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John F. Welch

COLLEGE OF BUSINESS

Dean The John F. Welch College of Business Sacred Heart University Fairfield, Connecticut

"The mission of the John F. Welch College of Business is to foster a learning community rooted in the Catholic intellectual tradition, to provide students with business knowledge and appropriate skills, and to develop undergraduate and graduate students prepared to achieve their personal and professional goals in the business community and global society."

THE SEARCH

Sacred Heart University (SHU) seeks a dynamic, strategic, and entrepreneurial leader to serve as the next Dean of The John F. Welch College of Business. Building on the College's recent successes, the new Dean will provide the vision and strategy required to lead the College to a significantly higher level of accomplishment and ensure excellence in every aspect of the College's work.

By strengthening its programs and securing its financial base over the past twenty years, SHU has grown from a small commuter school to a leading regional institution with an international presence; it is now the second-largest Catholic university in New England. It is strategically located in close proximity to the headquarters of many Fortune 500 companies. *U.S. News & World Report* ranked SHU in the top tier of Master's Universities in the North in 2008. Princeton Review included the University in its *Best Colleges* and *Best Business Schools* publications, and the University was ranked 11th in the nation on Intel's 2005 "Most Unwired College Campuses." The University also has an award-winning program of community service and fields 32 Division I athletic teams.

Recently named in honor of the legendary Jack Welch, "Manager of the Century" according to *FORTUNE*, the Welch College of Business (WCOB) is looking for the leadership that will be required to achieve the University's high ambitions for it. This is

an exciting time to join the Welch College of Business; the AACSB-accredited school is poised for transformative growth. The new Dean will be responsible for strategically shaping the future direction of the College; establishing it as a distinctive brand in management education; differentiating its academic programs to position them effectively in the marketplace, thus increasing their impact on practice; engaging the College community in the Catholic intellectual tradition; recruiting and developing the next generation of faculty; fostering closer working relationships with the business community; leading a fund-raising campaign to build a new state-of-the-art facility; and, increasing funding for faculty positions and scholarships. He will report to the Provost and work closely with the University's senior leadership team and the faculty and staff of the Welch College of Business to accomplish these goals.

The ideal candidate will have proven leadership experience in either academic or business settings. This person will have the vision to motivate the college community, the ability to embrace innovation, and the creativity to develop a uniquely competitive strategy for the WCOB. An MBA or similar advanced degree is required; a terminal degree is desirable.

SACRED HEART UNIVERSITY

SHU has been a pioneer in Catholic higher education and enjoyed tremendous growth over the years. Under the leadership of President Anthony J. Cernera, PhD, the University has more than doubled its undergraduate enrollment, added over a dozen degree programs, and established campuses in Luxembourg and Ireland. During this period, the University has successfully positioned itself as one of the leading Catholic Universities in the Northeast. It developed a student mobile computing program over a decade ago, created a strong emphasis in the health sciences, entered Division I athletics, developed national leadership standing in addressing the Catholic intellectual tradition, and achieved AACSB status for the Welch College of Business. Cernera established an internationally recognized Center for Christian-Jewish Understanding, and a variety of other dynamic institutional expressions.

As the University has achieved the goals of each successive strategic plan, it has continually raised its ambitions to compete in an ever widening set of markets. From competing in a local market, SHU expanded its sights to be one of the leading Catholic colleges in New England. SHU developed programs that set it apart in areas such as physical therapy and occupational therapy. It embraced a problem-based learning approach. In 1995, SHU introduced a laptop program for all undergraduates and was a leader in creating the wireless campus in order to make computers integral to the learning process. The University has continuously embraced change in pursuit of excellence.

The University consists of four colleges: College of Arts & Sciences, John F. Welch College of Business, College of Education and Health Professions, and University

College. University College is committed to the adult learner, and its evening, weekend and accelerated courses earn praise for their diversity and relevance to changing lifestyles. Over 6,000 students are enrolled in the University's four colleges.

At the core of a Sacred Heart University education is the Catholic intellectual tradition (CIT), which is characterized by rigorous scholarship and a commitment to spiritual and ethical values. With its emphasis on the liberal arts, this tradition is concerned with the development of the whole person as he or she prepares to achieve success within a chosen profession while reaching out to those in need, especially the poor, and assuming responsibility for making the world a better place.

In this academic year, SHU is completing an introduction of a new core curriculum for all undergraduates designed to define what "Catholic" means in curricular terms. The core consists of four courses built around the Catholic intellectual tradition that is part of the 2000 year old dialogue in the search for truth. The core courses are designed around four questions: What does it mean to be human; to live a life of meaning and purpose; to understand and appreciate the natural world; and, to forge a more just society for the common good?

Sacred Heart University offers more than 40 undergraduate, graduate and doctoral programs on its main campus of 65 acres in suburban Fairfield, Connecticut, with satellites in Luxembourg (since 1991) and Ireland. Its main campus is 90 minutes from Manhattan and 150 minutes from Boston. The University also maintains branch operations for working adults in Stamford, and Griswold, Connecticut.

SHU is engaged in a \$50 million capital campaign and broke ground for a new \$17 million Chapel in December, 2006. It is a space designed to provide the University community with excellent worship space and individual members of the community a sanctuary for personal reflection, interaction, and exploration. The Chapel is expected to be completed by December, 2008.

For additional information, please see addendum at the end of this document or visit www.sacredheart.edu.

THE JOHN F. WELCH COLLEGE OF BUSINESS

SHU has been providing business education since 1965, just two years after its founding. The MBA degree was the first graduate curriculum in SHU history. The business division became a college in 1997 and celebrated its 10th anniversary last year. In 2006, the College was named in honor of Jack Welch, the former Chairman and CEO of General Electric.

WCOB prepares students for life, not just for a career or profession. Its close proximity to many Fortune 500 companies, including General Electric, United Technologies, Pitney Bowes, Aetna, and Xerox, makes it attractive for students to obtain internships.

The College's faculty of 41 full-time teacher-scholars and 30 part-time supporting faculty serve more than 750 undergraduate business students and more than 250 MBA students at its Fairfield, CT and Luxembourg campuses. The University boasts more than 7,000 alumni with undergraduate degrees in business and over 3,000 with graduate business degrees.

Organization

The Dean is the senior academic and administrative officer of the College, supported by the Associate Dean, fulltime Directors of the MBA Program and the Luxembourg Campus, plus faculty members who also serve as Department Chairs and Director of Research. The Welch College of Business faculty is structured into four academic departments: Accounting and Information Systems, Economics and Finance, Management, and Marketing and Sport Management. The Associate Dean, Directors, and Department Chairs serve as the executive team that works with the Dean on matters of policy and operations for WCOB.

Leadership

The Welch College of Business is being led this year by Ralph Lim, serving as Interim Dean. Nearly a 25 year veteran of the Finance faculty, Ralph brings the strong support of his faculty colleagues and University leadership to his role during this academic year.

DEGREE PROGRAMS

Undergraduate

Undergraduate degree programs are offered in accounting, business administration, business economics, finance, and sports management. The college anticipates adding a marketing major during 2008-09. Concentrations available in the business administration degree include international business, management, management information systems, marketing, and sport management. Undergraduate business majors can opt for an accelerated five-year program to earn a BS with an MBA. Undergraduates with other majors can choose a combined undergraduate/graduate degrees program designed specifically for liberal arts majors.

The innovative business curriculum emphasizes active student engagement and hands-on learning through internships. Additionally oral and written communications as well as ethical and analytical thinking are emphasized throughout the curriculum.

Graduate

The **MBA Program** emphasizes applied learning and has a curriculum designed to respond to today's business environment—one that is increasingly global and in need of socially responsible and ethical decision makers and leaders. It is primarily for students working full time and studying part time. The MBA Program is built around a common core of courses leading to a choice among three concentrations: Accounting, Finance, and General Management. In addition, graduate professional certificates are offered in Accounting, Finance, International Business, Leadership, Marketing, and Global Investments. WCOB offers a US-accredited **MBA Program in Luxembourg** which attracts students with considerable business experience. Concentrations in this program are offered in Finance and General Management. In addition, WCOB offers graduate professional certificates in Finance, Leadership, Accounting, and Global Investments as well as corporate educational programs at its Luxembourg campus.

The **BS/MBA Program** is designed to allow highly qualified students to complete both degrees in a five-year period. The program encourages internship opportunities for its students to provide business experience that reinforces the applied orientation of the WCOB curriculum. This combined program provides a broad foundation in the core business subjects and allows for specializations in Accounting, Finance, and General Management. There is a heavy focus on analytical and problem solving skills along with a solid grounding in ethics and global awareness.

Finances

SHU is tuition dependent and operates under a centralized financial model. Its College of Business is an independent administrative unit with its own budget of approximately \$5 million. The Luxembourg Campus has an operating budget of approximately \$700,000.

THE ROLE OF THE DEAN

The new Dean will report to the Provost and will also be a member of the Provost's Council along with three other academic deans, the Associate Vice President for Academic Affairs, the University librarian, and the registrar. The Dean will be responsible for overseeing all academic and administrative operations of the College. S/he will manage a staff of Department Chairs, Directors, and the Associate Dean, who assists the Dean with AACSB continuous improvement, internal college operations, and academic initiatives. Members of the University division of Institutional Advancement will work with the Dean on fundraising for the WCOB.

The Welch College of Business represents a significant opportunity for growth, especially in the area of graduate programs. With strong leadership and vision, WCOB will add significantly to the University's visibility and influence at home and abroad. Specifically, the new Dean will be expected to meet the following challenges:

- **Provide strategic vision and leadership for the College's next phase of transformation and growth**

Develop a long-term vision and strategy to successfully position the College in an increasingly competitive business education marketplace. The Dean will take the initiative to capitalize on emerging trends and opportunities when they are aligned with the strategic vision, and will create an environment of shared responsibility for program innovation and new partnerships. Part of this strategic vision will require leveraging the Luxembourg Campus and expanding the College's global reach.

- **Leverage the brand name and differentiate WCOB's academic programs**

The Dean will lead the effort to help brand the College in a way that captures the rich breadth and depth of its mission and publicizes the concrete results of its work, especially in light of Jack Welch's legacy of leadership. Finding new and exciting ways to capture the attention of all external audiences is critical. This will require effective coordination with others engaged in corporate relations across the entire University. The Dean will raise the College's local, national, and international public presence by establishing its position as a provider of cutting-edge business education that corporate leaders, international bodies, and the media turn to for expertise and guidance.

The Dean will lead the effort to ensure that the Welch College of Business has highly competitive offerings in the graduate programs market, including the MBA Program and niche programs that have high potential. S/He will work with faculty to implement the MBA revitalization plan already under development and to secure resources necessary for the program's success. The Dean will thoroughly evaluate the possibilities for programming at the College's Stamford site.

- **Initiate and build strong relationships with the business community**

The Dean will foster close relationships with business leaders, working with them to demonstrate the value that the WCOB can bring to their organizations. S/He will strive to create partnerships with companies that address their management development needs and ensure that WCOB graduates are a highly regarded source of talent.

- **Lead a fund-raising campaign to build a new state-of-the-art WCOB facility**

Working closely with the President, Provost, and Vice President for Institutional Advancement, the Dean will play a major role in the planning, fundraising, and design of a new building for the College.

- **Recruit, develop, and secure funding for the next generation of faculty**

The Dean will take the College to the next level of teaching and scholarship and elevate its standards. In order to maintain its accreditation and develop a competitive edge, the College will need to attract and retain exceptional talent in specialized niches and disciplines. S/He also will work with faculty to develop the curriculum that will prepare the next generation of socially responsible business leaders.

The Dean will also lead efforts to secure funding for endowed professorships, scholarships to increase the ability to compete for top students, and additional budgetary support for faculty research activities.

- **Work with faculty to integrate the Catholic intellectual tradition into Business Education**

S/He will capitalize on this holistic approach, a distinguishing characteristic of the WCOB experience. The Dean will seek out new ways to prepare students professionally while continuing to give them a deeper understanding of who they are and who they are called to be. S/He will work with faculty to create innovative academic programs that will challenge students to reach beyond the status quo, to break new ground in the business world, while at the same time dedicating themselves to a life of dignity, respect, and service to others who are less fortunate.

- **Manage program resources and operations**

The Dean will set the direction, build the team, and outline the metrics of success for the College. This person will lead the effort to gain efficiencies, improve internal processes, ensure program quality, and generate the additional revenue streams that are necessary to be an effective competitor in the business education marketplace. The dean will also explore ways to leverage partnership opportunities with the other Colleges within the University and other external organizations. It will be important to lead change in an entrepreneurial manner while fostering a collaborative team-oriented environment and respect for the institution's culture and values.

THE IDEAL CANDIDATE

The new Dean will be a strategic, innovative leader and a powerful spokesperson deeply committed to the College's mission. The position requires a person with a strong record of accomplishment and a vision for the future of business education. While no one person will embody all of them, the successful candidate will bring many of the following qualifications and attributes:

- A powerful attraction and commitment to the purpose and values of SHU and the WCOB; a strong belief in education that can transform students' moral, spiritual, intellectual as well as professional lives and instill in them a sense of social justice and responsibility;
- The ability to recruit, motivate, inspire, and retain talented faculty and staff; the capacity to support faculty teaching, scholarly research, development and service;
- Proven leadership experience in strategic planning, program development, and financial management within an academic and/or business setting;
- The ability to articulate a clear, collegial vision and to engender support from internal and external constituents in implementing that vision; capacity for fundraising and for building strong alliances and partnerships; experience with capital campaigns is desirable;
- Proven experience in strategically building a distinctive brand and embracing and articulating what differentiates it from its peers;
- The ability to anticipate market needs and trends and to plan and execute appropriate action plans to position the College as an innovative leader;
- An understanding of the global business environment and the challenges facing senior executives and their organizations; a demonstrated ability to translate those challenges into educational needs that speak convincingly to business leaders;
- Outstanding verbal and written communication skills; the ability to engage and command the attention and respect of various external audiences;
- An MBA or equivalent advanced degree is required; a terminal degree is desirable.
- Knowledge of AACSB International accreditation requirements and processes is desirable.

Isaacson, Miller, a national executive search firm specializing in leadership searches for mission driven organizations (www.imsearch.com) has been retained to assist in the search.

TO APPLY

Resume, with cover letter and list of references, should be sent
(electronic submissions are strongly encouraged) in confidence to:

Martha Brest, Managing Associate
Isaacson, Miller
334 Boylston Street, Suite 500
Boston, MA 02116
3533@imsearch.com

In keeping with its commitment to build a culturally diverse community, Sacred Heart University invites applications from women, people of color, and individuals with disabilities.

ADDENDUM

History of Sacred Heart University

Sacred Heart University was founded in 1963 by the Most Reverend Walter W. Curtis, Bishop of the Diocese of Bridgeport. It was established to provide the community with an affordable, quality education at a local Catholic university. From its outset, the University bore the mark of innovation. Charting a new direction within American Catholicism, the University was to be led and staffed by the laity, independent and locally oriented, serving the needs of the diocese and of southwestern Connecticut.

Signs of the University's growth and vibrancy are evident. Enrollment has risen from the original class of 173 to over 6,000 full and part-time undergraduate and graduate students, and the faculty has increased from 9 to 210 full-time professors and over 300 adjunct professors.

The University has enhanced the undergraduate student experience in several notable ways. In 1990, it accepted for the first time students who wanted the residential experience. It now has 10 residential buildings with 70% of the full-time undergraduates residing in university housing.

New degree programs and majors in relevant disciplines are regularly added to its curriculum. The University offers Division I athletics with 32 varsity teams. The William H. Pitt Health and Recreation Center is available to all students and to the community at large. Recognizing the importance of technology, Sacred Heart University provides all undergraduate students with a laptop computer. The University campus is a wireless environment.

An ever-widening outreach to the community balances the University's commitment to academic excellence. The Institute for Religious Education and Pastoral Studies (1990-2004) helped educate more than 25,000 men and women for pastoral and catechetical work and other Church ministries. The Center for Spirituality and Ministry provides opportunities for theological updating and spiritual development as well as programs to bridge the gap between the world of work and the world of the spirit. And the Center for Christian-Jewish Understanding (CCJU), which earned the personal endorsement of Pope John Paul II, has become a global leader in fostering interreligious dialogue. Closer to home, more than 1,200 students, faculty and staff members volunteer in excess of 31,000 hours to community service each year.