THE SEARCH

William & Mary (W&M), a premier public research university with nationally ranked undergraduate, graduate, and professional programs, seeks an innovative and visionary new Dean of the Raymond A. Mason School of Business (Mason School).

W&M’s position as the second oldest institution of higher learning in the United States, its reputation as a "Public Ivy," and its strong commitment to the teacher-scholar tradition all support "gathering the brightest minds for a better world." W&M's Mason School faculty are nationally ranked teachers and active scholars, publishing high-impact research and engaging their students in research opportunities. Faculty and staff partner with alumni and companies to provide students with a personalized experience-based approach to management education that brings business into the business school in order to make students truly career-ready and connect them to world-class opportunities. Today, business is the most popular discipline among W&M undergraduate students, with one in six students pursuing a business major or minor. The Mason School is a crucial part of the overall fabric of W&M, and the next Dean will activate the unique elements of the Mason School in new ways to respond to an ever-changing world.

The next Dean will take the helm after more than two decades of significant growth and innovation under the leadership of Dr. Larry Pulley, who has served in the role since 1998 and has cultivated a nimble, innovative, and entrepreneurial business school enterprise. Within the past decade, the Mason School launched five new online degree programs and a new residential Master of Science in Business Analytics degree. The new programs were made possible in part by the school’s significant financial investment in online education, including a $10 million Center for Online Learning. The Mason School also increased its outreach to veterans, creating a new Center for Military Transition as part of the university’s Veteran-to-Executive Transition (VET) initiative and launching a “Flourishing in Life Transitions” certificate program. Additionally, it partnered with the U.S. Army’s Training and Doctrine Command to create the Major General James Wright MBA Fellowship for twenty active-duty military members.

Reporting directly to the Provost, the Dean will provide the academic and administrative leadership that positions the Mason School of Business to provide students with a world-class education, an entrepreneurship mindset, and the wide-ranging network they need to succeed in an evolving global market. The Dean is responsible for the daily operations and strategic planning for the Mason School of Business and its 68 faculty, 67 staff, and 1,532 students. The Dean will oversee an annual operating budget of roughly $37 million, including resources from approximately $120 million in endowed funds. Working in partnership with Mason leadership, the Dean will define and articulate a clear strategic direction for the future, strengthening connections across W&M while leading the Mason School to the next level of excellence.
Provost Peggy Agouris has appointed a 16-member search committee, chaired by Dr. Kimberly Smith, the Senior Associate Dean of Faculty and Academic Affairs at the Mason School of Business. The committee is assisted by the national executive search firm Isaacson, Miller. Inquiries, nomination, and applications should be directed in confidence to the search firm as indicated at the end of this document.

WILLIAM & MARY

William & Mary is a “leading research university driven by the beating heart of the liberal arts.” Founded in 1693 in what would become Virginia’s colonial capital, Williamsburg, the institution has evolved along with the nation it serves and is now one of the top public liberal arts and sciences-based research universities in the country. W&M combines the best features of an undergraduate college with the opportunities afforded by a modern research university. Its moderate size, dedicated faculty and staff, highly motivated students, and distinctive history give W&M a unique character among public institutions and create a learning environment that fosters close interaction among students and their faculty mentors.

W&M presently enrolls 8,939 students, 6,236 of which are undergraduates, almost all full-time. Most undergraduates (75 percent) live on campus and 65 percent are in-state. About 30 percent of the total undergraduate population are students of color, and over 50 percent are female. In addition to undergraduate programs, W&M is home to 11 graduate programs in Arts & Sciences, as well as professional and graduate degree programs in Schools of Law, Education, Marine Science, and the Mason School of Business.

W&M boasts the second-highest four-year graduation rate of any public university and, according to U.S. News & World Report, ranks among the top five public universities in the country for undergraduate teaching. Nearly 60 percent of undergraduates study abroad during their time at W&M, a participation rate so high that the university is ranked as the top public, doctorate-granting institution for study abroad. W&M also boasts the highest percentage among national public universities of undergraduate alumni who go on to earn a Ph.D.

A variety of centers and institutes further support academics and research at W&M. Among these are the Center for the Liberal Arts, the W&M Washington Center in the nation’s capital, the Reves Center for International Studies, the Global Research Institute, the Charles Center, the Muscarelle Museum of Art, the W&M University Libraries, the Studio for Teaching & Learning Innovation, the Reeder Media Center, the Center for Geospatial Analysis, the Institute of Integrative Conservation, and the Keck Environmental Field Laboratory.

More information about W&M can be found at www.wm.edu.

Leadership

Provost Peggy Agouris, an award-winning scholar and researcher, joined W&M as the sixth provost in 2019. Before joining William & Mary, she was the Dean of the College of Science at George Mason University, where she also served in other leadership roles, as well as a research center director and professor of remote sensing and spatial informatics. Before joining the faculty of George Mason University, Agouris was with the University of Maine and, prior to that, with the Swiss Federal Institute of
Technology in Zurich, Switzerland. She has also worked with the private sector, serving as principal investigator on technology transfer projects. Agouris has published more than 100 papers in numerous scientific outlets, with almost 3400 citations to date, and has received $35 million in externally funded research grants and contracts.

On February 20, 2018, William & Mary's Board of Visitors unanimously elected Katherine A. Rowe as the 28th president of the university. Nationally recognized as an innovator in higher education, Rowe is a champion for the importance of the liberal arts, entrepreneurship, and strengthening education-workforce pathways. She began on July 1, 2018 and was inaugurated on February 8, 2019. On November 19, 2021, the Board was unanimous in its election of an early extension of President Rowe's contract, through June 2028.

Under Rowe's leadership, William & Mary has advanced a whole-institution approach to learning. The cross-university initiatives she has cultivated include a central Entrepreneurship Hub, a Studio for Teaching & Learning Innovation, W&M's first Sustainability Plan and Climate Action Roadmap, realization of William & Mary's long-planned Memorial to the Enslaved, a Veteran to Executive Transition program, an Institute for Integrative Conservation, and a university-wide approach to diversity and inclusion. William & Mary successfully closed its For the Bold campaign in June 2020, raising just over $1 billion.

Rowe oversaw the creation of William & Mary's ambitious strategic plan, Vision 2026, via an inclusive, multi-year planning process. During the first phase of planning, the university community came together to craft William & Mary's first-ever statement of shared values.

THE MASON SCHOOL OF BUSINESS

Though courses in business have been offered at William & Mary for over a century, the department of business did not become a distinct business school until 1968, shortly after the school’s first MBA program was established. Much of the school’s current identity was developed under the leadership of Dr. Larry Pulley, who has served as the school’s dean since 1998. In 2005, the business school was named for W&M alumnus, Raymond A. "Chip" Mason, former Chairman, President, and Chief Executive Officer of Legg Mason. In 2007, William & Mary broke ground on the business school’s current home of Alan B. Miller Hall, a Leed Gold-certified building which was finished and dedicated in 2009.

The mission of the Mason School is to serve the Commonwealth, the nation, and the global community both by offering high-quality educational programs at the undergraduate, graduate, and professional levels and by creating and communicating new knowledge. By cultivating a talented and accomplished faculty and engaging students in and out of the classroom, the Mason School persists in its mission, and the next Dean will ensure not only the success of pre-existing programs, but also continued forward momentum towards these goals.

Today, the Mason School of Business offers a variety of graduate and undergraduate degree programs, both in-person and online. Most graduate students within the Mason School (63% of in-person students and almost 90% of online students) are pursuing a master’s in business administration (MBA) either full-time or part-time. Students in the full-time graduate program represent a range of diverse identities and experiences—approximately 30% of graduate students identify as women, 35% as international students,
and 20% as active-duty military or veterans, and these numbers are continuing to rise as the Mason School and W&M focus intentionally on the recruitment and retention of a diverse student population.

In addition to its MBA programs, the Mason School also offers in-person and online master’s degrees in business analytics, finance, marketing, and accounting, as well an executive MBA program to support continuing studies for individuals deep into their executive careers. For William & Mary undergraduate students, the Mason School supports four majors with nine possible major concentrations. One in six undergraduate students at the University major or minor in business, making it the most popular undergraduate major on campus.

The Mason School experience is further distinguished by the Executive Partners Program (EP). This unique program consists of a volunteer corps of 100 senior business executives from over 30 industries and across every business functional area. Notably, the vast majority of the EPs do not have a prior affiliation with William and Mary. The Executive Partners are personally matched with business students to support them through coaching, mentorship, and leadership development. The partners share their insights, experiences, and real-world perspectives with faculty and students to enhance the W&M learning experience. In 2023, the Executive Partners Program will mark 25 years of bringing business into the business school.

The Mason School of Business is financially backed by tuition revenue, support from W&M, and the W&M Business School Foundation, which further enables the school to fulfill its mission. The Foundation promotes the school’s advancement efforts, from engaging with key constituencies on and off campus, particularly the school’s diverse alumni network, to devising marketing and advancement communications that aim to ensure continued participation in the school’s philanthropic ventures. The Foundation is uniquely positioned as an influential and collaborative partner to the business’s school’s aspirations on a local, national, and global scale.

More information about the Mason School of Business can be found at mason.wm.edu.

THE ROLE: OPPORTUNITIES AND CHALLENGES

Reporting directly to the Provost, the Dean will be the chief academic and administrative leader of the Mason School, with oversight of an annual budget of approximately $37 million. The Mason School of Business to date oversees an endowment of approximately $90 million, with $30 million in endowed funds to support The Mason School held elsewhere.

The Dean’s core leadership team includes ten direct reports: the Senior Associate Dean for Faculty and Academic Affairs, the Associate Dean for MBA and Executive Programs, the Associate Dean for Career Services, the Associate Dean for Finance and Administration, the Associate Dean for Advancement, the Associate Dean and Executive Director for Online Centers and Programs, the Executive Director of the Entrepreneurship Center, the Executive Director of the Boehly Center, the Executive Director of the Center for Military Transition, and the Chief Marketing Officer. The Dean will work collaboratively with this leadership team to ensure success for students, staff, and faculty within the school; the senior leadership team will support the new dean in strategically positioning the Mason School for a brighter future.
Key opportunities and challenges for the dean include the following:

**Continue the upward trajectory of the school by defining and articulating a clear strategic vision**

The Mason School is well-positioned to think boldly about its future while maintaining a distinct commitment to principled achievement, the student experience, scholarly research, and its collegial culture. The school has grown rapidly in recent years, particularly in online offerings and STEM-designated specializations. The Dean will further integrate the strong portfolio of both residential and online programs into a strategic plan, clearly articulating the unique differentiators of the Mason School and elevating the school’s brand at the national level.

**Maintain an outstanding student body with a steadfast commitment to the academic and professional success of students**

Students at the Mason School are bright and highly engaged. The Dean will emphasize the school’s commitment to the student experience and teaching, while considering new, innovative approaches to prepare students for the ever-changing future of work. The Dean will be an advocate on behalf of students and the school, strengthening existing relationships and building new connections with potential employers, positioning students for successful careers.

**Support the academic vibrancy of the faculty with an emphasis on teaching and scholarship**

With a strong sense of collegiality and commitment to the teacher-scholar model, the faculty of the Mason School enjoy an amazing culture and positive relationships with tenure track and non-tenure track colleagues. The Dean will support faculty to continue to innovate in educating business leaders, increasing its national prominence and regional impact of Mason and W&M. The Dean will ultimately oversee the recruitment of energized new faculty members that will contribute to the expansion of the school’s academic footprint. The new Dean will also work to bolster and enhance the scholarship and academic vibrancy of the school with an equally strong emphasis on teaching.

**Effectively lead and manage a strong senior leadership team and staff**

The Dean will be a skillful manager and a collaborative leader, working in close partnership with a core leadership team and the School’s dedicated staff. A transparent communicator, the Dean will thoughtfully approach hiring and professional development for the staff of the Mason School in order to recruit and retain talented individuals in support of the school’s mission. The Dean will foster a working environment that is collegial, transparent, and entrepreneurial, to further enhance academic excellence and an engaged student experience.

**Continue to grow and enhance the school’s resources to position it for long-term success**

A skilled fundraiser and fiscal operator, the Dean will continue to position the school for financial success. The Mason School’s endowment has grown dramatically, and the annual fund is active and successful; the new dean must serve as a responsible steward of these important resources. The dean will have an eye toward additional opportunities for growth and the diversification of revenue sources in order to strengthen the school’s long-term financial positioning. The dean will be strategic in terms of allocating
resources and articulating priorities and will be agile and nimble in crafting the school’s strategic and financial plans.

**Advance and enhance the school’s commitment to diversity, equity, inclusion, and belonging**

The Mason School has made great progress in building a more inclusive community, including the creation of an active Diversity and Inclusion Committee that includes faculty, students, staff and Executive Partners. With an appreciation of the many different facets of diversity, the Dean will advance and enhance the school’s initiatives focused on diversity, equity, inclusion, and belonging. The Dean will approach conversations with an eagerness to learn and a desire to move the community forward. The Dean also will ensure that the values of diversity, equity, inclusion, and belonging are incorporated into every area of the school, including classes, programs, initiatives, plans, and processes, so that such values are part of the fabric of the community.

**Strengthen connections across William & Mary while leading the Mason School forward**

In September 2021, President Katherine A. Rowe presented the framework for Vision 2026 — building on a two-year generative planning process that engaged the entire university community. The plan is focused on four cornerstone initiatives of significant local, national, and global impact – data, water, democracy, and careers. The Mason School is exceptionally well poised to lead the way in addressing these strategic goals by identifying opportunities for cross-disciplinary collaboration and partnerships. The Dean will effectively navigate being a professional school within a liberal arts university, emphasizing the importance of a liberal arts education in learning business. As part of a high-performing university leadership team, the Dean will help guide W&M wisely and creatively through the coming transformations and disruptions facing higher education.

**Continue and enhance alumni engagement and external partnerships**

Every year, the thousands in the Mason alumni family connect and share ideas, networks, influence, and create meaningful relationships. The Dean will look to build on this strong alumni engagement tradition for additional opportunities to further connect alumni with the school. The dean also will be an active presence in the local Williamsburg community and will represent the school nationally and globally, identifying new opportunities for partnerships and collaboration and further elevating the school's brand.

**THE SUCCESSFUL CANDIDATE**

The successful candidate will bring many of the following professional qualifications and personal qualities:

- MBA degree or its equivalent, PhD preferred
- Significant academic administrative experience or transferrable senior leadership experience
- Record of university teaching, scholarship, and service sufficient to merit a faculty appointment with tenure
- Nuanced understanding of the current and evolving landscape of business education in the US and around the world
• Ability to surface and articulate a motivating strategy and mission and to bring others along
• Experience implementing a successful strategic marketing, communications, and branding program
• Strong commitment to high-quality teaching and excellent scholarship
• Strong commitment to a student-centered approach and student success
• Strategic, transparent, and collaborative leadership style
• Demonstrated commitment to diversity, equity, inclusion, and belonging
• Demonstrated experience in successfully managing complex fiscal operations
• Demonstrated success managing relationships with volunteers and boards
• Successful fundraising experience and/or the skill set to develop a strong record of fundraising and the ability to work with Mason alumni
• Dedication to establishing a unique identity for the Mason School
• The ability to work cooperatively and effectively with administrators, faculty, students, staff, and external constituencies; an appreciation and understanding of the need for collaboration and synergy among these groups to make critical decisions on academic priorities and the allocation of resources.

TO APPLY

The Mason School of Business at William & Mary 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:

Pamela Pezzoli, Partner
Katherine Stellato, Managing Associate
Kelly McLaughlin, Senior Associate
Auriel Haack, Senior Search Coordinator
Isaacson, Miller
www.imsearch.com/8431

William & Mary/Mason School of Business values diversity and invites applications from underrepresented groups who will enrich the research, teaching and service missions of the university. William & Mary/Mason School of Business is an Equal Opportunity/Affirmative Action employer and encourages applications from women, minorities, protected veterans, and individuals with disabilities.