

**University of Wisconsin-Milwaukee  
Dean, Sheldon B. Lubar School of Business**

The University of Wisconsin-Milwaukee seeks an experienced, visible, and collaborative Dean to facilitate a collective vision and strategic direction, foster academic excellence, strengthen scholarship and research, cultivate internal and external relationships and partnerships, and raise funds for the School.

Collaborative ... Creative ... Strategic Thinker ... Team Player ... Empowering  
Engaged ... Good Listener ... Fundraiser ... Experienced ... Approachable ... Inclusive  
Scholarly ... Relationship Builder ... Integrity ... Transparent ... Supportive

**The Position**

As the chief academic officer for the Lubar School of Business, the Dean has primary responsibility to plan, develop, and administer all aspects of the School's educational programs, activities, and budget. The Dean provides vision in setting priorities, and leadership in maintaining academic standards and strengthening faculty scholarship and research. Working in partnership across the University, the Dean represents the School within the University, the University of Wisconsin System, the external community and region, as well as with alumni and external agencies and organizations. The Dean reports directly to the Provost and is a member of the Academic Dean's Council.

**The Qualifications**

The University seeks individuals with the highest integrity; a commitment to excellence in both research and teaching; and a strong record of professional accomplishment with outstanding management, leadership, and fundraising skills.

**Required Qualifications:**

- Ph.D. or equivalent degree with scholarly qualifications sufficient for appointment as a tenured full professor in a discipline within the School.
- Proven senior leadership and administrative experience across multiple academic units.

**Preferred Qualifications:**

Individuals should possess a demonstrated ability to support the development of innovative and entrepreneurial academic programs; a sustained record of effective leadership, scholarly, and educational accomplishments; an established competence to

raise the level of research and academic quality, ranking, and visibility; and excellent oral, written, and interpersonal skills. Individuals should also possess experience in the following:

- Sustained success in fundraising activities.
- Creating relationships with high-level corporate executives and community organizations.
- Academic planning and enrollment management activities.
- Building partnerships across academic disciplines and administrative units as well as with academic and non-academic partners.
- AACSB accreditation process.
- Working effectively with shared governance to make decisions, including a dedication to participative management and transparency.
- Budgeting, including the allocation of resources to promote long-term goals.
- Supporting faculty and staff development.
- Collaborating and partnering with diverse and underrepresented populations.

## **The School**

The Sheldon B. Lubar School of Business is a major metropolitan business school with approximately 3,600 undergraduate students, 600 graduate students, 70 full-time faculty, and 40 professional staff. The business school was created in 1966, ten years after the establishment of the University of Wisconsin-Milwaukee campus. In 2006, it was renamed as the Sheldon B. Lubar School of Business in recognition of distinguished business executive Sheldon B. Lubar, Chairman and Founder of Lubar & Co., Inc., who made the largest gift ever to the University, a \$10 million donation in support of business student scholarships and faculty excellence.

The Lubar School offers a complete range of management degree programs, including the BBA (six majors), MBA (part-time, including flexible, online, and cohort formats), Executive MBA, MS in Management (four concentrations), MS in Information Technology Management, and PhD programs, as well as joint degree programs and specialized certificate programs. The School has been accredited by AACSB International since 1970 and earned supplemental AACSB accreditation for its accounting programs in 2016.

Lubar faculty, organized within six non-departmentalized disciplines, bring an impressive range of expertise to the School, with doctorates and advanced training from

some of the country's leading universities. The School is housed in Lubar Hall, a technologically sophisticated building that features 24 computer-integrated multimedia classrooms with a total seating capacity of more than 1,600.

The Lubar School of Business has high expectations for academic rigor, scholarly productivity, teaching excellence, and community outreach, as described in its Vision, Mission, and Values statements:

- Vision - The Lubar School of Business seeks to be a major metropolitan business school of national distinction known for superior scholarly research and academic programs.
- Mission - We focus on creating new business knowledge through theoretical and applied research and providing high quality education to prepare a diverse population of students for successful business and management careers. We also leverage our relationships with the business community to create experiential learning and career opportunities for our students, enhance faculty teaching and research, and contribute to the vitality of the regional economy.
- Values - We value intellectual rigor, integrity in our students, faculty, and staff, and collaborations with the business community.

### Notable Achievements

- In the last five years, the Lubar School has raised over \$12 million in private funds, primarily supporting faculty and student excellence. This includes the recent creation of one endowed faculty position and one endowed program directorship.
- The Lubar School is ranked 107th in the nation for overall research productivity in leading business journals in the University of Texas at Dallas Business School Research Rankings for the period 2012-2017. In individual academic areas, the School ranks 39th for Information Technology Management research and 100th for Operations research during the same period.
- In the last five years, Lubar faculty have served as editors of the following journals: *Academy of Management Review*, *Journal of Consumer Research*, *MIS Quarterly*, *Information Systems Frontiers*, and *Journal of Information Technology Theory and Application*. In addition, faculty held 71 positions in the same period as associate editors, editorial board members, or special issue editors.
- The school's SAP University Competency Center is one of only two university "mega-hosting centers" for North and South America. The Center currently hosts over 150 universities, operating over 50 production SAP systems and utilizing its own private cloud environment to deliver SAP to over 100,000 students a

year. In addition to teaching in Enterprise Resource Planning certificate programs, SAP expert faculty also deliver customized executive education.

- A Business Advisory Council composed of approximately 60 top executives provides advice and counsel to the Lubar School Dean with regard to the School's mission and programs. The accounting area and investment management certificate program have their own advisory boards, and the IT Management and Supply Chain & Operations Management areas both have corporate membership that provide feedback and input into curricula.
- The Lubar School's significant scholarship program awards approximately \$1 million in scholarship awards annually.
- Lubar students participate and succeed in a number of local, regional, and national competitions in the areas of investment management, supply chain management, marketing, business ethics, and entrepreneurship. The Lubar School sponsors competitions in business ethics, new ventures, and business plan development.
- Approximately 35,000 Lubar School alumni are active in careers that span the professional spectrum – as young professionals just starting their careers, founders of growing entrepreneurial ventures, and accomplished managers and executives. 75% of alumni remain in Wisconsin and contribute to the state's economy.

### Faculty Research

The Lubar School of Business has 70 distinguished full-time faculty known for outstanding achievements in their fields. Among these faculty are nine endowed professors; 13 named professors, scholars, and research fellows; and one Distinguished Professor.

Faculty actively publish in top journals and serve as editors of prestigious academic publications. Individual faculty members have also received national and international recognitions such as Fellow of the Academy of Management, Fellow of the American Psychological Society, Fellow of the American Statistical Association, and Fellow of the Decision Sciences Institute.

Faculty expertise in the six academic areas is extensive:

**Accounting and Taxation:** Faculty expertise in financial accounting, governmental and nonprofit accounting, audit, financial reporting, accounting for financial instruments, organizational controls, enterprise resource planning, accounting information systems, business law, individual taxation, small business taxation, and federal and state income tax regulation.

**Finance and Managerial Economics:** Faculty expertise in corporate finance, international finance, investments, security analysis, portfolio management, asset pricing, behavioral finance, banking, corporate governance, real estate investment analysis, and managerial economics.

**Information Technology Management:** Faculty expertise in information technology, strategy, planning, and implementation, enterprise resource planning, information privacy and security, connected systems, big data, business analytics, healthcare informatics, intelligent systems and personalization, interface design and ontology, service oriented architecture, database management, data integration, data warehousing, and data/text/social media mining.

**Marketing:** Faculty expertise in strategic marketing, international marketing, consumer behavior, consumer perceptions, consumer choice, consumer use of technology, internet marketing, digital marketing strategy, the big data/social media interface, identity and self-concept, persuasion, corporate social responsibility, advertising, children's consumer behavior, language and culture, and entrepreneurship.

**Organizations and Strategic Management:** Faculty expertise in strategic management, implementation of strategy, organizational change, human resource management, mentoring, diversity, corporate governance, executive pay, shareholder empowerment and activism, organizational behavior, international business, cross-cultural organizational behavior, technology and new product development, and entrepreneurship.

**Supply Chain, Operations Management, and Business Statistics:** Faculty expertise in operations management, operations strategy, operations productivity, supply chain management, supply chain design, production and inventory management, applied game theory, queuing theory, domestic and international transportation, buyer-supplier relationships, information technology in supply chain, enterprise resource planning, statistical analysis, statistical quality control, and forecasting.

### Select Outreach Initiatives

- The Supply Chain Management Institute a unique industry-University partnership examines supply chain challenges and practices within firms and across a variety of industrial sectors. Supply chain students are regularly involved in corporate projects, complementing their academic learning with real-world experience.
- The Center for Technology Innovation partners with the area's leading companies in a unique business-academic alliance in the area of management technology. This reciprocal relationship offers partners access to educational resources, faculty expertise, and topic-focused workgroups.

- Lubar School faculty are involved in two major new University initiatives:
  - The Connected Systems Institute is a multidisciplinary initiative bringing together the faculty expertise of the Lubar School of Business, College of Engineering and Applied Science, and School of Information Studies in partnership with leading enterprises including Rockwell Automation, Microsoft, Wisconsin Economic Development Corporation, IBM, Johnson Controls, and Snap-on Tools. The first three organizations have committed more than \$2.6 million to the Institute, which will facilitate collaboration by industry partners and scholars on industrial Internet of Things technologies in research, academic programming, and executive development.
  - The Northwestern Mutual Data Science Institute is a partnership between the University, Northwestern Mutual, and Marquette University. The Institute will focus on strengthening the technology talent pipeline, promote Milwaukee as a region to attract and retain technology firms and talent, and solve problems associated with research.
- The Investment Management Certificate Program makes extensive use of money managers in Southeast Wisconsin's strong investment management community, who serve as mentors and advisors to students as they manage or advise on portfolios exceeding \$7 million.
- A pioneer in executive education in the State of Wisconsin, the Lubar School of Business offers customized management and leadership development through its Executive Programs. With up to \$1 million in annual revenues, Executive Programs partners with leading corporations, including a number of Fortune 500 companies, to deliver highly-regarded management development programs.
- The Lubar School of Business invites members of the community to attend lectures and symposia on a variety of business topics through the Bradley Distinguished Lecture Series, Forefront Symposia Series, and other special events.

For additional information about the Lubar School, please visit  
<https://uwm.edu/business>

## The University

The University of Wisconsin-Milwaukee was recently designated a R-1 Doctoral University – Highest Research Activity by the Carnegie Classification of Institutions of Higher Education. Of the 115 universities designated as R-1, the University is among a minority located in an urban setting and one of only 10 with a dedicated urban access mission. As one of only two doctoral-granting institutions in the University of Wisconsin

System, the University is Wisconsin's premier urban research institution with a more diverse student body than any other UW-System school. The University is Wisconsin's only public urban research university and has an established international reputation for excellence in research, community engagement, teaching, and entrepreneurship. Founded over 60 years ago in the belief that Milwaukee would need a great public university to become a great city, the themes of quality education, excellence in research, and community service guide all University activities. With a budget of \$667 million, the University educates more than 25,000 students and is an engine for innovation in southeastern Wisconsin.

The University's dual mission includes research and access in service of the goal of meeting the diverse needs of Wisconsin's largest metropolitan area by furthering opportunities at all levels for students who may be financially or educationally disadvantaged. The University is a central catalyst and partner in the Milwaukee 7, a regional collaboration focused on enhancing the economic well-being of the City of Milwaukee and the seven counties that comprise Wisconsin's southeast region. The University was named by *Princeton Review* a 2018 Best Midwestern university based on overall academic excellence and student reviews and, by the *Times Higher Education*, among the world's 600 best universities. Committed to the full inclusion of LGBT+ campus constituents, the University was the first university in the nation to implement an inclusive housing policy and was named as one of the top 30 LGBTQ-friendly postsecondary institutions in the United States.

The University has built bridges and nurtured partnerships with nonprofits and service providers across southeastern Wisconsin for over 30 years. The White House and Carnegie Foundation recognized the University in 2015 for this work with two major commendations, a spot on the President's Higher Education Community Service Honor Roll and a community engagement classification from the Carnegie Foundation for the Advancement of Teaching. On average, students volunteer more than 60,000 hours per year, and faculty, staff, and students partner with more than 4,000 schools, businesses, community groups, and organizations.

The University's 193 degree programs include 93 undergraduate degrees, 64 masters' degrees, and 36 doctoral programs across 14 schools and colleges. Students also earn associate degrees at new campuses in Waukesha and Washington County. As a doctoral research university, whose mission spans research and access, the University enrolls a diverse mosaic of students. Fall 2017 enrollment was 25,412: 20,758 undergraduates and 4,635 graduate students. The University also enrolls about 1,400 international students. Many students earn prestigious awards from institutions such as the Ford Foundation, the National Science Foundation, and the Big Ten Consortium for Institutional Cooperation. Alumni include leaders in higher education, government, and research institutions as well as elite private corporations and tribal services and industries. Honoring diversity both in terms of student population and experiences offered, students of color comprise about 34% of overall enrollment. The University

provides a number of enriching academic and research opportunities and internships for high achieving students at all levels such as UR@UWM, Support for Undergraduate Research Fellows, the McNair Program, and Honors programming. With 80% of students remaining in Wisconsin after graduation, the University's students are key drivers of Wisconsin's economy.

A prominent feature of the University of Wisconsin System is shared governance, a unique system in U.S. higher education that is formalized in state law. Chapter 36 specifies that the faculty, academic staff, university staff, and students have primary responsibility for advising the Chancellor regarding academic and educational activities and the formulation of policies, activities, and personnel matters that affect each of these groups within the University community. Such a system of governance requires an administrative environment that cultivates and sustains collaborative, consultative, and inclusive relationships with the University's faculty, academic staff, and students.

The University, under the leadership of the Chancellor and the Development team, raised more than \$170 million in the quiet phase of a comprehensive fundraising campaign. The Chancellor recently announced the \$200 million goal for the campaign, *Made in Milwaukee, Shaping the World: The Campaign for UWM*. The Office of Development and Alumni Relations works in collaboration with internal and external stakeholders to maximize private support for all schools, colleges, units, and programs. With over 185,000 living alumni (the Lubar School has 35,000 living alumni), the alumni relations staff works closely with the Deans and the development officers to engage and cultivate alumni through programs and events.

The University's Panther Athletics is recognized as one of the top programs in the Horizon League. Since joining the League in 1994, the Panthers have claimed 91 Horizon League Tournament championships and 45 regular-season titles. Teams have made 59 NCAA Tournament appearances, and student-athletes have posted a 3.0-or-higher GPA for 35 consecutive semesters.

For additional information about the University of Wisconsin-Milwaukee, please visit <https://uwm.edu>

## **The Setting**

The 104-acre main campus is located within a beautiful residential neighborhood on Milwaukee's east side and features 75 buildings totaling over 8 million gross square feet. An aggressive building program over the past decade provided new facilities including the Kenwood Interdisciplinary Research Complex, Kenilworth Square, and Cambridge Commons to support strong academic programs in business, architecture, performing arts, and the sciences, as well as student housing and athletics.

The campus is a short walk from Lake Michigan, near numerous historic areas, and is

located only three miles from downtown Milwaukee. Residents describe the Milwaukee area as a wonderful place to live, characterized by easy access to a wide variety of entertainment, recreational, and cultural activities that support a superb quality of life.

Nestled on the coast of Lake Michigan and only 90 minutes from Chicago, Milwaukee is a vibrant city buzzing with growth. The largest city in Wisconsin and ranked seventh in the top 10 most exciting cities in America, Milwaukee boasts a beautiful lakefront, unique neighborhoods, and many exceptional restaurants. With the world-class Milwaukee Art Museum, the Milwaukee Film Festival, and a thriving music scene, it's no wonder Milwaukee was named a top 12 art city in the United States.

## **The Invitation**

Application, confidential conversation, or nomination.

**To apply**, please submit a complete curriculum vitae, a letter of application, and a list of at least three references (none of whom will be contacted until a later stage of the search and not without candidate permission). The letter should summarize your professional qualifications and the accomplishments that reflect the skills, background, and experience to be successful in this key position. Successful applicants will provide specific examples of past work experience as it relates to the position responsibilities and qualifications listed above. Send your application materials to me at the email address below. The deadline for receipt of applications is **Friday, October 12, 2018**. First consideration will be given to those who apply by this date. The position will remain open until filled.

To arrange a day and time for a **confidential conversation**, please contact me at the email address below.

If a colleague comes to mind you feel might have an interest, I would welcome your **nomination**. Please forward your nomination to me at the email address below or contact me by phone.

Thank you for your consideration,

**Gary R. Rhoads, Search Consultant**  
[grhoads@strategicsearchadvantage.com](mailto:grhoads@strategicsearchadvantage.com)  
**570-484-6414**

*The University of Wisconsin-Milwaukee is an AA/EOE employer: All applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, disability, or protected veteran status.*