

**MONTCLAIR STATE UNIVERSITY**  
**PROSPECTUS**  
**DEAN, SCHOOL OF BUSINESS**  
June 2008

**THE SEARCH FOR THE DEAN OF THE SCHOOL OF BUSINESS**

The Search Committee for the Dean of the School of Business at Montclair State University invites expressions of interest, nominations and applications for the position of Dean. The Committee is conducting a national search for an outstanding leader to serve as the chief academic and administrative officer of this growing, AACSB-accredited School. The Dean is expected to assume office in summer 2009. This prospectus is designed to provide nominators and prospective candidates with helpful information about Montclair State University and the role of the Dean of the School of Business.

**AN OVERVIEW OF MONTCLAIR STATE UNIVERSITY**

Montclair State University is a comprehensive public university; New Jersey's second-largest and fastest-growing, offering a rich array of programs to approximately 17,500 undergraduate and graduate students. Founded in 1908, the University is organized into five academic units: College of Humanities & Social Sciences, College of Education & Human Services, College of Science & Mathematics, College of the Arts, and the School of Business. Characterized by a distinguished faculty of 510 full-time teacher-scholars, Montclair State offers ten undergraduate degrees in more than 70 major areas of study and seven degrees at the Master's and Doctoral level in 36 areas of study. The University also offers the nation's only doctorate in pedagogy, the state's only doctorate in audiology, and a unique interdisciplinary doctorate in environmental management. The University is located in Montclair, 14 miles west of New York City, on a beautiful 230-acre suburban campus. The campus boasts excellent academic, technological and recreational facilities and an exciting calendar of events and performances by students and professionals. With its proximity to Manhattan, and the large commuter population living throughout the area, the community offers a range of exciting lifestyles enriched with arts, culture and academic resources from one of the most vibrant, ethnically diverse regions in the world.

Montclair State's \$50 million capital campaign, *The Campaign for the Second Century*, will culminate with the University's centennial celebration this year. Funds from this campaign will support major capital projects and significant renovation of academic buildings. The Campaign also provides funds for faculty chairs, professorships, lectureships, undergraduate scholarships, graduate teaching assistantships, student development, academic programs, library services and information technology. With over \$200 million dedicated to new construction and building renovation in the past 10 years, President Susan A. Cole and the Board of Trustees are committed to continue an aggressive capital facilities program. Despite declining financial support from the state, the president has maintained faculty positions and is committed to selectively increasing the size of the faculty in the next year as well as augmenting managerial, professional and support staff.

## **THE SCHOOL OF BUSINESS**

The School of Business (SBUS) is comprised of 5 academic departments: Accounting; Law & Taxation; Economics & Finance; International Business; Management & Information Systems; and Marketing. These departments offer 11 specialized business disciplines covering numerous business topics which include retailing, hospitality management, and international business. At the graduate level, in addition to the MBA, the School offers an MS in Accounting and a joint MBA/MS in Chemistry. Interdisciplinary programs as well as dual degree and non-degree certificate programs are available at the graduate level. The School's 75 full-time and 45 adjunct faculty deliver top-quality instruction to its approximately 1,700 students, as testified by student choice of the BA in Business Administration over all other undergraduate degrees. The School benefits from the support of its Advisory Board, composed of outstanding leaders from the business community. The School's current operating budget is \$12.5 million. The University's strategic facilities plan includes a completely new \$42 million, 85,000 ft<sup>2</sup> building for the School, anticipated to open in 2011. The *Princeton Review* recently added the School to the Review's list of best business schools, further confirmation of the quality of its programs.

## **THE ATTRACTIONS OF THE SBUS DEAN'S POSITION**

The School of Business is well positioned to enhance its service to the international business community in the region and the new Dean will have an uncommon professional opportunity to make a substantial difference in the future performance and growth of the School. Other significant attractions of this deanship are:

- The significant growth at Montclair State University in the past decade under the dynamic leadership of President Cole, her administrative team and the faculty, provides considerable institutional momentum for future advancement at the University and the School of Business;
- The accreditation of the School of Business by AACSB is recognition of the School's high standards and stature in the higher education business community;
- Given the University's proximity to major pharmaceutical, biotechnology, telecommunications, and other companies and easy access to New York City, the world's premier financial center, the opportunities for SBUS to forge partnerships abound;
- The School has partnered with the business community to establish the International Trade Counseling Center (ITCC), the Center for International Business (CIB), the Center for Economic Research on Africa (CERAF) and the New Jersey Center for Regional Business. Today these centers are internationally recognized import/export resources, with conferences that attract professors and other professionals from around the world. In addition, the School has developed a partnership with the Walt Disney World College Program that involves 22 participating institutions from China, Korea and, in the near future, Mexico;
- The planned new building will provide the School of Business with state-of-the-art facilities and is expected to be one of the finest academic buildings devoted to business education in New Jersey;
- The University's administrative philosophy supports a "strong dean" model;
- The School of Business emphasizes excellent teaching, small class sizes, and complete attention to the academic, personal, and professional development of its students;

- With its distinguished faculty and strategic geographic location, the School of Business offers outstanding opportunities for participation in one of the more dynamic regions of the U.S. and world economies;
- Being part of an institution which is well known for offering a rich liberal arts education, the School is well positioned to draw on the expertise of other departments and faculties. Interdisciplinary programs are strongly encouraged, and countless opportunities exist for fostering innovative and distinctive programs across disciplines;
- The BS in Business Administration is the single most popular undergraduate degree at Montclair State, despite the School's higher admission standards; and
- The University and the SBUS take great pride in its exceptionally diverse community of students, faculty and staff.

## **LEADERSHIP CHALLENGES AND THE ROLE OF THE DEAN OF BUSINESS**

As the School of Business looks to the future, the School must address several challenges to ensure its ability to meet the needs of its students and the business community. The following, although not intended to be exhaustive, are matters that must be among the leadership priorities of the new Dean:

**Positioning the School of Business:** As the University and the School of Business enter the next phase of strategic planning, the new Dean must lead in the development of new initiatives to address the educational needs of undergraduate and graduate students as well as the corporate business community. These initiatives must include the articulation of a widely supported vision for the School; maintaining high standards; and collaborating with the other deans, the SBUS Advisory Board and other business leaders to create academic programs and partnerships that affirm the School's pivotal importance in the region. An important result of the School's future programs and outreach activities must be its increased prominence in the region. The new Dean will determine the feasibility of developing new program initiatives that make the School more distinctive. Moreover, additional emphasis on globalization within the curriculum, and the further development of experiential education could set attractive benchmarks for other areas of the University.

**AACSB Accreditation:** The self-study for AACSB reaccreditation will be conducted in the academic year 2008-09, with the visiting team scheduled to be on campus in the fall of 2009. The self-study and the report of the visiting team will represent an ideal opportunity for the School to plan its future through an assessment of its current strengths while also identifying challenges that must be addressed to continue the enhancement of its performance.

**New Building:** More detailed planning for the School's new building will begin this fall. During the completion of the new building and the relocation of the School from its current quarters, the new Dean will play an important leadership and oversight role.

**Fundraising:** The School's increased aspirations for distinction as well as the decline of financial support from the state will require more aggressive, creative methods of cultivating funds for new programs, equipment and operations in SBUS. The new Dean will be expected to play a leading role in the identification of new sources of funding, including individual donors, to support the School of Business. Not only does the School of Business relate to a broad spectrum of corporate interests in the community, but many of the School's graduates make their homes in the area. Both constituencies can provide sources of gift support for the School. The new Dean will need to be effective in building philanthropic support for the School, managing the overall

development function, and launching an aggressive fundraising program, with the active support of the University's office of development.

**Community and Corporate Business Relations:** The new Dean must devote significant energy and time to the continuing development of strong ties to the external community, particularly business leaders. Special attention must be given to the important role of the Advisory Board, ensuring that its membership is strong, well informed and committed to its important role of providing expert advice and suggestions for new initiatives. The Dean will need to be highly visible in the larger community, effectively linking the resources, both academic and support, to the developing needs of the business community in the region.

**Faculty Development:** The School enjoys a good mix of seasoned and newly appointed faculty, as well as a particularly strong concentration of international faculty. The School also boasts an unusually high number of female faculty members, especially in the area of accounting. A significant number of new faculty has been hired in the past five years, many of whom have outstanding reputations and strong research backgrounds. Given the rigors of AACSB accreditation, it will be incumbent on the new Dean to strengthen those academic areas that are less active in research. Furthermore, the Dean must provide sufficient support and mentoring opportunities to assist faculty members, especially younger faculty, who publish in some of the leading journals. In addition to encouraging the growth and quality of research activity, the School would benefit from increased interaction among the academic units and synergies with others outside the School. The University also boasts a Research Academy for University Learning which provides workshops and mentorships in teaching technologies and practices.

**Collaborative Relationships with Other MSU Deans:** One of the appealing features of the SBUS Dean's position is the spirit of collegiality that exists among the deans at the University. Thus, it will be essential for the new Dean of SBUS to develop immediately a strong working relationship with his/her peers for mutual benefit.

## **DESIRED CHARACTERISTICS IN THE DEAN OF SBUS**

The opportunities and challenges facing the new Dean will require certain qualities in the successful candidate. In addition to strong academic credentials, the person must exhibit such qualities as an engaging personal manner, integrity and a strong work ethic. Beyond these threshold attributes, the demonstration of certain skills and abilities will be critical. The Dean must be:

- A creative academic leader with the ability to nurture the talents of faculty and staff to develop a widely held vision and sense of common purpose for the School's future and to create exciting new research, learning and service opportunities at SBUS;
- An effective spokesperson for the School of Business within the University community who is able to work collaboratively with the faculty, fellow deans, the provost and other members of the Montclair administrative team to achieve SBUS as well as University-wide goals;
- Familiar with the policies and practices of AACSB and committed to upholding its standards;

- A community oriented person who can relate effectively to leaders in the business community to develop mutually beneficial partnerships and attract financial support for SBUS;
- Able to build consensus among diverse opinions in the SBUS, yet prepared to exhibit decisiveness when appropriate and necessary.
- A strategic thinker with the ability to articulate forcefully the needs and contributions of the School of Business within the University as well as in the external business community;
- A superb communicator who is articulate, a good listener, and able to facilitate a healthy dialogue on issues of importance to the School of Business and to the University as a whole;
- Committed to maintaining and extending student and faculty diversity; and
- A skilled administrator, planner and problem solver with the ability to align planning priorities with budgets.

## **BECOMING A CANDIDATE**

The Dean of Business Search Committee will begin to review candidates in late August 2008 and continue until an appointment is made. Confidential nominations and applications should be addressed to Dr. Richard Peterson, Chair of the SBUS Search Committee, and sent electronically (PDF or MS Word) to [MontclairBusiness@academic-search.com](mailto:MontclairBusiness@academic-search.com). Applicants should include a cover letter describing how their background, skills, and education match the needs of the University, along with a curriculum vitae, and the names and contact information (including email addresses) of at least five professional references.

Additional information about Montclair State University and the Dean's position can be found at [www.sbus.montclair.edu](http://www.sbus.montclair.edu).

The search is being assisted by the following Senior Consultants at **Academic Search, Inc.:**

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