



Raymond A. Mason School of Business

WILLIAM & MARY



Alan B. Miller Hall

Associate Dean for Faculty and Academic Affairs

The College of William & Mary, Raymond A. Mason School of Business

Position Specification

The Raymond A. Mason School of Business: Overview

The Raymond A. Mason School of Business (Mason School of Business or MSOB) has deep roots in the history and traditions that has made the College of William & Mary in Virginia (W&M) one of the most distinguished liberal arts universities in the nation.

Founded in 1693, the College is the second oldest university in the nation – the first was Harvard – and educated many of the nation’s Founding Fathers and leaders spanning five centuries, thus earning the name “alma mater of a nation.” It ranks consistently among the top ten public, universities in the United States. Proud traditions of the College include the founding of the national honor society Phi Beta Kappa and the student-administered Honor Code that inspires alumni, students and members of the College community to lead ethical and moral lives.

This same commitment to scholarship, service, and ethics underscores the mission and curriculum of the Raymond A. Mason School of Business. The School serves approximately 1400 undergraduate and graduate students, educating the next generation of business leaders by offering a highly personalized, experience-based learning environment that fosters team-building skills, self-reliance, an entrepreneurial spirit, and ethical character. This pledge is expressed in the School's educational mission: "To nurture creativity, to mentor high ideals, and to accelerate ambitions of leadership in our students so that they might imagine the great business opportunities of the day and seize them."

The School has more than 60 full-time faculty and approximately 85 staff.

History

In 1919, William & Mary President Julian A.C. Chandler established the Department of Business while expanding the College's sphere of services. The study of business grew in popularity over the 20th Century, with substantial growth after the end of World War II.

The College established the Master of Business Administration (MBA) Program in 1966. In 1968 the Department of Business became the School of Business, and in 1971, the College's Board of Visitors approved the addition of the Bachelor of Business Administration (BBA) undergraduate degree. With one in six undergraduate students at the College majoring or minoring in Business, it is the most popular major on campus.

The School of Business was named in 2005 for W&M alumnus, Raymond A. "Chip" Mason, former Chairman, President, and Chief Executive Officer of Legg Mason. Two years later, the School broke ground on Alan B. Miller Hall, the new home of the Mason School of Business. Named for W&M alumnus Alan B. Miller who is Chairman, CEO, and President of Universal Health Services, Miller Hall stands as the "western gateway to the campus" opposite the Christopher Wren Building, the oldest academic building in the country. Miller Hall opened in the Fall of 2009 to the graduate and undergraduate communities of the School of Business and was officially dedicated on October 2, 2009.

Mission

The mission of the Mason School of Business 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.

We fulfill this mission through:

- Building a Faculty whose research, teaching, and service influence students, business leaders, policy makers, and other scholars.
- Engaging Students in innovative educational experiences to nurture creativity, to mentor high ideals, and to accelerate ambitions of leadership so that they will imagine the great business opportunities of the day and seize them.

Diversity and Inclusion Vision

The Mason School of Business values and actively nurtures an environment of diversity and inclusiveness where every individual, regardless of how we may differ – for example, but not limited to, with regard to race, religion, gender, ethnic origin, age, socioeconomic status, political preferences, physical abilities, sexual identity, or sexual orientation – is embraced, respected, and

afforded the same opportunity to grow, to succeed, and to contribute to the Mason School's success.

Values

The school's values are captured in the following statement, which all students embrace:

As a global citizen and member of the Mason community, I embrace the following values:

- Respect and responsibility for self and others
- A spirit of generosity
- A life dedicated to inquisitive learning and development

My words, actions, and relationships will demonstrate my commitment to these values within the program and throughout my life.

Academic Programs

A degree from MSOB is based on a simple but revolutionary premise: that the most effective way to develop successful business leaders is to provide them with best-in-class instruction and unparalleled opportunities for mentorship and experiential learning.

Graduate Business Degree Programs

The Mason School offers several graduate degrees including the MBA and specialized master's programs that prepare students for the most dynamic emerging business careers:

- [Full-Time MBA Program](#): 2-year includes hands-on investment and consulting experiences.
- [Flex MBA Program](#): Part-time MBA for working professionals offers evening classes at William & Mary's Peninsula Center, conveniently located just minutes off of I-64 in Newport News.
- [Executive MBA Program](#): 19-month program for working professionals meets two weekends per month in Williamsburg and includes two global immersions.
- NEW! [Online MBA Program](#): 2-year, 49-credit MBA designed for working professionals who need the flexibility of an online program to meet the demands of their busy lives.
- [Master of Accounting Program](#): 1-year, full-time MAcc program provides outstanding preparation to immediately pursue this rewarding, in-demand career.
- NEW! [MS in Business Analytics Program](#): A new 1-year, accelerated program designed to meet employer demand for analytic experts who are able to harness strategic insights from big data.

Undergraduate Business Degree

The Mason School's unique Individual Program of Study allows students to tailor a [bachelor of business degree](#) to personal career goals and combine it in inventive ways with other William & Mary majors and minors.

Corporate Education

The Mason School's [Center for Corporate Education](#) works with businesses and institutions to create customized learning programs for their executives and managers.

Academic Scholarship

William and Mary's Mason School Faculty believe in the teacher-scholar model. Dedication to excellence in teaching is the norm and is expected of all faculty. The W&M Mason School Faculty members are also dedicated to quality scholarship, and many of them publish in top-tier journals.

Accreditation

The Mason School of Business is accredited by AACSB International—the Association to Advance Collegiate Schools of Business. Organized in 1916, AACSB International is the premier accrediting agency for bachelor's, master's, and doctoral degree programs in business administration and accounting. The School of Business is one of only 25 percent of AACSB-accredited business schools worldwide accredited in both business and accounting.

AACSB International accreditation represents the highest standard of achievement for business schools, worldwide. Institutions that earn accreditation confirm their commitment to quality and continuous improvement through a rigorous and comprehensive peer review. AACSB International accreditation is the hallmark of excellence in management education.

Rankings

The Mason School's faculty and programs are consistently ranked among the best in the country and world.

To view a comprehensive list of national and international rankings, please visit:

http://mason.wm.edu/about/rankings/index.php#site_menu.

Leadership

Lawrence B. Pulley is Dean and T.C. and Elizabeth Clarke professor of the Mason School of Business. A 1974 Phi Beta Kappa graduate of the College of William & Mary, Dean Pulley received his Ph.D. in economics from the University of Virginia.

Before returning to his undergraduate alma mater as a member of the Business School faculty in 1985, Dean Pulley was an assistant professor of economics at Brandeis University. From 1993 to 1996, he served as Associate Dean of the School of Business and was appointed Dean in 1998. Dean Pulley's academic publications have focused on statistical modeling, portfolio theory, and empirical studies in banking.

Areas of Interest / Expertise

- Banking Industry Structure and Regulation
- International Payments
- Portfolio Management

The Community – Williamsburg, Virginia

Williamsburg, a city of approximately 15,167 people, is in the northern part of the Hampton Roads metropolitan area, which includes Norfolk and Virginia Beach. The Hampton Roads area serves a population of about 1.7 million, making it the 37th-largest metropolitan area in the United States. In recent years, several well-planned developments – including Kingsmill, Governors Land, and Ford’s Colony among others – have been established immediately beyond the Williamsburg city limits, providing attractive suburban environments where many W&M faculty and staff have chosen to reside.

Founded in 1632, Williamsburg holds a storied place in the nation’s early history. Today, the city’s tourism-based economy is driven by Colonial Williamsburg, the restored Historic Area of the city. Along with nearby Jamestown and Yorktown, Williamsburg forms part of the Historic Triangle, which attracts more than four million tourists each year.

Williamsburg is notable for the fact that it attracts a high proportion of affluent city residents, many of them having retired from significant roles in business and industry.

Other highlights of the city include The Williamsburg Winery (Virginia’s largest winery), the Williamsburg Botanical Garden, and the National Center for State Courts. Also located in Williamsburg are two major theme parks, Busch Gardens Williamsburg and Water Country USA, as well as Go-Karts Plus Action Park and two miniature golf courses. With nearby zipline facilities, ample golf clubs, beautiful biking trails, and several state parks there are plenty of recreational options year-round. The 200-acre Williamsburg Pottery Factory shopping complex visited by 3 million people annually is located at nearby Lightfoot, Virginia. Additionally, the region is home to many professional artists / craftsmen and women whose varied talents are marketed throughout the region.

Position Description: Associate Dean for Faculty and Academic Affairs

The Associate Dean for Faculty and Academic Affairs is the chief faculty officer in the Mason School. The Associate Dean reports to the Dean and serves on the Dean’s Senior Leadership Team, which includes the Executive Director of Development and Alumni Relations, the Associate Dean for Administration, and the Associate Dean for MBA and Executive Programs. Additionally, the Associate Dean works closely with the operations and finance functions, Area Heads, Program Deans, Faculty Affairs Committee, Faculty Personnel Committee, Faculty Research and Development Committee, and Faculty Curriculum Committee.

In addition to the Mason School faculty, direct reports currently include the Assistant Dean for Undergraduate and One Year Masters’ Programs, and an Academic Affairs Coordinator.

Duties in the principal areas of responsibility include:

- **Strategic Management of Faculty Resources**
 - Work with the Dean and the Areas as well as the Associate Dean for Programs and Administration and the Program Deans to develop strategic goals and a five-year strategic plan for faculty resources in the W&M Mason School of Business

- Identify research areas and other faculty initiatives where the Mason School will make its mark
 - Identify where new faculty positions are needed
 - Work with the Areas and Dean to hire new faculty
- Work with the Dean, Faculty Affairs Committee, and Faculty on faculty policies and governance
- Work with the Dean and Executive Director of Development to identify funding needs and to assist, where feasible, in securing gifts
- **Faculty Research**
 - Work with the Dean to develop a strategy for targeting, funding, and supporting faculty research
 - Work with faculty areas to develop a program of research seminars/brown bags
 - Allocate currently available resources to support research (discretionary and travel funds; summer support)
 - Identify and meet additional needs for faculty support
 - Oversee the Mason School's sabbatical and research leave programs
 - Oversee assessment of faculty and properly identify the appropriate AACSB quadrant
 - Publicize faculty research initiatives/results; oversee development of appropriate web presence for faculty
 - Work with the Dean and development staff to secure funding for Research Institutes/Centers
- **Faculty Teaching and Faculty Review**
 - Direct faculty involvement and oversight of curriculum including Assurance of Learning
 - Determine the number of credit hours to be taught in a given year for individual faculty members based on teaching load policies
 - Responsible for course schedules in collaboration with the Associate Dean for Administration, Program Directors, and Area Heads
 - Participate with Dean in annual faculty evaluations and raise/reward allocation
 - Work with Areas to identify and hire adjuncts and visitors as needed
 - Work with Dean and Faculty to administer policies regarding hiring and evaluating clinical professors
 - Coordinate with Dean on nominating faculty for college (and other) awards
- **Budget and Facilities**
 - Work with the Dean, among others, to develop annual faculty budgets
 - Oversee and direct all aspects of annual faculty budgets
 - Assign faculty offices

- Work with Dean and others on development and implementation of School strategy and specific strategic initiatives
- Work with Associate Dean for Administration to oversee AACSB Accreditation activities

Challenges and Opportunities

With the expected growth in the enrollment within the Mason School of Business over the next five years, coupled with a number of projected retirements, the Associate Dean for Faculty and Academic Affairs, working with the faculty and the Dean, will be tasked with renewing and expanding faculty ranks, balancing the opportunity for growth with resource allocation, AACSB accreditation requirements, and the need to maintain what is unique and exceptional about the Mason School. Additional as well as related priorities for the next Associate Dean include, but are not limited to:

Academic Programs: Maintaining a distinctive curriculum that is relevant for the 21st century and that aligns with the mission of the College of William & Mary and the Mason School of Business is vital. The Associate Dean will empower and work with faculty and the Dean to continue to review, strengthen, and expand the curriculum, both undergraduate and graduate education, including the continued development of its online programming.

Academic Policies and Procedures: The Associate Dean will develop, with the faculty and the Dean, new policies and procedures that support future growth and expansion of the School. Such policies and procedures include, but are not limited to tenure mentoring, policies and standards, development of tenure and non-tenure track hiring, workload policies, etc.

Research, Scholarship, Creative Activity: The Associate Dean will work with faculty and the Dean to enhance the School's reach, impact, and productivity in high-quality research, scholarship, and creative activity.

AACSB reaccreditation: Like other accredited Schools, the Mason School of Business needs to satisfy both internal and external expectations for strengthened assessment of programs. This has taken on a greater urgency following its most recent AACSB reaccreditation process, specifically regarding the Assurance of Learning standard. The Associate Dean will play a central role in improving how the school measures learning objectives.

Qualifications and Characteristics

The Associate Dean for Faculty and Academic Affairs must have an earned doctorate and demonstrated scholarship consistent with appointment to full professor. The ideal candidate will have administrative experience as a department chair, associate dean or other similar role. The position requires a person with vision, integrity and intelligence and a broad-based understanding of higher education. The successful candidate should have the following qualifications and attributes:

- A powerful attraction and commitment to the purpose and values of the College of William & Mary, including the ability to embrace and articulate what differentiates the Mason School of Business from its peers;

- A proven scholarly research capability and professional connections;
- Experience leading or participating in program assessment;
- Experience with a variety of faculty personnel matters, including tenure, promotion, and renewal;
- Outstanding verbal and written communication skills, including facility and ease in public speaking, the ability to engage and command the attention and respect of various external audiences;
- A persuasive, diplomatic, and collaborative style necessary to build and maintain constructive alliances with a wide variety of people; political savvy to navigate the College environment and forge alliances with the other schools within it; qualities that exemplify a naturally consultative and respectful colleague, with a high degree of personal grace and good humor;
- Evidence that s/he is a skilled manager, capable of focused, decisive action and leading by persuasion; as well as an understanding of finance and marketing communications;
- Experience in a business school environment and extensive knowledge of program offerings at a nationally competitive level; ability to contribute to the strategic plan of the School and execute on that strategy;
- Resourcefulness and initiative; a bias for action and an orientation towards measurable results; and,
- A dynamic personality and abundant energy to inspire young minds.

Nominations and Applications

For full consideration, please visit the W&M recruitment site, <https://jobs.wm.edu/>, and submit resume, cover letter and a list of three references. Review will begin in the near future, and the expected start date is July 1, 2017, if not sooner.

Nominations and inquiries should be forwarded, in confidence, to:

Susan VanGilder, Partner
Matthew Bunting, Managing Associate
Storbeck/Pimentel & Associates, LP
WMAssocDean@storbecksearch.com

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