



CHAPMAN UNIVERSITY

Orange, California

Dean, Argyros School of Business and Economics Leadership Profile



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Leaders Connecting Leaders

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This leadership profile is intended to provide information about Chapman University and the position of Dean, Argyros School of Business and Economics. It is designed to assist qualified individuals in assessing their interest in this position.



The Opportunity

Chapman University invites nominations, expressions of interest and applications for the position of dean of the Argyros School of Business and Economics (The Argyros School).

Chapman University is a mid-sized, private university with a total undergraduate and graduate enrollment of over 8,000 students. As a nationally-ranked business school, The Argyros School provides students and alumni with unmatched access to exceptional teachers and scholars, a network of top executives, and opportunities for practice-based business education in one of the nation's most dynamic business communities.

The Argyros School is centrally located in Orange County, California, a diverse economic hub home to over 90,000 businesses. Setting it apart from its peers is its strong corporate partnerships, experiential learning opportunities, and distinguished faculty. With a student-centered focus, The Argyros School of Business and Economics has positioned itself as an industry expert and trusted partner to the business community. Integral to these relationships and to the identity of The Argyros School is The Economic Science Institute, an academic center dedicated to understanding economics through hands-on experimental research and collaborative study.

Reporting directly to the provost, the dean of The Argyros School is responsible for developing a clear and strategic vision for the school as it advances in rank, reputation, and student quality. By leveraging its existing competitive programs, developing new programs to meet the evolving needs of students, and engaging in state-of-the-art research, The Argyros School will continue to differentiate itself as a distinctive brand and grow as a local, national, and international presence.

The dean will be a visible, externally-facing champion of the Argyros School focused on building and maintaining lasting partnerships with the business community. These partnerships will provide opportunities for student internships and job placement, but will also serve as building blocks for student recruitment and resource generation, two key priorities moving forward. The successful candidate will have a clear understanding of the global business and academic environment, and an ability to anticipate market trends, and apply market data to innovate future programming. Also of critical importance is a demonstrated commitment to successful student outcomes. The next dean should have a student-centric focus and identify, develop, and implement career-readiness strategies and programming to ensure job placement and career advancement for students upon graduation. She or he will be an academic leader, dedicated to nurturing the faculty's scholarly activities and the academic reputation of the School. Key to the incoming dean's success will be the ability to inspire and motivate faculty, staff, and students through collaborative, team-oriented leadership. She or he should

demonstrate significant administrative management experience. A thorough understanding of the academic environment is preferred.

For information on how to apply or to submit nominations, please refer to the section, "Procedure for Candidacy" at the end of this document.

The Role of the Dean of the Argyros School of Business and Economics



Major Responsibilities:

The dean is responsible for developing and implementing a vision and operational plan for the Argyros School of Business that supports the University's strategic plan and goals. The dean works closely with the internal partners to manage the admission process and to create a unique and quality overall student experience. She or he partners with the Provost to provide overall direction, administrative control, and coordination for all academic programs. The dean is specifically responsible for the overall performance of the School, all degree granting activities, and overseeing the operating budget of 16 million with 61 full-time and 37 part-time faculty, as well as 23 staff members.

To carry out these responsibilities, the Dean:

- Partners with the Provost in academic planning and policy setting for the School.
- Initiates and/or provides guidance and coordination on matters involving curriculum development, academic planning, and operational policies; works with Provost on overall goals and objectives.
- Collaborates with faculty to create an environment that supports high quality academic research while maintaining a student-centered learning environment; responsible for faculty performance evaluations.
- Provides overall direction of student programs and advising; responsible for successful student outcomes.
- Responsible for reviewing and managing the portfolio of programs and ensuring alignment with the overall strategic and financial goals of the college.
- Initiates and maintains relationships with other appropriate institutions and organizations comprising the Argyros School external constituencies.
- Directly responsible for revenue generation and overseeing budgets for the school.

- Responsible for regular (annual) input to the development and/or management of the budget.
- In conjunction with the Development Office, helps in fund raising and alumni outreach activities.
- Assumes additional responsibilities as required.



Opportunities and Expectations for Leadership

The Argyros School of Business seeks a dean committed to leading the School to new heights, both in scholarly and educational achievements. Specifically, the dean will be expected to meet the following challenges:

Provide strategic vision and leadership for the School's next phase of development

Develop a long-term vision and strategy to successfully position the School 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; part of this vision will require leveraging the unique resources of the University, and those of the Argyros School, to create new market opportunities at the intersections with other disciplines and expand the School's global reach.

Work in partnership with the Economics Science Institute to leverage its prominent reputation and unique identity for the broader benefit of the Argyros School

The dean will work closely with faculty and associates in ESI to leverage the unique and unusual opportunities for the Argyros School to benefit from ESI's distinctive reputation in the field of economics and draw it into a more central contributing role in the School. Argyros School/ESI currently ranks second only to the University of Chicago and well above all other international programs based on research citations (<https://ideas.repec.org/top/top.exp.html>). S/he will build strong bridges between the faculty and programs in ESI, the rest of the Argyros School faculty, and the business and civic communities in the region and beyond.

Raise the profile and create a distinctive brand for the Argyros School of Business and Economics at home and abroad

The incoming dean will lead efforts to brand the School in a way that captures the rich breadth and the depth of its mission and publicizes the concrete results of its work, especially reflecting the excitement of cutting edge interdisciplinary work. The dean will raise the School's local, national, and international public presence by establishing its position as a provider of business education to which corporate global leaders and the media turn for expertise and guidance.

Lead efforts to increase fundraising and generate resources

Working closely with the University's leadership, the dean will be the champion and chief spokesperson for the Argyros School. Finding new and exciting ways to capture the attention of all external audiences and stakeholders is critical. The successful dean will effectively coordinate with others engaged in corporate and individual donor relations across the entire University.

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

The dean will lead the School to higher levels of excellence in all of its work – teaching, research, and service. In order to broaden its reach for higher aspirations for excellence, the School will need to attract and retain exceptional talent in specialized niches and disciplines. She or he will lead efforts to secure funding for endowed chairs for distinguished faculty, named professorships, scholarships to increase the School's ability to compete for top students, and additional budgetary support for faculty research activities.

Initiate and build strong partnerships with the business community

The next dean will help foster close relationships with business leaders in Orange County, Southern California, and beyond to help them address their management development needs and ensure that Argyros School graduates are a highly regarded source of talent. These corporate partnerships will be critical in enabling students to secure internships with local companies, an important vehicle for integrating theory and practice. The dean of the Argyros School will be looked to as a leader in the business community of one of America's most vibrant economies.

Manage program resources and operations

The incoming dean will set the direction, build the team, and outline the metrics of success for the School. S/he will lead the effort to gain efficiencies, improve internal processes, ensure and deepen program quality, and generate the revenue streams that are necessary to be an effective competitor in the business education marketplace. It will be important to lead change in an entrepreneurial manner while fostering a collaborative, team-oriented environment.

Focus on student outcomes and career-readiness

The dean should be committed to exceptional student outcomes with a personal, vested interest in students' career-readiness and job placement and advancement. Leveraging its strong ties with the business community, the Argyros School must focus on expanding

internship and mentorship opportunities for students while offering experiential learning opportunities.

Graduate student recruitment and enrollment

As competition for graduate students increases at a local and national level, recruitment and enrollment will be a key area of focus for the next dean. Building on the highly regarded Argyros brand and excellent rankings, the dean will work closely with internal teams to develop a long-term recruitment plan. To achieve enrollment goals, a key strategy will be to leverage existing business relationships to bolster referrals, while developing new programs to respond to the evolving needs of students and community needs.



Personal Qualifications and Qualities

The next dean of the Argyros School of Business and Economics will be a strategic, innovative leader and a powerful spokesperson deeply committed to the School's mission. The position requires a person with a strong record of accomplishment and a vision for the future of business education. The successful candidate should possess the following qualities and characteristics:

- A powerful attraction and commitment to the purpose and values of Chapman and the Argyros School; a strong belief that education can transform students' moral, intellectual and professional lives, leading them to inquiring, ethical, and productive lives as global citizens;
- The ability to lead the development and articulation of 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 fundraising campaigns is desirable

- The ability to recruit, motivate, inspire, and retain outstanding distinguished faculty and staff; the capacity to support faculty teaching, scholarly research, development and service;
- Proven leadership experience in strategy development and execution, and financial management within a competitive setting;
- Proven experience in building or strengthening 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 School as an innovative leader;
- An understanding of the global business environment and the challenges facing senior executives and their organization; a demonstrated ability to translate those challenges into solutions that speak convincingly to business leaders; and
- Outstanding verbal and written communication skills; the ability to engage and command the attention and respect of various external audiences.

Argyros School of Business & Economics: An Overview

The AACSB-accredited Argyros School of Business and Economics at Chapman University offers undergraduate and graduate students access to integrated business education taught by faculty deeply committed to student learning.

Undergraduate Programs

The Argyros School of Business and Economics prepares students for dynamic careers in business, accounting and economics with its highly ranked undergraduate business program. A Bachelors' degree from the Argyros School provides a strong foundation in applying the paradigms and tools of modern business as well as economic perspectives to problem solving in management. The School places significant emphasis on the liberal arts as a mechanism for developing thoughtful, well-rounded and ethical decision makers. Programs at the Argyros School focus on developing analytical skills, knowledge of business and/or economics, communications skills and a global perspective required for success in a competitive world.

Undergraduates have the choice of three programs in business: Bachelor of Science in Accounting, Bachelor of Science in Business Administration and Bachelor of Arts in Economics.

Graduate Business Programs

The Argyros School of Business and Economics at Chapman University offers a Full-Time MBA, Professional MBA, Executive MBA, and MS in Accounting. In addition, the school offers an MS in Economics System Design through the Economic Science Institute; a joint JD/MBA with Chapman's Fowler School of Law; an MBA/MFA in Film and TV Producing as a joint degree with Chapman's highly-ranked Lawrence and Kristina Dodge College of Film and Media Arts; An MBA/MS in Food Sciences together with Chapman's Schmid College of Science and Technology; and a 17-month MBA program in Prague, jointly run with Anglo-American University. Because of Chapman University's location in vibrant Orange County, California, students have access to top

executives locally, nationally and globally. These programs prepare students to take their professional and personal advancement to new heights by offering a curriculum that will immediately benefit the student and their organization.

Research Centers and Institutes

Students in the Argyros School of Business and Economics can take advantage of the classes, seminars and scholarly opportunities afforded by its research centers and institutes. Each, while unique in their focus, provides students with the tools to be well-rounded and distinguished business professionals.

A. Gary Anderson Center for Economic Research (ACER)

The A. Gary Anderson Center for Economic Research was established in 1979 to provide data, facilities and support in order to encourage the faculty and students at Chapman University to engage in economic and business research of high quality, and to disseminate the results of this research to local communities.

Economic forecasts are generated by the Chapman Econometric Model - a quarterly econometric model of the United States, California, and Orange and Riverside/San Bernardino counties - developed by Chapman faculty and students. The Chapman Model makes it possible to forecast the direction of key economic indicators and thus enables local communities to make more efficient planning and investment decisions. The growing recognition of the Anderson Center's research activities is evident by research results quoted in [*Business Week*](#), [*The Christian Science Monitor*](#), [*The Los Angeles Times*](#), [*The New York Times*](#), [*Newsweek*](#), [*The Orange County Register*](#), [*Time Magazine*](#), [*The Wall Street Journal*](#), and [*U.S.A. Today*](#).

The Advisory Board of the Anderson Center for Economic Research provides input on a continuous basis on various research projects conducted by the Center. The Board consists of individuals who have a particular interest and expertise in economic research relating to the regional economy.

Hoag Center for Real Estate and Finance

The C. Larry Hoag Center for Real Estate and Finance was established through a generous gift from the Hoag family. The purpose of the Center is to provide academic and professional opportunities in real estate and finance to students of the Argyros School of Business and Economics.

Economic Science Institute (ESI)

The Economic Science Institute is the product of the innovative vision of professor Vernon L. Smith. He envisioned a better method for studying and teaching economics using experimental research methods. Professor Smith's early experiments led to the field of Experimental Economics, and his groundbreaking work earned him a share of the 2002 Nobel Prize in Economic Science. Using that recognition as a springboard, in 2008 Chapman's Argyros School of Business and Economics announced the Economic Science Institute, founded by Smith and fellow professors John Dickhaut, David Porter, Stephen Rassenti and Bart Wilson.

The Economic Science Institute at Chapman University is an academic center that uses the laboratory method of inquiry to study the role human institutions play in creating social rules and order, and also builds and tests market and management systems. ESI's research spans the fields of accounting, economics, finance, information systems, engineering, psychology, neuroscience, computer science and philosophy.

Institute for the Study of Religion, Economics and Society (IRES)

IRES seeks to advance our understanding of the links across religion, economy, and society. IRES promotes this young but growing field by establishing an interdisciplinary study of religion among economists, sociologists, and other social scientists through scholarly publications, research seminars, training workshops, conferences, courses, online resources, and public lectures. IRES began at Chapman University with Dr. Laurence Iannaccone in September 2009. During that time, IRES has become the home of the [Association for the Study of Religion, Economics, and Culture](#) (ASREC) and a partner of the [Association of Religion Data Archives](#) (ARDA); it has thus become the hub of a rapidly growing international network of scholars and students.

Leatherby Center for Entrepreneurship and Business Ethics

The Leatherby Center for Entrepreneurship and Business Ethics is accelerating entrepreneurial success through research, education, and collaboration. Its mission is to be a world-class entrepreneur and entrepreneur education program. This is accomplished by empowering and energizing student and alumni entrepreneurs, through connecting and collaborating with investors and mentors and offering different innovative programs and events hosted by the Leatherby Center.

Schmid Center for International Business

The Schmid Center serves Argyros' mission by enhancing the global perspective in the School, and specifically through the provision of a variety of international experiences for our students and exposure to distinguished speakers on contemporary global issues.

Strategic Plan

The mission of the George L. Argyros School of Business and Economics is to develop business leaders who create value for their organizations by blending sound economic reasoning and a global perspective with the qualities of individual initiative, analytical skill, accountability, effective communication, and integrity. The Argyros School distinguishes itself by providing students and alumni with unmatched access to exceptional teachers and scholars, a network of top executives, and opportunities for practice-based business education in one of the nation's most dynamic business communities.

The Argyros School is widely recognized as an outstanding institution. As we look ahead to the future, we must leverage our existing strengths to position the Argyros School to compete and succeed at an even higher level in business education. We must: 1. retain and recruit top faculty, 2. attract great students, 3. expand and improve student education and services to transform students into high quality business professionals, 4. place our students in high quality internships and full time careers, 5. increase our prominent reputation for scholarship in the academic community, and 6. continue to elevate our profile in the business communities.

The vision for the George L. Argyros School of Business and Economics is to be counted among the 50 best business programs in the country. The new dean will lead the faculty and staff in the creation of a new strategic plan to meet future challenges and capitalize on opportunities.

Recent Rankings and Recognition

U.S. News & World Report

- Ranked #81 Best Full Time MBA Category, 2017
- Ranked #83 Best Full Time MBA Category, 2016

Bloomberg Businessweek

- Ranked #34 in Bloomberg Businessweek's Best Undergraduate Business Schools, 2016
- Ranked #68 in Bloomberg Businessweek's Best Full-Time MBA, 2015
- Ranked #65 in Bloomberg Businessweek's Part-Time MBA, 2015
- Ranked #5 in Bloomberg Businessweek's Best Undergraduate Specialty Ranking in International Business, 2012.
- Ranked #13 in Bloomberg Businessweek's Best Undergraduate Specialty Ranking in Entrepreneurship, 2012.

Other Honors

- Ranked in CEO Magazine's Global MBA Category as a top tier business school.
- Ranked #86 in Poets & Quants Best Business School Category, 2015.
- Ranked in the Top 25% of Business Schools by RePEC for 2013.
- Argyros School of Business and Economics, and Economic Science Institute ranked #1 AND #2 in a very influential ranking, the RePEC Project's "Top Institutions in the Field of Experimental Economics" for 2013





Chapman University: An Overview

Chapman University is located in the heart of Orange County, California, an exciting and ever-changing nexus of technology, business, and the arts. Chapman is a mid-sized, private institution that embraces an interdisciplinary approach to teaching, learning, performance, scholarship, and research in its undergraduate, graduate, and professional programs. Chapman's mission is to provide personalized education of distinction that leads to inquiring, ethical, and productive lives as global citizens.

Chapman is ranked in the top tier of western universities and has consistently been identified by U.S. News and World Report as the number one "Up-and-Coming University" in the Western Region. Currently, the University ranks among the top 10 universities in the Western United States, according to the 2016 rankings released by U.S. News & World Report, and held at No. 6 among 120 peer institutions in the West, having vaulted dramatically upward since 1991, when it was ranked No. 61. The U.S. News "Up-and-Coming" designation, determined by a survey of peer University presidents, provosts, chief academic and admission officers, recognizes the most promising, and innovative leaders in higher education in academics, faculty, student life, and facilities. This ranking highlights Chapman as a trendsetter in higher education. The University has gained national recognition with its commitment to excellence through both research and innovative teaching. Chapman attracts high-achieving undergraduate and graduate students from across the United States and many foreign countries and offers students the latest educational and technological resources in its blend of new, state-of-the-art, and historic buildings. In the last two decades, Chapman has achieved remarkable growth in both size and national prominence. The campus is home to more than 8,000 students (6,196 undergraduate and 1,820 graduate students) from 49 states, the U.S. territories and more than 60 different countries. Students enroll in nine schools and colleges that offer rigorous undergraduate programs in the arts and sciences, innovative interdisciplinary programs, and select pre-professional and graduate programs. These include the:

- Argyros School of Business and Economics
- College of Educational Studies
- Dodge College of Film and Media Arts
- Crean College of Health and Behavioral Sciences
- Wilkinson College of Arts, Humanities and Social Sciences
- College of Performing Arts
- School of Pharmacy
- Fowler School of Law
- Schmid College of Science and Technology
- School of Communication

In addition, Chapman houses a number of independent research centers that are exploring boundaries in diverse disciplines ranging from economics and entrepreneurship to human rights and quantum studies. They include: The Anderson Center for Economic Research; Economic Science Institute; Hoag Center for Real Estate and Finance; Leatherby Center for Entrepreneurship and Business Ethics; Institute for Military Personnel, Veterans, Human Rights and International Law; Institute for Quantum Studies; Institute for the Study of Religion, Economics and Society; Schmid Center for International Business; Albert Schweitzer Center; John Fowles Center for Creative Writing; Rodgers Center for Holocaust Education; and Tabula Poetica.

Chapman University's latest strategic plan is an ambitious one, particularly in the advancement of the sciences, with a focus on the health sciences. A significant part of this strategy involves expanding our science infrastructure, including the newly acquired and renovated Harry and Diane Rinker Health Science Campus, and the 140,000 square-foot Center for Science and Technology, on which construction begins in early 2016. This strategic plan places a continued emphasis on the Teacher-Scholar-Researcher model and a deeper integration of technology-driven education.

Chapman is accredited by, and is a member of, the Western Association of Schools and Colleges and is proud to have many of its programs nationally accredited by professional or discipline-based accreditation organizations. For a full list of Academic Program Accreditations, please visit <http://www.chapman.edu/about/facts-history/accreditations.aspx>.

Faculty, Scholarship and Research

Chapman has approximately 920 faculty members, of whom nearly 500 are full-time. Eighty-seven percent of faculty hold doctoral or other terminal degrees appropriate for their fields. The student-to-faculty ratio is 14:1. Students at Chapman learn directly from distinguished world-class faculty, including Nobel Prize recipients, MacArthur Fellows, National Medal of Science honorees, and Emmy, Grammy and Academy Award winners. Small classes and close faculty relationships lead to a robust exchange of ideas and innovations that shape global leaders in the arts, sciences, humanities, and beyond.



A key component of Chapman University's mission to provide personalized education are the many opportunities for students to conduct research and engage in creative projects in collaboration with their professors. Chapman faculty members are dedicated teacher-scholars who place a high priority on engaging students in their original, real-world research agendas. In the 2015-16 academic year, 48 research proposals by Chapman faculty members were awarded a total of \$6,384,088 in extramural support from organizations such as the Department of Health and Human Services, National Science Foundation, the Department of Defense, the National Aeronautics and Space Administration, the United States Department of Agriculture, and the European Union.

Financial Information

In the fiscal year ending May 31, 2016 the total operating budget for the University was approximately \$290 million. In a 2013 study reported in Business Officer Magazine that ranked mid-sized universities in terms of net asset growth, Chapman ranked No. 3 in annual percentage growth, growing at 11.6 percent each year compounding. When the numbers were adjusted for the 2010-2014 period, Chapman performed at 12 percent annual growth, making it No. 1 in the nation. The University has grown its endowment from \$29.3 million in 1991 to \$301.5 million in 2016, while simultaneously sustaining tremendous investments in academic programs and campus facilities.

University Leadership

On September 1, 2016, Dr. Daniele Struppa took office as Chapman's thirteenth President. Dr. Struppa joined Chapman University in 2006 as provost, responsible for creating and implementing academic priorities for the University and for the allocation of resources to support those priorities. In 2007, with the addition of further leadership responsibilities, he was appointed as Chapman's first chancellor. Under Dr. Struppa's leadership, the University has continued to chart a course of growth, enhanced academic excellence and innovation. Dr. Struppa has a distinguished career as a professor of mathematics, as evidenced by his publication record, which includes more than 100 refereed papers, several books, and several edited volumes. Prior to coming to Chapman, he served as dean of the College of Arts and Sciences at George Mason University from 1997 to 2006.



Orange, CA

Situated in the heart of Orange County, the City of Orange is a safe, mid-sized community known for its historic architecture, perfect weather and Orange Plaza Historic District. From Chapman University, you can walk to the Plaza to shop, grab a coffee and enjoy some great restaurants.

Orange, CA is just 17 miles from the beach, 12 minutes to Disneyland (Chapman offers an online system to purchase passes), and a short Metro-train ride from Los Angeles, the second-largest city in the United States. Chapman's Southern California location blends the ease of small-city living with access to cultural experiences, internships, and job prospects in one of the world's most exciting metropolises.

Orange County's natural landscape provides endless opportunities for intellectual and recreational exploration. Whether it's a bonfire at the beach or the study of desert habitat, Southern California offers access to both marine and mountain experiences. Whether interested in business, the arts, science or social entrepreneurship, you will find opportunities to learn, acquire skills and build your resume in Southern California.

Procedure for Candidacy

Inquiries, nominations and applications are invited. Review of applications will begin immediately and will continue until the position is filled. For fullest consideration, applicant materials should be received by January 27, 2017. Candidates should provide a *curriculum vitae*, a letter of application that addresses the responsibilities and requirements described in the leadership profile, and the names and contact information of five references. References will not be contacted without prior knowledge and approval of candidates. These materials should be sent electronically via e-mail to Chapman University's consultants Zachary A. Smith, Ph.D. and Sophie Stava at ChapmanBusinessDean@wittkieffer.com. Documents that must be mailed may be sent to:

Witt/Kieffer
c/o Eden Stroud
2015 Spring Road, Suite 510
Oak Brook, IL 60523.

The consultants can be reached by telephone at 630-575-6154.

Note to Candidates: Successful completion and outcomes of the criminal background, credit and DMV driving record checks are required of the final candidate.

Chapman University is an equal opportunity employer committed to fostering a diverse and inclusive academic global community. The University is dedicated to enhancing diversity and inclusion in all aspects of recruitment and employment. All qualified applicants will receive consideration for employment without regard to race, color, religion, age, sex, sexual orientation, gender identity, gender expression, national origin, ancestry, citizenship status, physical disability, mental disability, medical condition, military and veteran status, marital status, pregnancy, genetic information or any other characteristic protected by state or federal law. The University is committed to achieving a diverse faculty and staff and encourages members of underrepresented groups to apply.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Chapman University documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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