Position Description:

For the Position of:

Dean
Title: Dean, College of Business

Institution: Florida International University

Reports to: Provost, Executive Vice President and Chief Operating Officer

Location: Miami, Florida
(Modesto A. Maidique Campus, West Miami-Dade County)

Website: http://business.fiu.edu

Institutional Overview

Florida International University (FIU) is an urban, multi-campus, public research university serving its students and the diverse population of South Florida. It is committed to high-quality teaching, state-of-the-art research and creative activity, and collaborative engagement with its local and global communities. Miami's first and only public research university, FIU was established by Florida law in 1965 and opened in 1972 with 5,667 students, the largest opening enrollment in United States collegiate history. With a current student body of more than 54,000 students (which is 61 percent Hispanic and 79 percent minority overall), FIU is the largest university in South Florida and among the 10 largest public universities in the nation. With more than 200,000 alumni, FIU constitutes one of the fastest-growing university alumni groups in the country.

Academics and Research

FIU is classified as a top-tier doctoral Research University with highest research activity by the Carnegie Foundation. It offers 180 bachelor's, master's, and doctoral programs in 12 colleges and schools. University research expenditures are more than $132 million per year. Approximately 80 percent of students at FIU are undergraduates with the majority enrolled in the colleges of Business; Arts, Sciences and Education; and Engineering & Computing. FIU’s
Florida International University is committed to the following core values:

- Truth – in the pursuit, generation, dissemination, and application of knowledge
- Freedom – of thought and expression
- Respect – for diversity and the dignity of the individual
- Responsibility – as stewards of the environment and citizens of the world
- Excellence – in intellectual, personal, and operational endeavors

Athletics
Florida International University has 17 varsity sports teams, named the Golden Panthers, which compete in the NCAA Division I. FIU moved to Conference USA in July 2013. The new conference affiliation is expected to garner additional national exposure for the University.

Location
South Florida is one of the country’s largest metropolitan areas. The four counties that comprise South Florida (Miami-Dade, Broward, Palm Beach and Monroe) are fast growing and have a combined population of almost five million people. Miami itself has a population of more than two million people. An international crossroads, the metropolitan area is rich in diversity. Its ethnic, racial, cultural and linguistic diversity is a precursor of much of urban America in the twenty-first century. FIU’s students, faculty, and staff reflect Miami’s diverse population, earning FIU the designation of Hispanic-Serving institution.

FIU has two major campuses: the Modesto A. Maidique Campus (MMC) in West Miami-Dade County and the Biscayne Bay Campus in North Miami Beach. FIU also has various other locations, which include the Engineering Center, near MMC; FIU at I-75 in Miramar, Broward County; the Downtown on Brickell Center; the Miami Beach Urban Studios; The Wolfsonian-FIU on South Beach; the Jewish Museum of Florida-FIU on South Beach; Aquarius in the Florida Keys National Marine Sanctuary, and the FIU Center in Tianjin, China, from which a branch of FIU’s Chaplin School of Hospitality & Tourism Management operates. The University is able to capitalize on its ideal location to create strong programs in international business, international law, and international studies.
International/Global
Many universities lay claim to being international or global, but FIU truly owns it. It is more than just cultural and ethnic diversity—it is diversity of experiences, ideas, opportunities, and programs, as well as economic diversity of students. Since its inception, FIU has sought to become a major international education center that would create greater understanding throughout the world. With the launch of the Steven J. Green School of International and Public Affairs, that intent has come to fruition. It is the first large university to undertake a comprehensive effort by rolling out Global Learning for Global Citizenship, the Quality Enhancement Program that has internationalized FIU’s undergraduate curriculum.

Accessible
An outstanding education at FIU is extremely accessible, thanks to tuition that ranks as one of the lowest in the nation and the lowest among its competitors. FIU is consistently ranked among the top “100 Best Values in Public Colleges” by Kiplinger’s Personal Finance magazine. FIU serves a large percentage of economically disadvantaged students. Nearly 50 percent of all undergraduate students at FIU receive financial aid, and nearly 60 percent of those financial aid recipients come from families with annual household incomes under $30,000. Most students do not take out loans. Instead, they take time off from classes to work, and then they return to FIU. Nearly 53 percent of undergraduate students will be the first in their families to receive a college degree.

Community-focused
Carnegie-designated as a community-engaged university, FIU has had a transformative effect on the community in two important ways: by providing a high-quality undergraduate education and by conducting research that addresses community problems. FIU confers about half of all the degrees awarded by universities in Miami-Dade. In its research enterprises, FIU focuses on issues critical to the future of South Florida. Examples include hurricane mitigation, Everglades restoration, HIV and AIDS, public health disparities, urban education, public transportation, and immigration and human rights.

Entrepreneurial
FIU hasn’t stopped since it opened its doors in 1972 (with 5,667 students, the largest opening day enrollment in U.S. collegiate history). The university has a bold, forward-looking philosophy; FIU is on the move and is always evolving. Students at FIU feel they have the opportunity to leave a legacy and create something great while they are here.

Ideally Located
The academic experience is enhanced by an annual average temperature of 77 degrees and more than 300 days of sunshine. The city of Miami provides FIU students with many opportunities for teaching, research, and public service. By attending a university in a major urban city, students also enjoy academic, cultural, and social advantages.
**Vibrant**

FIU is young, in all the positive definitions of the word. FIU is dynamic. It takes risks. It challenges. That vibrancy is reflected in the campus’ modern architecture, the teaching methods of the University’s faculty, rich social and cultural programming, thriving campus and student life, “smart” classrooms that include state-of-the-art equipment, innovative educational delivery systems, and, ultimately, in the exceptional academic experience shared by FIU students.

**College of Business**

Founded in 1965 when Florida International University was established by legislative action, the College of Business (CoB) opened in 1972. Today, the CoB comprises the R. Kirk Landon Undergraduate School of Business and the Alvah H. Chapman, Jr. Graduate School of Business -- both named in honor of leading South Florida corporate leaders and philanthropists in 2004 and 2001, respectively – as well as the School of Accountancy. The CoB is accredited by AACSB International and by the Southern Association of Colleges and Schools; CoB Accounting Programs are also AACSB-accredited, and the Healthcare MBA Program is accredited by the Commission on Accreditation of Healthcare Management Education (CAMHE). AACSB accreditation was reaffirmed in 2013 with the next review in 2017-2018.

The vision of the College of Business is to be an internationally-recognized leader in global business education, scholarly excellence, and collaborative community engagement. CoB’s mission is to serve its diverse student and alumni population, multi-cultural business community, and the global community of scholars by advancing business knowledge and sharing expertise.

- We prepare our students to succeed as responsible business professionals, leaders, and global citizens in a dynamic, technology-driven business climate – creating a growing legacy for our alumni.

- We energize the business community through professional education, collaboration, and research – building competitive advantage for Greater Miami industries, and providing qualified graduates for global, regional and local corporations.

- We enrich the academic community through innovative research -- nurturing our faculty’s intellectual growth and developing the talents of exceptional future scholars.
The College offers undergraduate, master’s, doctoral and certificate programs. At the undergraduate level, the Landon Undergraduate School of the CoB offers Bachelor of Accounting, Bachelor of Business Administration, Honors in International Business, Undergraduate Dual Degrees with 30 institutions around the world, the Professional BBA for working students, and online BBA degree programs in addition to business minors, business tracks in other majors, and certificate programs. At the graduate level, the Chapman Graduate School offers seven MBA programs – executive, healthcare, international, online corporate, professional weekend, professional downtown, and professional Flex – and nine specialized master’s programs – Master of Accounting, Master of International Business, and Masters of Science in Finance, Health Informatics and Management Systems, Human Resource Management, International Real Estate, Information Systems, and Marketing, and Executive Master of Science in Taxation. Five master’s programs are offered on line. The CoB offers a Ph.D. in Business Administration with concentrations in accounting, finance, management and international business, management information systems, and marketing. In fall 2015, these programs enrolled a total of 9,906 students, including a little more than 7,900 undergraduate students and nearly 2,000 graduate students. Approximately 84 percent of undergraduate student work full or part-time while attending college. The CoB has 25,000 alumni and more than 70 percent live and work in South Florida. More than 20 percent own their own businesses.

The College’s faculty of more than 150 scholars and business leaders, representing 38 nationalities, includes internationally known experts in international business, information technology strategy, operations research, knowledge management, e-business, entrepreneurship, real estate, international banking and trade, accounting, finance, consumer marketing, global marketing, customer relationship management, and corporate responsibility. Faculty are represented in collective bargaining by the United Faculty of Florida, and about 30 percent of faculty in the CoB are members of the union. Currently standard teaching loads range from 2/2 to 4/4 depending upon level of research productivity.

The CoB’s programs have received national and international recognition: US News and World Report ranks COB #6 in international business programs (2016), and Bloomberg Businessweek has ranked CoB #7 for undergraduate marketing programs, #8 for undergraduate international business programs, and #8 among the Top Undergraduate Business Schools for ROI (2013). U.S. News and World Report ranks the CoB #15 among International MBA programs (2016), #23 among graduate international business programs (2014), and #27 in online graduate programs (2014). Modern Healthcare ranks CoB’s Healthcare MBA #1 among Top Business Graduate Programs for Physician-Executives (2015). Financial Times has ranked the Online Corporate MBA program #14 and the Master of Science in Finance #5 (2015). The CoB has been recognized for its diversity by the Princeton Review, the Hispanic Business’ Annual Diversity Report, and Bloomberg Businessweek.
Headquartered on the Modesto A. Maidique Campus, the College of Business is part of a complex of three buildings in the center of campus. Its facilities include a Capital Markets Lab, the Eugenio Pino and Family Global Entrepreneurship Center, and two research centers – the Center for Accounting, Audit, and Tax Study; and the Ryder Center for Supply Chain Management. The CoB also has a presence at the Biscayne Bay, FIU at I-75 and Brickell locations (location of the Small Business Development Center and Jerome Bain Real Estate Institute) where undergraduate and graduate degree programs are offered; CoB also offers degrees in Panama.

The CoB has a budget of more than $65 million, of which nearly 40 percent comes from the central university’s tuition and state funding allocation, nearly 60 percent from revenue from market-rate graduate programs, and a modest amount from fundraising efforts. CoB’s endowment is valued at $23 million.

The Position – Role Summary

The FIU College of Business (CoB) seeks a dynamic leader for the position of Dean. Reporting to the Provost, Executive Vice President and Chief Operating Officer, the Dean is the chief executive and administrative officer of the College. The Dean provides active leadership in the promotion, direction, and support of educational and research activities of the CoB, in the maintenance of a high level of morale among the faculty, and in the encouragement of the spirit of learning among the students. The Dean provides representation and visibility in the community and leadership in identifying and hosting relevant community leaders and activities on campus. The Dean has general administrative responsibility for the College, including its compliance with accreditation standards, community outreach, fundraising, marketing and enrollment, interdisciplinary initiatives, global outreach, and the effective management of its administrative and financial affairs. The Dean consults with the faculty in designing the CoB strategic plan and sets the tone for the College in encouraging excellence, recognizing achievement, and supporting appointments and promotions based on merit. The Dean is responsible for increasing research, growing entrepreneurial activity, creating opportunities for students, and fostering a collaborative spirit in the College.

The Dean oversees an office staff consisting of a senior associate dean, an associate dean of the Chapman Graduate School, an associate dean of international programs, executive directors for operations and strategic initiatives, advancement, and MBA programs, and directors of career management services, marketing and communications, the technology center, graduate admissions and recruitment, executive and professional education, undergraduate advising, and health management programs. In addition to the Dean’s staff, the Dean’s direct reports include chairs of the College’s four departments, directors of the School of Accounting, the Hollo School of Real Estate, and Ph.D. Program, the executive director of the Center for Leadership, and directors of the College’s four centers and institutes. The Dean works closely
with the six-member Faculty Council, consisting of elected representatives from each department. Within the University, the Dean serves as a member of the Council of Deans that meets with and is guided by the Provost, Executive Vice President and Chief Operating Officer. The Dean works with an external Dean’s Council, composed of alumni and key business and community leaders, on fundraising and raising the profile of the College. The Dean functions as a university leader and colleague in discussions around strategic issues such as recruitment, enrollment, and institutional investment.

Opportunities Ahead

The opportunities and challenges facing the next dean of the College of Business derive from its aspirations to be a preeminent global business school and the need to generate the resources required to meet this objective in an increasingly competitive market with decreasing support from the state. These include:

- **Providing leadership in charting a future vision and strategy for the College**: In March 2015, the FIU Board of Trustees endorsed the University’s new strategic plan, FIUBeyondPossible2020, which was initiated by Provost Kenneth G. Furton in 2013 with the input of more than 150 members of the university community. The new plan purposefully aligns its goals with the Florida Board of Governors’ Performance Funding Model which measures progress in key areas. These include first to second year student retention, six year graduation rates, increased enrollment and use of digital technologies, expanded experiential learning opportunities, increased research expenditures, increased number of Ph.D. degrees, promotion of entrepreneurship and innovation, and increased philanthropic support. Moving forward, the new dean will need to work with the faculty to produce a longer-term coherent and compelling vision and focused strategies that directly support and align with the University’s strategic plan and guide the further evolution of the college consistent with FIU’s strategic aspirations.

- **Fundraising**: The CoB has historically placed greater emphasis on revenue generation through market-driven programs than through philanthropic support. This offers a compelling opportunity for the new dean to build a strong fundraising program and through significant strategic fundraising efforts, to position the college to sustain and increase annual and other giving levels, which are currently below target. FIU is currently in the midst of a $750 million capital campaign, and fundraising will be a significant priority for the new dean.

- **Increasing revenue generation under the University’s hybrid responsibility centered management (RCM) budget model**: Historically, the CoB has had great success in building market-driven graduate programs that have produced strong revenue support for college priorities. The University’s budget model incentivizes market-driven programs at the graduate level in which the college keeps more than 80 percent of
generated revenue. Currently the college generates $45 million from these auxiliary revenues, and further growth will produce increased flexibility for investment in research and other strategic priorities.

- **Globalization:** FIU has international diversity as part of its DNA, and the CoB has a substantial number of international faculty and students in all of its programs, greatly enhancing the student experience on campus and training students to be relevant in a global business environment. Both graduate and undergraduate programs offer opportunities for short and long-term study abroad, dual degrees with international institutions, joint programs, and professional master’s programs in Panama and other international sites. The dean will be able to build on these to expand the college’s reach and further build a global brand, including opportunities to partner with other academic institutions.

- **Promoting Research:** Within FIU’s strong research environment, initiatives to further stimulate a culture of research within the College of Business are required to move the College to the next level. For the dean, this will mean working closely with the department chairs to promote research and scholarship among faculty and publications in high quality journals, encouraging cross-college research collaborations, exploring opportunities to obtain external funding for research, addressing issues around size of teaching loads, and increasing support for the doctoral program.

- **Promoting student success:** The CoB has a vibrant and diverse student body who are among the College’s greatest assets. Many are first generation college students for whom an FIU education will be the key to future success. While the CoB has good success in student placement, current retention and graduation rates should be improved and sustained to align CoB performance with university objectives.

- **Capitalizing on Diversity:** The diversity of the faculty and student body at the university and at the CoB is one of the great strengths of FIU. The University is designated as a Hispanic Serving Institution (HIS), and the multicultural resources of the community are manifold. The new dean will need to embrace this identity and ensure that the CoB takes full advantage of the multicultural and international aspects of the city of Miami, the south Florida region, and the university.

- **Utilizing the Dean’s Council effectively:** The CoB’s Dean’s Council includes more than thirty distinguished business leaders from a wide variety of industries who provide support to the dean and the college. This group advises the college on business trends, opportunities and needs and serves as advocates for the CoB within the business community. Further opportunities exist to expand this group and leverage and guide its activities towards even more effective engagement, participation, and fundraising initiatives.
- **Collaboration within the College and across campus:** Faculty represent the College’s greatest asset, and keeping them engaged and motivated will be an important measure of the dean’s success. Within the university, the deans are collaborative and collegial, and opportunities exist to work with other academic units in development of joint degree programs, international collaborations and research. Such collaborations could not only benefit the mission of the CoB, but would also further the integration of the college into the life of the larger university.

- **Engagement with the Miami and South Florida business community:** Miami is a richly diverse and multicultural community with its own complex dynamics that a new dean will need to understand and embrace. More than 75 percent of CoB’s alumni live and work in South Florida, creating a natural community of engagement for the new Dean and a major opportunity for the College to support the economic development of the region.

Addressing these challenges will require a dean with broad intellectual interests, energy, strong fundraising skills, creativity and entrepreneurial instincts, an open-minded approach, and the ability to form collaborative partnerships within and beyond the university.

**Required Qualifications and Experience**

The University seeks an innovative leader and strategic thinker to build momentum for the college. The dean will demonstrate a broad understanding of the direction of business education and the ability to articulate a vision that positions the college as a successful enterprise within a complex and growing public research university. The successful candidate will have the reputation, stature, and credibility to attract strong faculty and students and to garner financial and other resources to strengthen the college and enable the achievement of its vision.

The dean will be a builder – of programs, bridges, partnerships and collaborations -- and an inclusive, visibly involved and inspirational leader who will find and strengthen connections and bring others into creative dialogue. She or he will be a passionate advocate for the college who catalyzes ideas, positive energy and the motivation to work with others to find solutions, and is skilled in successfully managing change. She or he will promote the CoB’s identity as a leader in business scholarship, education, and practice.

The successful candidate will ideally come from a background of substantive leadership within a leading business school, but candidates with exceptional experience as successful leaders within complex organizational settings that involve multiple stakeholders will be considered. She or he must demonstrate evidence of excellent financial and human resource management skills; collaborative skills in working with a strong management team, department heads and an
innovative energetic faculty; and possess a track record showing commitment to diversity and to building diverse leadership teams. A strong level of engagement with diverse business constituents would be valuable.

The following criteria are strongly preferred:

- A Ph.D. or equivalent in business, economics, or related field;
- Scholarly accomplishments corresponding to the rank of tenured full professor;
- At least five years of demonstrated managerial and leadership experience;
- Demonstrated commitment to the mission of a comprehensive, doctoral, highest research activity university and business school;
- Strong external focus and demonstrated success over a sustained period in external fundraising, development/external relations with the necessary energy and ability to work effectively with the business community, donors, alumni and other constituents in resource development and advancement.
- Ability to work effectively within a diverse and multicultural environment.

In addition, the successful candidate will demonstrate many of the following qualities, characteristics, and competencies:

- Exceptional leadership and vision: Evidence of ability to provide leadership in vision and strategic direction through creation of a new 5-year strategic plan, in collaboration with faculty, and to operationalize these strategies and objectives in direct support of the university’s strategic plan and objectives. A proven track record as dean of a college, leader of a large academic unit, or leader of a complex business enterprise is preferred;

- A record of fostering excellence in instruction, research and service; a commitment to strengthening the role of research across the college, to actively supporting and encouraging faculty, and to promoting faculty and student success and ensuring opportunities for their growth and development; an understanding of assessment and learning outcomes;

- Organizational, management, and team-building skills, a strong sense of fiscal accountability; a commitment to transparency; a willingness to delegate; and experience in leveraging limited resources while achieving innovative results;

- Collegiality as reflected in a commitment to an environment of shared governance and participatory decision-making; capability to work collegially to build relationships and connections across colleges and disciplines, to motivate and energize others to work together, and to collaborate with multiple stakeholders; the ability to understand and encourage diverse viewpoints and approaches;
- Strong communication ability to include listening skills and a passion for communicating the vision, mission, strengths, and aspirations of the CoB; excellent negotiation and diplomatic skills;

- Entrepreneurial and innovative skills in identifying emerging opportunities and positioning the CoB to create and implement new initiatives and foster entrepreneurial spirit; a vision for the use of information technology in the College and experience with innovations in distance learning;

- A fair and just decision-maker with a reputation for transparency, personal and professional integrity, and high ethical standards, who will equitably and vigorously promote excellence and uphold quality in the College while understanding that “one size does not fit all”;

- Collaborative and team-oriented leadership style; good judgment in recognizing talent and assessing where improvements are needed; the ability to make appropriate connections and build synergies; an open-minded, flexible, and creative approach to problem-solving;

- Outstanding interpersonal skills, creativity, a high level of energy and confidence, a “can-do” and enabling attitude, combined with patience, perseverance, a willingness to learn, empathy, and a good sense of humor.

*FIU is a member of the State University System of Florida and an Equal Opportunity, Equal Access Affirmative Action Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, disability status, protected veteran status, or any other characteristic protected by law.*

*For more information, visit [www.fiu.edu](http://www.fiu.edu)*
Search Team and Contact Information

Diversified Search has been retained by Florida International University to assist in this search process. Nominations, recommendations or expressions of interest (cover letter, CV, and five references) in the position should be directed electronically to: FIU.CoBDean@divsearch.com

Kim M. Morrisson, Ph.D.
Senior Managing Director
Education and Not-for-Profit Leadership Searches
Diversified Search - Philadelphia
Office: 215-656-3546
kim.morrisson@divsearch.com

John Mestepey
Managing Director
Diversified Search – Miami
Office: 305-577-0046
John.mestepey@divsearch.com

Nancy Helfman
Vice President and Senior Associate
Office: 215-656-3579
nancy.helfman@divsearch.com

Karen Engel
Executive Assistant
Office: 215-656-3557
Karen.Engel@divsearch.com

Search #12416/1.2016