to be accredited by the Association to Advance Collegiate Schools of Business (AACSB). In 2003, the school was honored with a naming gift from Martin Whitman '49, H'08 (1924-2018) and Lois Whitman.

A [Whitman education](#) is fundamentally student-oriented, emphasizing exposure to new ideas and high-impact research insights, immersive learning experiences, joy in working and learning together, and the acquisition of important soft skills—as seen in the [Goodman IMPRESS program](#)—alongside academic preparation. The School's curricular offerings are broad and varied, and coalesce around business analytics, entrepreneurship, global engagement, innovation, and leadership. In addition to these focal themes, supply chain management, policy and social impact, and environmentalism are nationally recognized areas of strength.

[Undergraduate](#) students have a choice of nine business majors, with the option of double majors, minors, and [dual programs](#) with the School of Information Studies, the College of Arts and Sciences/Maxwell School of Citizenship and Public Affairs, and the S.I. Newhouse School of Public Communications. An accelerated six-year joint degree program with the College of Law allows students to earn a BS and JD. Half of Whitman undergraduates study abroad, and all Whitman students complete at least one internship. Newly minted Whitman alumni do well upon graduation, with a 96 percent placement rate within 180 days of graduation. At the graduate level, the Whitman School has on-campus, full-time STEM-designated graduate programs—[full-time MBA](#) and [several MS programs](#); an [online MBA program](#); [on-campus and online MS programs](#), and a [PhD program](#). Several [research centers and institutes](#) offer students thought leadership and hands-on experiences through speakers, practice, fora, conferences, and events. Finally, an executive education program provides customizable offerings to companies across the state and beyond. Whitman has also delivered management education to the U.S. Department of Defense for 70 years, and has [partnership agreements](#) with four local colleges.

Whitman brings together individuals who are passionate about ensuring the success of their students. The work of the School is enabled by 88 full-time faculty members (63 tenured/tenure-track and 25 nontenured) and 64 staff. Faculty are accomplished academics, researchers, and practitioners with the School's production of social sciences citation index (SSCI) articles increasing 45 percent from 2018 to 2021.

The School has a total operating budget of \$140 million. Approximately 89 percent of the School's revenue is derived from undergraduate and graduate tuition with the remainder coming from fundraising activities, grants and contracts, and income from the endowment.

The Dean relies on strategic advice from a group of distinguished business leaders, which constitutes the [Whitman Advisory Council](#).

KEY OPPORTUNITIES AND CHALLENGES

Reporting directly to the Vice Chancellor, Provost and Chief Academic Officer at Syracuse, the Dean of the Whitman School works closely with faculty, staff, students, alumni, and fellow Deans and colleagues across the University. The Dean provides leadership and vision; promotes academic excellence and intellectual ambition; fosters collaboration and interdisciplinarity; prioritizes DEIA and antiracism principles and action; and champions the School, effectively raising its profile and increasing philanthropic support.

The Dean will be empowered to:

Develop and provide a galvanizing vision for a student-centered business school on the rise.

The Whitman School has made noteworthy gains in recent years, recruiting excellent new faculty, attracting larger numbers of students, and developing exciting offerings. As Syracuse works to refresh its university-wide [academic strategic plan](#) (the last version of which was [Trajectory to Excellence](#) in 2015), now is the time for the Whitman community to reflect on its own strategic aspirations and plans.

Launched in September 2022, the university-wide academic strategic plan refresh is organized around three pillars that represent foundational elements of the University's work (research and creative excellence; educational excellence and student success; and public impact), as well as four cross-cutting values that

shape its commitments as an institution (diversity, equity, inclusion, and accessibility; global engagement; enrollment strategy; and resource sustainability and budgeting). The planning efforts are organized around seven working groups that together include more than 100 faculty, students, staff, and administrators, as well as around a series of university-wide community conversations for each of the plan's key elements.

The Whitman School's last strategic plan (developed in 2017) set forth three overarching goals: pursuing excellence, achieving relevance, and becoming exemplary. The School will begin initial work on its own new academic strategic plan later in the Fall 2022 semester. This initial work of bringing faculty, students, and staff together to identify existing and aspirational areas of distinctive excellence in research, teaching, and public impact will lay the groundwork for the next Dean to have a deeper understanding of the strengths and opportunities across their school and to chart a path forward that allows the School to shine.

What challenges await higher education, the business world, and the Whitman School, and what steps can be taken now to thrive in that future state? What social, behavioral, and demographic developments might impact the competitive appeal of Whitman's varied programs, and how should the School prepare itself for those trends? The next Dean must have the strategic vision, intellectual drive, and tactical ability to inspire and lead the Whitman community in confronting these questions.

Continue to expand research activity.

Over the past several years, the level of research activity at the Whitman School has risen steadily, as reflected by research expenditures more than doubling from 2020 levels in 2022 reaching \$1.3 million. The Dean must sustain and extend this trend. Success in this area will include research output that is increasingly visible and influential and recognized in broadly accepted research rankings; increased financial support for research; and investments in research infrastructure, including but not limited to IT and data management capacity.

Support an innovative campus culture.

The new Dean will build relationships not only within the Whitman School but with academic units across campus, identifying opportunities and common interests. The Dean will develop strong, supportive partnerships with the other Deans; evince institutional ambition; and position Whitman as a key player, contributor to, and driver of the University's strategic aims.

Extend early gains and momentum in relation to diversity, equity, inclusion, and access (DEIA).

Over the last several years, inroads have been made with respect to DEIA initiatives, most notably with student and faculty recruitment. The Dean must invest significant time and effort to continue this progress and broaden DEIA goals. The Dean will be a moral and intellectual leader, working assiduously to extend representation, attend to faculty and staff promotion and retention, strengthen organizational culture, promote a climate where everyone can thrive, and consider all curricular and co-curricular activities with an eye to DEIA and antiracism.

Increase philanthropic support.

The Dean will raise the level of fundraising for the Whitman School. There is every reason to expect success on this front: the School's alumni are enthusiastic and dedicated, and there is significant untapped capacity

among the alumni ranks. With the comprehensive campaign well under way, there is a sense that the School and its Dean must accelerate efforts to engage with potential donors and secure their support.

The Dean will be an enthusiastic and savvy champion of the School, a relationship-builder and an effective storyteller. Ideally, the Dean will be an informed, experienced fundraiser with experience in campaign fundraising, and an understanding and appreciation of the necessity of close partnership with others across campus, as many Whitman alumni are loyal givers to central University priorities. The Dean must be an organizational citizen in supporting those designations and must also find ways to make the Whitman School an irresistible philanthropic priority.

Nurture community.

Whitman is served by a talented and engaged faculty and staff whose work and presence are critical to the student experience. This is a close-knit, supportive organization. The Dean will further strengthen the sense of community at the Whitman School, drawing individuals to work collaboratively toward a vision that is celebratory of the contributions and achievements of all. The Dean will encourage the exchange of creative ideas and promote a sense of shared goals and excitement that will make the Whitman School a place where people can do the best work of their lives.

The Dean must also help the School make effective and creative use of its spaces. As the University regroups for in-person learning and collaborative work, having sufficient study rooms and meeting spaces will become increasingly important. The Dean must work with colleagues throughout the School and across campus to identify and deploy workable solutions for the Whitman School's home.

PREFERRED QUALIFICATIONS AND CHARACTERISTICS

SU seeks an inspiring, galvanizing leader who will capitalize on current momentum. The ideal candidate will possess many of these experiences, skills, and qualities:

Commitment to the values and foundational purpose of Syracuse University. Dedication to excellence, innovation, and discovery in all endeavors. Emphasis on teamwork, partnership, and service to society. Commitment to shared governance, community, and mutual respect. A history of personal and professional leadership in advancing diversity, equity, inclusion, and accessibility; commitment to antiracism.

Professional accomplishment. A record of achievement befitting appointment as chief academic officer of an excellent management school. Experience that demonstrates the ability to motivate a community to aim high, work together, and drive toward excellence. Success in pursuing and implementing a sustainable strategy for growth and competitive advantage, in an academic setting or similar context.

Visionary and inspiring leadership. A broad and creative view of management; strong grasp of the trends informing business education; excitement for interdisciplinary impact. Foresight and orientation to the future; engagement with bold ideas; a collaborative mindset. Effective ambassadorship: ability to paint an exciting picture of current and future achievements of the Whitman School, and to garner social and financial support. Enthusiasm for storytelling and fundraising.

Organizational ambition. Dedication to the educational experience of students; commitment to the development and sustenance of the faculty and staff who serve them. A track record of demonstrated success in faculty and staff recruitment, retention, development, and success.

Superb management, planning, and financial skills. Ability to create a framework for allocating resources and making difficult decisions, and to communicate decisions and their rationales effectively. 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.

Excellent interpersonal and communication skills. A skill set that includes working through engagement, influence, and respect. A natural orientation toward teamwork, 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. A fundamental and visible commitment to fairness; integrity of the highest order. Personal qualities of active engagement, preparedness, resilience, respect, humility, and good humor.

TO APPLY

Confidential inquiries, nominations, and applications can be sent electronically to:

Anita Tien, Partner
Micah Pierce, Managing Associate
Jonathan Sanchez, Associate
Isaacson, Miller
www.imsearch.com/8685

Syracuse University is an equal opportunity, affirmative action institution.

The University prohibits discrimination and harassment based on race, color, creed, religion, sex, gender, national origin, citizenship, ethnicity, marital status, age, disability, sexual orientation, gender identity and gender expression, veteran status, or any other status protected by applicable law to the extent prohibited by law. This nondiscrimination policy covers admissions, employment, and access to and treatment in University programs, services, and activities.