



UNIVERSITY OF OREGON

**Dean, Lundquist College of Business  
University of Oregon  
Eugene, Oregon**

## **The Search**

The University of Oregon (UO), a member of the Association of American Universities, invites applications and nominations for the position of Dean of the Lundquist College of Business (LCB). The Dean will serve as the leader of a substantial and successful business school that figures prominently in the University's plans. The College has an especially strong undergraduate program and graduate programs that are increasingly important to the state's economy. It has an eager and inventive faculty, a President and a Board prepared to give enthusiastic support, a central role in the University's drive for academic excellence, a leading role in management education in a prosperous and vital state economy and a set of strategic opportunities that should inspire an ambitious and mission driven Dean.

The University and the business school are particularly vivid expressions of the State of Oregon. Oregon has great natural beauty and an appreciation for community that extends to its politics, the protection of the environment, and the development of a healthy life for all of its citizens. It regularly and systematically attracts talent and it has built an economy that expresses the state culture. It is no accident that Columbia, Nike, and Patagonia are all located in Oregon and that 800 separate businesses are built around sports products and sports marketing, frequently combining a love of the outdoors with sport. Like other parts of the Northwest, Oregon is increasingly attractive to a sophisticated workforce in the knowledge economy and Oregon and the University have both prospered as a result. Not surprisingly, the business school and the University are deeply invested in themes that originate from the state ethos and the strength of the industries that emerge from them.

The University of Oregon enrolls more than 20,000 undergraduate and 3,600 graduate students. In 2014, 24,700 prospective students applied and 5,184 students enrolled in fall 2015. Fifty-two percent of students are Oregon residents and the University continues to draw heavily and successfully across the American West with significant contributions from all 50 states and over 100 countries. It is a foundational institution, of increasing consequence, not just for the students and faculty, but for the entire State.

Twenty-five percent of the student population of the University is enrolled in the LCB. It has an unusually strong brand in the University and the University has a strong brand in its markets. The College has a highly demanded undergraduate program with offerings in business administration and accounting serving 5,000 students with strong academic drive and eagerness to learn. The undergraduate program is ranked in the *U.S News & World Report* top 50 of public and private accredited institutions nationally. Students have to meet a GPA requirement to enroll in the major after a couple years, which allows the College to cap undergraduate enrollment.

At the graduate level, the College has highly differentiated programs offering an MBA, Executive MBA, Master of Science in Sports Product Management, Master of Accounting, and PhD graduate programs. Supported by four unique centers of excellence, each linked to strengths in the Oregon economy, the

business school has invented programs with distinctive marketplaces that aid both student experiential learning and faculty research. Each theme has significant capacity for growth and development across the full range of Lundquist programs.

The 103 tenure and non-tenure track faculty members of LCB are committed to research, teaching, and service. The faculty, drawn largely from other AAU universities, regularly publish in the top journals in their field. The Dean will lead this faculty to continue their high level of engagement with the community and, in line with President Michael H. Schill's vision for the University, recruit and retain a highly productive research and teaching faculty in the College.

In 2014, the State of Oregon, leading the nation, revised its governance for the University and created an independent governing body. On July 1, 2015, the new Board of Trustees selected Michael H. Schill as their 18<sup>th</sup> President. Like many other states, Oregon, with many demands on its budget, now contributes relatively modest financial support for the University. Recognizing the need for flexibility, the State created a new governing structure that provides dynamic leadership at the Board level and supports the ability to chart new directions, drastically improve philanthropy, invent creative programming, and respond vigorously to the challenges that face all of higher education. The next Dean of the Lundquist College of Business will be the first leader of the College to serve with this new and transformative leadership combination of Board and President.

To that end, the Board, the President, and the faculty of the Lundquist College of Business believe that the business school can be one of the prime drivers of academic distinction for the University and a substantial contributor to state prosperity and pride. The essential elements are in place. The faculty believes that the College has a full array of strategic opportunities. They seek a collaborative Dean, with great ambition, who will aid them in making rigorous, intentional investment choices that will distinguish the College. The institution seeks a Dean who can take advantage of the new governance opportunities, blend the great strength of the State of Oregon with the historic strengths of the University and the College, and lead the Lundquist College of Business in developing an academically distinctive and uniquely appealing business school.

## **The University of Oregon**

The University of Oregon is located in the beautiful Willamette Valley, a region known for its excellent wines, abundant recreational opportunities and outdoor activity, and marked by a progressive, collaborative culture. The University is the flagship institution of the State and was founded in 1876. It is one of only two Pacific Northwest members of the AAU and is also a member of the Association of Pacific Rim Universities. It is committed to serving the people of Oregon, the nation, and the world through the creation and transfer of knowledge. It has broad-based academic strengths with eight professional programs and 12 doctoral programs ranked among the top 20 percent nationally.

The University has a long history of innovation and excellence. Over the years it has produced seven governors, two Nobel Prize winners, 13 Pulitzer Prize winners, 19 Rhodes Scholars and 13 Olympic medalists. It is central to a dynamic state economy, contributing \$2.3 billion directly and providing the research and the talent that fuels economic and social development.

The UO's beautiful, 295-acre campus features state-of-the art facilities in an arboretum-like setting. Eugene is a vibrant city of 157,000 with outstanding cultural and culinary offerings, a pleasant climate, and a community engaged in environmental and social concerns. It hosts several world-class museums and cultural centers, including the Jordan Schnitzer Museum of Art, the Museum of Natural and Cultural History, and the Many Nations Longhouse. Skiing, hiking, fishing, rafting, cycling and running are all popular pastimes in the Eugene area.

In 2014, the University launched an ambitious \$2 billion fundraising campaign focused on supporting faculty excellence in teaching and research, creating access for outstanding students, and enriching the student experience. The campaign will support strategic priorities designated into three main areas: access, excellence, and experience. Under the leadership of President Schill, the University plans to hire 100 additional tenure-related faculty members by 2020.

### **The Lundquist College of Business**

Founded in 1914, The Charles H. Lundquist College of Business is housed in the Lillis Business Complex, a striking 196,500 square foot building that opened in 2003. This state of the art facility shows that environmental stewardship can yield a beautiful facility for teaching and learning. The building features one of the largest solar installations in the Northwest and one of the pioneering uses of photovoltaic solar glass in the world. With lots of open spaces and support areas, the building was architecturally designed to facilitate and encourage interaction between students and faculty and to maximize educational resources. The other halls comprising the Lillis Business Complex are Peterson Hall, Anstett Hall, and the Chiles Center. The historic wings, Anstett Hall and Peterson underwent extensive renovations in 2001 and 2011, leaving the outside façades with completely modern interiors, including sustainable features. The Chiles center houses the College's business technology center and underwent a major upgrade in 2008. These spaces have served the college exceedingly well.

In fall 2015, the Lundquist College of Business' 212 faculty and staff members teach and support 5,345 students across all programs. The College offers undergraduate degree programs in business administration and accounting, as well as five graduate programs: an MBA, Executive MBA, Master of Science in Sports Product Management, Master of Accounting, and PhD graduate programs. These degree programs are supported by five departments in accounting, finance, management, marketing, and operations and business analytics. The business school and the accounting program are both accredited by the Association to Advance Collegiate Schools of Business (AACSB). For more information please see [www.business.uoregon.edu](http://www.business.uoregon.edu).

### ***Centers of Excellence***

The Lundquist College of Business has carefully built four centers of excellence: the Center for Sustainable Business Practices, the James H. Warsaw Sports Marketing Center, the Lundquist Center for Entrepreneurship, and the Cameron Center for Finance and Securities Analysis. These centers advance an “experiential learning” approach to business education and enhance connections to the Oregon economy through business innovation, opportunities for faculty research, partnerships with industry, and student engagement.

In 1993, the James H. Warsaw Sports Marketing Center was the first program of its kind housed within a U.S. college of business. This model of learning business principles in the context of the industry, rather than applying them to the field or case, is the framework for this center and the three others that are integral to the College. At the undergraduate and graduate level, themes from the centers, such as sustainable business practices, are interwoven into many of the core courses. Opportunities for experiential learning and connections to businesses, such as participating in the UO Investment Group or competing in the New Venture Championship, set the curriculum apart from other business programs.

### ***Undergraduate Program***

The College teaches 4,989 undergraduate students, roughly ninety percent of all of its teaching, including pre-business freshman or sophomore declarations (2,613), business minors (1,122), accounting majors

(319), and business majors (935). In May 2010, and then again in May 2013, the college raised admissions standards and has now capped each incoming class of business and accounting majors at 650 to better service students with existing resources.

The undergraduate program is where the college has made sustained improvement in student diversity. In AY 2014-2015, the major class was 38% female, the percentage of majors who are students of color, including Asian students, was 18%, while the percentage of majors from African American, Hispanic, and Native American groups was 7%. The percentage of international students is 25%, which has necessitated the development of additional support resources.

### ***Graduate Programs***

In fall 2015, a total of 296 graduate students were enrolled in the five different programs. The MBA program in Eugene had a total enrollment of 96 students. Although the enrollment is not yet at the target of 60-80 students per year, 57 first-year students enrolled in fall 2015, up from 40 students in 2014. The program continues to focus on aligning the MBA with the centers of excellence as a basis of differentiation.

The Oregon Executive MBA (OEMBA) in Portland is currently operating at the largest size in its history. With a new building coming online in spring 2016, the presence in and connection to Portland is growing. The program currently has 92 students enrolled and the University of Oregon has assumed all responsibility for the program. In the last few years, the College has made staffing changes and curriculum modifications intended to grow enrollment. The improvements include an IT platform for students who want to participate from outside of Portland.

There were 37 students enrolled in PhD programs in 2015. The College has an enrollment goal of two students a year in each discipline for a total of 10 students per year.

The Master of Accounting (MAcc) students typically enter straight from undergraduate studies as part of their plan to meet eligibility requirements for the state CPA exam. The average class size in the program has been 31 and recruiting draws heavily from the College's own students. The LCB is committed to growing and broadening the program's existing recognition as these students have exemplary placement records and continue to be in high demand.

This past year was the first cohort in the new Sports Product Management graduate program. Based in Portland, this new program joins the OEMBA program and is expected to substantially increase UO's presence in the state's economic base and most populous city. The initial class size is 37 students. The sports product industry has partnered with UO in the development of this program, with more than 36 industry executives representing 18 different companies serving on the industry advisory board. This new program, along with the recent growth in the OEMBA, provides exciting opportunities to grow the College's presence in the state's major metropolitan area.

### **Key Opportunities and Challenges for the Dean**

The Dean will be tasked with crafting the right programmatic and financial model for the College's growth and ongoing success. The Dean of the Lundquist College of Business must provide the innovative, collaborative, intellectual, and administrative leadership required for the College to realize its aspirations and mission. Reporting directly to the Senior Vice President and Provost, the Dean must have a clear sense of the role of a professional school within a major AAU research university and be actively involved with all internal constituencies, as well as external stakeholders. The Dean also sits on the

Deans' Working Group, a small academic policy formation group, and the Leadership Council, a larger university management organization.

***Recruit, retain, and sustain faculty to enhance the academic distinction of the College***

The College has a long history of attracting eminent scholars to its ranks. It has a modest sized faculty, but has recruited well and built its reputation on key figures in each of the disciplines. In the last few years, several senior faculty members have retired, creating an important challenge, but also a significant hiring opportunity. The College places a high priority on developing junior faculty and recruiting strong mid-career faculty to fill key scholarly roles. Faculty recruitment and development, including the recruitment of a diverse faculty at all levels, to build the College's scholarly profile will be a high priority for the whole University and for the Dean.

In the last several years, the College has recruited a much stronger non-tenure track faculty. They provide a large contribution to the College's teaching and administration of both the undergraduate and graduate programs. The Dean will need to incorporate their talents into the decision making of the College and ensure appropriate professional development that contributes to the College's strength.

***Enhance graduate programs, giving each a distinctive market identity and gaining optimum size***

The LCB has a fine and diversified set of graduate programs, each with a suitable market, often linked to one of the College's centers of excellence. The faculty believes that some of the programs are too small and should grow incrementally to a more optimum size. To gain in both prominence and efficiency, the College needs to ensure that each of its graduate programs has a distinctive identity linked to both intellectual and career opportunities with a reputation that distinguishes it from the many competitive possibilities, both in the region and the world. Each program has marketing and academic development possibilities and the next Dean will have a strategic opportunity to grow the graduate program for both revenue and academic reputation.

***Improve the quality of the student experience and their career preparation***

The new President of the University has made clear in one of his earliest policy decisions that the University will dedicate itself to constant improvement in student success, measured carefully in student retention and student satisfaction, with special attention to underrepresented minority students. In the business school, this means integrating and expanding opportunities for experiential learning, linking personal and career choices to improved academic programs, and supporting the full range of student diversity. The business school accounts for a very large part of the University's undergraduate effort and its dedication to student success will echo broadly throughout the University. It is an essential partner to all the other schools and to the central administration. The new Dean will lead the effort.

***Lead the College in strategic thinking and development***

The College has created well regarded centers of excellence and specialty programs that are linked to particular strengths of Oregon and the region. The faculty has creative ideas to add depth to the programs, expand partnerships with industry, and attract a vibrant student body. The Dean will make core strategic investment choices after careful consultation with the faculty. The broad directions are clear. The specifics are available for active discussion.

### ***Develop and strengthen the College's economic model, adding strength to the faculty***

The Lundquist College of Business relies almost entirely on tuition revenue and private gifts. Research grants are a minor contributor of revenue. In the cut backs of the post-recession era, the College was unable to replace senior faculty with tenure track lines and hired many non-tenure track faculty. They have made a significant contribution and have enabled the College to fulfill its mission and the Dean must find clear ways to include them in the College's strategic plan.

Nonetheless, to achieve its scholarly ambitions and to raise its academic profile, the LCB requires a more robust economic model that enables an increased focus on research. Increased fundraising will aid the College and the University in the midst of a capital campaign, but philanthropy cannot substitute for market success. The College has deep strength in the undergraduate program and great potential in the graduate program. Depending entirely on pricing, enrollment projections, and the budgetary model for the University, each could deliver increased revenue to the school that can translate into academic investment. To achieve its aspirations the school must have the revenue streams to support a strong non-tenure track faculty and a larger tenure track faculty. The next Dean, in concert with the President, Provost, and central administration will be responsible for developing an improved economic model and for executing on the plan.

### ***Establish and deepen engagement with philanthropic partners***

In October 2014, the University of Oregon announced a \$2 billion campaign, the largest fundraising goal ever set by an organization in the state of Oregon and the Lundquist College of Business set a \$100 million goal as its contribution. The College has consistently raised between \$7 and \$8 million a year and has now raised a very substantial portion of the campaign goal. The school has satisfied alumni around the world, who believe that the College made a genuine contribution to their careers. Fortunately, the College also possesses an excellent development operation with a track record of steadily improved successes. The new Dean has a significant opportunity to raise funds that are essential to faculty and student success.

### **Qualifications and Experience**

The successful candidate will possess most, if not all, of the following qualities or experience:

- An ability to play a key role in University leadership, advocating for the College, and forging advantageous and strategic connections across the University. Demonstrated capacity to work well in a collaborative decision-making environment;
- A commitment to transparency in decision-making, planning and financial stewardship of the College with a personal style that is both consultative and strategic. Comfort working with different enrollment and budget models and an understanding of what can be successful in an institution's financial governance structure;
- Demonstrated success developing and maintaining programs to serve both undergraduate and graduate students;
- A clear commitment to research, teaching, and service. A willingness to set clear, measureable, aspirational goals for the advancement of the research reputation of the college. A demonstrated commitment to recruiting and retaining a talented faculty and supporting their academic and professional aspirations;

- An ability to balance and execute internal and external responsibilities and maintain patience and equilibrium in a job with high demands;
- Demonstrated success engaging business leaders and developing partnerships with industry;
- An ability to raise funds and lead development efforts;
- Outstanding interpersonal, written, and oral communication skills;
- Respect for individuality and a commitment to promoting diversity as an important component of academic excellence;
- Demonstrated understanding of higher education and the research mission of an AAU institution. PhD in related field preferred, but not required.

### **Applications, Inquiries, and Nominations**

The University of Oregon has retained Isaacson, Miller, a national executive search firm, to assist in this search. All inquiries, nominations, and applications, should be directed in confidence to:

John Isaacson, Regan Gough, Julie Yermack  
Isaacson, Miller  
263 Summer Street  
Boston, MA 02210

[www.imsearch.com/5647](http://www.imsearch.com/5647)

Electronic submission of materials is strongly encouraged.

*The University of Oregon is an equal opportunity, affirmative action institution committed to cultural diversity and compliance with the Americans with Disabilities Act.*