



Position Specification

Dean, Carlson School of Management

University of Minnesota

2022





THE OPPORTUNITY

Position	Dean, Carlson School of Management
Location	Minneapolis, Minnesota
Reporting Relationship	Executive Vice President and Provost, Rachel Croson
Website	https://carlsonschool.umn.edu/



The University of Minnesota (UMN) invites nominations and applications for the next Dean of the Carlson School of Management (Carlson School or CSOM) to cultivate the school's distinctiveness and deepen its value to both undergraduate and graduate students. Located near the influential business community of the Twin Cities, the school has been educating future business leaders for more than 100 years.

Reporting to the Executive Vice President and Provost, the Dean will demonstrate an uncompromising commitment to academic excellence, an unwavering ethical compass, and a deep commitment to interdisciplinary and interprofessional collaboration. They also should possess a record of promoting their actions to promote diversity, inclusion, equity and belonging in prior positions and organizations. The Dean will be an articulate and enthusiastic communicator who will develop and implement a bold strategic vision for the Carlson School's future in consultation with the faculty and staff, pursue clear strategic priorities, and raise and manage resources effectively to steadily advance those priorities.

Among the Dean's core responsibilities will be advancing the school's strategic plan; leading the recruitment, development and retention of a distinguished faculty and staff; continually improving the school's research and teaching programs; wisely stewarding the school's resources and



undertaking creative fundraising to increase those resources; building strong relationships with the school's alumni, friends, donors and Board of Advisors; collaborating with fellow UMN Deans on interdisciplinary programs, joint faculty appointments, and new academic initiatives; and serving as a visible exemplar of engaged and positive university citizenship at the Carlson School and across the University.

CARLSON SCHOOL OF MANAGEMENT

The Carlson School of Management is a leader in business education and research. For more than 100 years, the school has connected students to unique experiential learning opportunities, dynamic international education programs, and a vibrant network of businesses throughout the state and beyond. The Carlson School is located in the Twin Cities of Minneapolis and St. Paul. Located in the University of Minnesota's West Bank area of campus, it's a collegiate environment within walking distance of a major metropolitan area. The Carlson School enrolls approximately 5,000+ students from around the world, across the nation, and within the state of Minnesota, has 60,000 graduates worldwide and offers 13 degree programs.

As the premier business school in the state, the Carlson School offers a comprehensive slate of undergraduate, graduate, doctoral, and dual degree programs along with a diverse line up of executive education courses and graduate certificates. With a [faculty](#) ranked 10th in the world for the study of management and a deeply dedicated staff, the Carlson School provides students a personalized experience with small class sizes, strong academic advising, and career services. Leveraging its location in a metropolitan area with 16 Fortune 500 companies, large private enterprises, a robust nonprofit sector, and a strong entrepreneurial ecosystem, access to impactful opportunities for experiential learning is a hallmark of the school's education. Through 15 centers, institutes, and enterprises, along with the largest statewide start-up competition in the US, the school is a key player in supporting the business community in Minnesota, and beyond. One of the first to require an [international experience](#), the Carlson School has 37 academic partners across the globe and its alumni live in over 100 countries. Additionally, the school's newly-created Center for DEI in Business provides an opportunity for deeper engagement with internal and external stakeholders, building on widespread interest and action to make the school more welcoming and inclusive to all.

The Carlson School is proud of its robust degree programs which include:

- Bachelor of Science in Business, undergraduate program (BSB)
- Master of Business Administration (MBA) – Full-Time/Management Science, Part-Time, Online, Executive, China Executive, Vienna Executive, Medical Industry (China), Global Medical Industry
- Master of Accountancy (MAcc)
- Master of Applied Business Analytics (MABA)
- Master of Science in Business Analytics (MSBA)
- Master of Business Taxation (MBT)
- Master of Finance (MS-Finance)
- Master of Human Resources and Industrial Relations (MHRIR)
- Master of Science in Marketing, (MSMK)
- Master of Supply Chain Management (MS SCM)
- A doctoral program and,
- Nine dual degrees, 14 graduate certificates, and a host of executive level continuing education opportunities.



Since its founding in 1919 as the University of Minnesota School of Business, the school has grown, changed names, and moved locations, all while maintaining a continued commitment to excellence. This evolution has been helped through the generosity of many business partners, most notably Curt Carlson and Herbert M. Hanson, Jr.

In 1986, Curt Carlson, founder of Carlson Companies, made a \$25 million gift to the University of Minnesota, which at the time was the largest single gift ever given to a public university. In his honor, the School of Management was renamed the Curtis L. Carlson School of Management. His gift established several endowed chairs and marked the beginning of Carlson School's ascent into the upper echelon of business schools. In 1993, Carlson made the lead gift for the Carlson School building, sparking gifts from individuals, corporations and foundations, as well as a legislative commitment. The building opened 5 years later in 1998, adjoins Hanson Hall and provides 367,000 square feet of classroom, work, and meeting space.

PURPOSE

CSOM's purpose is to be a leader in business education and research by leveraging the intellectual capital, skills, and talents of our faculty and staff, and our deep partnerships with our business community and alumni to help individuals and organizations create a brighter future for Minnesota, the nation, and the world.

PROMISE

- We promise our students rigorous and transformative learning experiences to prepare them for fulfilling lives and careers.
- We promise employers and organizations robust access to diverse talent with a global mindset, and evidence-based insights from world-class experts.
- We promise the University of Minnesota to be a shining beacon of innovation by leading and engaging in initiatives that fulfill the University's mission.
- We promise our faculty and staff a fulfilling and inclusive work environment where we provide them with resources and opportunities to thrive.
- We promise our alumni ongoing value by offering meaningful, lifelong engagement with the school.
- We promise the community an opportunity for people of all identities to tackle the grand challenges facing our society.

THE CARLSON SCHOOL'S STRATEGIC PLAN

The Carlson School's [strategic plan](#) aligns with the five focus areas of the [University of Minnesota's Systemwide Strategic Plan](#): student success, innovation, state impact, diversity, and fiscal stewardship. Additionally, the Carlson School plan was built with the intent of being flexible to respond to long-term impacts of the pandemic, while also ensuring that the school continues to invest in the areas that have always made the Carlson School a world-class business school.



RECENT RANKINGS



	U.S.	U.S. Public Universities	World
FACULTY/OVERALL			
Shanghai Ranking's Global Ranking of Academic Subjects (2021) Management	6 th	3 rd	10 th
Shanghai Ranking's Global Ranking of Academic Subjects (2021) Business Administration	17 th	11 th	20 th
Shanghai Ranking's Global Ranking of Academic Subjects (2021) Finance	23 rd	11 th	27 th
UT Dallas Top 100 Worldwide Business School Rankings Based on Research, 2017 to 2021 (2022)	10 th	2 nd	10 th
U.S. News and World Report Global Ranking (2022) (Overall, Bus & Econ)	21 st	7 th	35 th
Times Higher Education World University (2022) (Business & Economics)	18 th	5 th	35 th
Texas A&M/University of Georgia Rankings of Management Department Research Productivity (2021)	8 th	6 th	
UNDERGRADUATE			
U.S. News and World Report (2022)	19 th *	11 th	
Poets & Quants (2022)	20 th	7 th	
UNDERGRADUATE SPECIALIZATIONS			
U.S. News and World Report (2022) Management	28 th *	17 th	
U.S. News and World Report (2022) Management Information Systems	7 th	5 th	
U.S. News and World Report (2022) Marketing	35 th *	19 th	
FULL-TIME MBA			
The Economist (2022)	23 rd	10 th	31 st
Bloomberg Businessweek (2021-2022)	42 nd	18 th	
Forbes (2019)	32 nd	11 th	
Fortune (2021)	23 rd	7 th	
Financial Times (2022)	43 rd *	18 th	82 nd *
Poets & Quants (2021-2022)	30 th	10 th	
Military Friendly (2022-23) Graduate School - MBA Program	1 st	1 st	
Poets & Quants/Inc. Magazine (2022) MBA Entrepreneurship Programs	22 nd	7 th	27 th
PART-TIME MBA			
U.S. News and World Report (2023)	11 th *	6 th	
Fortune (2022)	13 th	8 th	
EXECUTIVE MBA			
Poets & Quants (2021)	10 th	5 th	
The Economist (2020)	14 th	5 th	28 th
Fortune (2021)	17 th	8 th	
MASTER OF SCIENCE IN BUSINESS ANALYTICS - FULL-TIME			
QS Business Masters Rankings (2022)	7 th	5 th	19 th
MASTER OF SCIENCE IN FINANCE			
QS Business Masters Rankings (2022)	16 th *	11 th	60 th
MASTER OF SCIENCE IN SUPPLY CHAIN MANAGEMENT			
Gartner MS in Supply Chain Management Graduate Program Rankings (2020)	8 th	8 th	
QS Business Masters Rankings (2022)	6 th	4 th	19 th

Updated 6-27-22

*Tied with other institutions in this category



THE POSITION

The next Dean of the Carlson School will have an extraordinary opportunity to build on the success of the last decade, under Dean Sri Zaheer, wherein the school increased engagement with the Twin Cities business community, resulting in a wealth of new experiential learning opportunities for students; introduced new degrees in business analytics, supply chain management, finance, and new programs in partnership with Tsinghua University in Beijing and Tongji University in Shanghai, as well as growth in online degrees and certificates; and launched a Military Veterans Initiative, resulting in the Carlson School being named the number one Military Friendly business school in the nation.

In order to take the Carlson School to the next level of distinction, the Dean must have a collaborative and inclusive management style, a capacity to integrate diverse interests and forge a common vision, and a passion to support the energy of highly-motivated students, faculty, staff, and alumni worldwide. As a dynamic, engaged leader with strong interpersonal skills, the next Dean will bring strong experience and capacity for administration and fundraising. The ideal candidate will possess an earned doctorate or requisite terminal degree from an accredited higher education institution, along with experience and accomplishments that warrant an appointment as a tenured full professor in a top business school. The CSOM Dean reports directly to the University's Executive Vice President and Provost (EVPP) and serves as a member of the EVPP's academic leadership team.

As the academic, administrative, and business community leader, the Dean manages a school of more than 5,000 students, 142 faculty, and 220 deeply dedicated staff, an operating budget of \$130 million and a \$305 million endowment. As the chief administrator of a complex organization, the Dean must be skilled in managing governance as well as handling conflicts and challenges related to operating a large and intellectually-driven business school. The Dean should possess sound judgment and decision-making skills and have the ability to play a key role in university leadership, advocating for the school, and forging strategic connections.

The Dean is responsible for promoting the academic excellence of the educational and research missions of the University by providing leadership for undergraduate, graduate and executive education.

An investment in outstanding faculty is critical to the future success of the Carlson School. The Dean will work with department chairs to recruit, develop, and retain strong research and instructional faculty who are aligned with the distinctive culture and goals of the school and who have a demonstrated passion for and experience in both scholarship and teaching.

With support from the School's leadership team, the Dean will support and develop a dedicated and diverse staff by creating an environment where people are engaged, connected, thriving and achieving.

In consultation with the faculty, staff, and business community, the Dean will develop and implement a bold, strategic vision for the school's future, pursue clear strategic priorities, and raise and manage resources effectively to steadily advance the school's priorities in academics, extracurriculars, corporate and community engagement, space planning, and more.

Diversity, equity, inclusion, and belonging issues are a key strategic focus for business schools and higher education. As such, the Dean will have an appreciation for, and champion a culture of respect and inclusion among its students, faculty and staff and foster a sense of belonging.



As a key university leader, the Dean must have the ability to work across disciplinary and school boundaries. Although the Dean's central responsibility is the leadership, well-being and success of the school, they will also serve as a leader in the larger university community, seeking ways to collaborate with other schools and colleges for mutual benefit and advance the overall priorities of the university.

The Dean will be the public face of the school for alumni, business leaders, public officials, media, and other high-profile supporters. They will effectively communicate to diverse audiences, delivering a clear message about the school's identity, strategy, programs, achievements, and opportunities. These relationships are critical to the future of the school and its ability to attract resources for sustained success.

EXPERIENCE AND QUALIFICATIONS

Candidates should have a distinguished record of achievement that demonstrates impeccable academic judgment, an unwavering ethical compass and an uncompromising commitment to academic excellence and to diversity, equity, inclusion and belonging.

Other desired experience and qualifications for the Carlson School Dean include:

- Effective leadership of a complex academic enterprise or relevant leadership in a commensurate enterprise, illustrated by inclusive and unified internal governance and a strong supportive culture with a focus on collaboration and excellence.
- Strong evidence of appreciation for and encouragement of high academic research and teaching standards and support for innovative academic initiatives led by faculty.
- Appreciation for and understanding of academic excellence across all disciplines in Carlson and its connections to the university broadly.
- Global, interdisciplinary outlook with an ability to envision, articulate, mobilize, and realize a compelling global vision that cuts across silos and translates to diverse stakeholders.
- Experience embracing global stakeholders with a focus on diversity and inclusion as central to the educational experience for business leaders of today and tomorrow.
- Success in the creation of an environment that ensures the hiring, development, and retention of tenure-track faculty, instructional faculty, and staff members.
- Capacity to serve as the external face of the school, including the ability to communicate at all levels, with students, staff, faculty, alumni, the university, employers, the national and international business community, and the media.
- The propensity and skills required to articulate the next stage of the school's development efforts with alumni and corporate partners, and to achieve the development objectives of the next campaign.
- A demonstrated commitment to diversity, equity, inclusion, and belonging and experience working in diverse environments, with the ability to accomplish goals in the DEIB space for Carlson School students, faculty, and staff.
- Demonstration of impeccable personal and professional integrity, strength of character, and ethical qualities of the highest order.
- Ability to work collaboratively with other Deans and campus units to further the goals and objectives of the school and the University of Minnesota.



EDUCATION

The ideal candidate will possess an earned doctorate or requisite terminal degree from an accredited higher education institution and experience and accomplishments that warrant an appointment as a tenured full professor.

Candidates from non-academic sectors, who have demonstrated leadership of complex organizations and transferrable skill sets, will be fully considered. While not essential, an earned doctorate, or terminal degree will add strength to these candidate's qualifications.

COMPENSATION

Compensation arrangements are competitive and commensurate with both experience and achievement.

EQUAL OPPORTUNITY & DIVERSITY STATEMENT

The University shall provide equal access to and opportunity in its programs, facilities, and employment without regard to race, color, creed, religion, national origin, gender, age, marital status, familial status, disability, public assistance status, membership or activity in a local commission created for the purpose of dealing with discrimination, veteran status, sexual orientation, gender identity, or gender expression.

The University recognizes and values the importance of diversity and inclusion in enriching the employment experience of its employees and in supporting the academic mission. The University is committed to attracting and retaining employees with varying identities and backgrounds.

To learn more about diversity at the U: <http://diversity.umn.edu>.

HOW TO APPLY

Applications should include a detailed curriculum vitae and a letter of interest highlighting the applicant's personal vision and relevant leadership experience and will be reviewed immediately. To ensure full consideration, inquiries, nominations and applications should be submitted electronically in confidence, by July 22, 2022, to:

CSOM-Dean@kornferry.com



ABOUT THE UNIVERSITY OF MINNESOTA



The University of Minnesota is an AAU and R1 public research university that is ranked among the world's most comprehensive and renowned institutions of higher learning. The University has scholars of national and international reputation as well as a strong tradition of education and public engagement. With five campuses located throughout Minnesota—the Twin Cities, Duluth, Morris, Crookston, and Rochester—the University advances discovery and innovation to improve society for all. The flagship Twin Cities campus has the special distinction of being both a globally engaged R1 research institution and Minnesota's land-grant university, with a unique capacity and responsibility to improve the lives of Minnesotans and drive the state forward. The University of Minnesota Twin Cities is one of the few major land-grant research institutions situated in a major metropolitan area.

With an annual operating budget of \$4.2 billion a year, UMN generates an estimated economic impact of \$9 billion for the Minnesota economy. The University enrolls 65,000 students – 52,000 on the flagship Twin Cities campus – and has over 27,000 faculty and staff. It is a research university of exceptional breadth and depth, and in addition to the Carlson School, UMN currently has schools and colleges in the fields of biological sciences; science and engineering; liberal arts; dentistry; design; education and human development; food, agriculture, and natural resource sciences; law; medicine; nursing; public affairs; public health; and veterinary medicine. The state's sixth-largest employer, the University encompasses regional Extension offices, research and outreach centers, clinics, labs, professional education outreach, and K–12 educational engagement programs throughout the state, as well as world-class performing arts facilities, museums, and galleries. The University consistently advances the land-grant mission with exceptional vigor—distinguished by a comprehensive commitment to integrating public engagement deeply into teaching and learning, research, and discovery.

The University averages over \$1 billion in research expenditures annually, ranking eighth nationally



among public universities, and its faculty and experts are considered some of the best in their respective fields. UMN currently boasts 29 Nobel Prize winning faculty, recipients of prestigious awards such as Guggenheim and MacArthur Fellowships (two faculty were awarded MacArthur “genius grants” in 2020), and many who are members of the National Academies and the American Academy of Arts and Sciences.

The University strongly embraces diversity, equity, and inclusion as foundational values and has made both engagement and diversity central to strategic planning across the system. Students on the Twin Cities campus include 25% students of color and 10% international students, and 25% of all undergraduates are first-generation students. The University ranks ninth nationally for students learning abroad and offers study abroad programs in more than 70 countries. In 2017, the Twin Cities campus received the Higher Education Excellence in Diversity Award from Insight into Diversity for the seventh year in a row, and in 2016, the Association of Public and Land Grant Universities named the UMN as a recipient of its inaugural Institutional Award for Global Learning, Research, and Engagement. The University has also been ranked by Forbes as one of the country’s 20 best educational employers.

The Twin Cities campus is located in a diverse and economically vibrant region at the heart of an increasingly global Midwest, with 11 federally recognized tribal nations; the largest urban American Indian population in the country; a dynamic African American community; and growing African, Latinx, and Asian American populations. The links between Minnesota communities and communities around the world are notable: The Twin Cities now has the largest number of people of Somali descent outside of Somalia and the nation’s largest urban Hmong-American population. The University of Minnesota is located on traditional, ancestral, and contemporary lands of Indigenous people and acknowledges this place has a complex and layered history. The University is committed to ongoing efforts to recognize, support, and advocate for American Indian Nations and peoples.

Current University Context

Without question, 2020 posed a series of challenges for the University of Minnesota. Like all universities and colleges across the country, the University had to alter its typical operations with the rise of the pandemic. And in the summer of 2020, the University of Minnesota community was deeply affected by the killing of George Floyd by officers of the Minneapolis Police Department. The Twin Cities has been at the epicenter for a reckoning around issues of racial justice that spread from Minneapolis across the globe as the largest demonstration of civil rights activism in a generation.

The University has been resilient in responding to these unprecedented public health and social justice challenges and continues to advance its mission of world class research, teaching, and public service. The reckoning around issues of racial justice opened up a larger and continuing discourse about race and equity within the University. The University and its colleges and schools have made progress with heightened attentiveness to issues of racial equity. University leaders have strongly affirmed a commitment to anti-racism and social justice, to meaningful reciprocal engagement with local and global communities; and to creating a diverse, inclusive, and equitable University and society.

Concurrently, UMN faculty and health experts have been critical and influential voices in providing guidance that has helped communities and policymakers address the largest public health crisis the world has faced in a century. The University has been at the forefront of innovation and leadership in responding to the pandemic. Among many examples, an interdisciplinary team of researchers developed the Coventor, a low-cost ventilator to treat COVID-19 around the world and the first authorized by the US Food and Drug Administration; and alumnus Stéphane Bancel is the CEO of Moderna Therapeutics, a leading developer of breakthrough COVID-19 therapeutics and vaccines.



The Carlson School played a significant role in conducting impactful research on many issues affecting the economic vitality of the United States during the pandemic. Highlights included: identifying the impact of telemedicine in rural Minnesota, what effect nationalism may have on potential vaccines, econometric analyses that assisted restaurants in different stages of operation maintain sufficient sales to survive, identifying, with a large healthcare organization, the enduring way that the COVID-19 pandemic will change public health services in the U.S. and determining how best to allocate the CARES Act funds, one of the most important pieces of U.S. legislation passed during the COVID-19 pandemic, to hospitals when the first wave of COVID-19 cases surged across the country.

The University is moving forward to implement a comprehensive, systemwide strategic plan to chart a strong course for the future. Approved by the Board of Regents last year, [*MPact 2025*](#) reflects a deepened commitment to research, teaching, and service; open access to opportunity; and forward-thinking innovation to advance the University's land-grant mission and impact the world. Campus units have collaborated to develop metrics to measure progress on the plan. Now in the early phases of implementation, the plan advances five core commitments:

- *Student Success*—meeting all students where they are and maximizing their skills, potential, and well-being in a rapidly changing world;
- *Discovery, Innovation, and Impact*—channeling curiosity, investing in discovery to cultivate possibility, and innovating solutions while elevating Minnesota and society as a whole;
- *MNtersections*—work inspired by Minnesota to improve people and places at world-class levels;
- *Community and Belonging*—fostering a welcoming community that values belonging, equity, diversity, and dignity in people and ideas; and
- *Fiscal Stewardship*—stewarding resources to promote access, efficiency, trust, and collaboration with the state, students, faculty, staff, and partners.

The University recently [completed a record \\$4.4 billion capital campaign](#), which exceeded its ambitious goal in 2021. The Carlson School of Management played an important role in the campaign, raising \$190 million, surpassing the initial goal of \$150 million, including \$100 million in student scholarship support as well as enrichment and faculty support and research. Donors also have contributed to support facilities and infrastructure and strategic initiatives and outreach.

University Leadership

[Joan T.A. Gabel](#) is the 17th president of the University of Minnesota and the first woman president. Prior to joining UMN in July 2019, she served as provost at the University of South Carolina and as Dean of the University of Missouri's Trulaske College of Business.

[Rachel Croson](#) is executive vice president and provost, and chief academic officer. She joined UMN in March 2020 from Michigan State University, where she served as Dean of the College of Social Science and MSU Foundation Professor of Economics and, prior to that appointment, Dean of the College of Business at UT Arlington.

More information about the University, including a chart for UMN executive leadership, can be found at <https://twin-cities.umn.edu/>.



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