

HEIDRICK & STRUGGLES

Position Specification



University of Kentucky

Dean, Gatton College of Business and Economics

2018

University of Kentucky

Located in the vibrant city of Lexington, the University of Kentucky is a public, land-grant, flagship institution that plays a critical leadership role in promoting diversity, inclusion, economic development, and human well-being. The campus is home to more than 30,000 students, 2,400 faculty, and 13,000 full-time staff. The University is one of just eight institutions in the country with a major academic medical center and a full spectrum of academic colleges and professional schools on one contiguous campus. As such, UK is an incubator for transdisciplinary research, across multiple colleges. These collaborations allow researchers to address the rapidly changing needs of a Commonwealth and a global society.

The Commonwealth's flagship institution consists of 19 academic and professional colleges, where students can choose from more than 200 majors and degree programs at the undergraduate and graduate levels. Supporting the scholarly community is a comprehensive research library system made up of nine facilities, including the world-class William T. Young Library.

UK's student body is diverse, representing more than 100 countries, every state in the nation and all 120 Kentucky counties. UK students compete successfully for prestigious scholarships and awards, such as the Fulbright, Astronaut, Truman, Goldwater, Marshall, Udall, and Gates programs.

The University recently engaged in a campus transformation revitalizing its teaching, research, residential, and community spaces. UK's public-private partnership with EdR has yielded 202 active learning spaces and more than 6,500 modern beds in 13 buildings. Over the last five years, UK has approved the construction of more than \$2.2 billion in infrastructure to bolster the institution's long-term health and success.

UK received \$331 million in research grants and contract awards in 2017, including a \$14.9 million increase in federal grants and contracts. The University's dynamic research enterprise encompasses traditional scholarship, the humanities, emerging fields in technology, and a robust healthcare enterprise ranked #1 in Kentucky by U.S. News and World Report. UK is one of few institutions to have federal award funding from the National Institutes of Health for a Clinical and Translational Science Award, an Alzheimer's Disease Research Center, and a National Cancer Institute-designated Cancer Center. The University is currently constructing a \$265 million, multi-disciplinary research facility, which will open this year. The facility is financed with \$132.5 million from the state and \$132.5 million from the University.

About Lexington

The City of Lexington is a great place in which to live, work, and study. Known as "Bluegrass Country," it recently appeared on USA Today's list of the top cities to live, Forbes' Top 20 Cleanest Cities, and Vogue's list of destinations to visit in 2018. With a population of roughly 500,000, Lexington offers both the warmth – and lower cost of living – of a small city, along with some of the amenities typically found in a larger city, including the arts, cultural events, and a thriving dining scene.

The regional economy has an emphasis on advanced manufacturing, healthcare, education, with sub-4% unemployment. Lexington describes itself as having “a fortified economy, strong in manufacturing, technology, and entrepreneurial support, benefiting from a diverse, balanced business base.” Leading employers in the metro region include Xerox, Lexmark, Lockheed-Martin, IBM, UPS, Trane, Amazon and Toyota.

Lexington is also home to great sporting traditions, including horse racing, Kentucky Wildcat basketball and football, and a minor league baseball team, the Lexington Legends. In the spring and fall, one can spend a beautiful afternoon watching thoroughbred racing at Keeneland Race Course, which hosted the 2015 Breeders’ Cup. The region also boasts excellent parks and natural wonders, including Red River Gorge and Mammoth Cave, the longest underground cave system in the world.

Lexington’s food scene is filled with Kentucky originals, southern classics, and creative fusion. Lexingtonians benefit from a great local food environment. Local specialties include hot browns, bourbon balls, benedictine sandwiches, Derby pie, burgoo, and many more.

The city also boasts a rich cultural diversity. Lexington is home to people who speak more than 150 languages. Unprecedented growth of the international population reached nearly 300 percent in the past decade. International investment, international students, and international academics and visitors from around the world bring a wealth of economic and cultural diversity to Lexington.

Provost David Blackwell

Dr. David W. Blackwell became provost at the University of Kentucky in January, 2018. He serves as the chief academic officer and oversees all efforts to achieve excellence in the University’s academic mission.

Provost Blackwell served as dean of the Gatton College of Business and Economics from 2012-2018. In that capacity, he led the fundraising efforts toward a \$65 million expansion and renovation of the Gatton College facility, considered one of the premier business education facilities in the country. The construction was funded completely through philanthropic support. Also during his tenure, the college increased its enrollment and the number of faculty members contributing to the ethnic, racial, and gender diversity of the college.

Before joining UK, he served as the Associate Dean for Graduate Programs and Republic Bank/James W. Aston Professor of Finance at Texas A&M University's Mays Business School.

Before joining Texas A&M, Provost Blackwell served as a Director in KPMG's Forensic practice and as a Director in PricewaterhouseCoopers' Financial Advisory Services practice.

Before his consulting career, he served as a Finance professor for 13 years, teaching at Emory University's Goizueta Business School in Atlanta, the

University of Georgia, the University of Houston, and the University of Rochester's William E. Simon School of Business Administration.

Gatton College of Business and Economics

For more than 80 years, students at the University of Kentucky's Gatton College of Business and Economics have learned key business strategies from both market-leading executives and world-renowned faculty. The Gatton College of Business and Economics is widely regarded as a strong, well-rounded business school serving its land-grant mission and beyond, educating future business leaders across all levels and regularly placing its graduates as faculty in the top business schools. Gatton offers [Bachelor](#), [MBA](#), [Masters](#), and [PhD](#) degrees. The College has approximately 90 faculty (75 of whom are tenure or tenure-track), five departments and nearly 4,000 students.

Originally founded as the College of Commerce in 1925, the College was given accreditation by AACSB that year. The College later expanded to become the College of Business and Economics and, in 1995, the University's Board of Trustees renamed the College in honor of Mr. Carol Martin "Bill" Gatton, Class of 1954, who generously invested \$14 million into the College, the largest gift in the history of the University at that time.

Gatton is emerging from an important period in its evolution. Under the prior Dean David Blackwell, the College has transformed itself in several important ways. First, the College has fostered its intellectual capital through **ambitious hiring and retention of its faculty**. This has allowed the College to grow strengths in several key areas, some of which rank among the best in their disciplines. Strategic hiring has also led to a notably collegial environment and shared connection to Gatton's mission.

The College has also **increased enrollment at all degree levels**. While undergraduate focus and growth follows a University increase in admissions, Gatton's growth in revenue-generating graduate programs is a function of its strategy to focus its 11-month MBA program on largely pre-experience students. Also notable is the innovative Executive MBA program with the University of Louisville, called the UK-UofL Executive MBA. Students study with faculty from both institutions in a program that runs over the course of 20 months, meeting every other weekend on Friday/Saturday, with terms scheduled in both Lexington and Louisville.

To meet the needs of a 21st-century business school, the Gatton College completed a successful campaign to support its **new building**, which opened in October 2016. The \$65 million project was the first academic building on UK's campus to be funded entirely through philanthropy. The 210,000-square-foot building sits at the "front door" of UK's campus and exists as a gateway to the main academic campus. The Gatton building was part of a more than \$2.2 billion campus transformation over the past seven years that includes classrooms, research space, residence halls, dining facilities and athletics facilities.

The Dean

Title:	Dean, Gatton College of Business and Economics
Location:	Lexington, Kentucky
Reports to:	Provost

In today's business education landscape, the Gatton College must continue to make bold strides to attract the best students, and foster the development of faculty who produce new knowledge and offer innovative, market-responsive programs recognized by employers for producing highly valued graduates. Naturally, these ambitions will require significant resource commitments.

Particularly as state support for public institutions becomes more uncertain, the Dean will ensure, above all else, that the Gatton College has the **resources essential for a leading business school**. Most notably, UK will be embarking upon a capital campaign, in which the Dean will play a key role, engaging the passionate, committed Gatton alumni network. To do so, the Dean will work with faculty and staff to develop a clearly articulated, distinctive value proposition for the College.

The Dean will also focus on **building innovative recurring revenue streams** for the College. This may include new degree programs, online/hybrid programs or non-degree education. This may also include collaborations with other colleges across the University, multiple centers, and the large healthcare enterprise, as well as leveraging the breadth and depth of a research-intensive, flagship institution.

To achieve these goals, the Dean will naturally command the respect of business and academic communities, alike. To that end, the Dean will be a **good strategist**, with the skill and drive to seize upon opportunities by **forging strong connections** to the business community, taking advantage of the Commonwealth's strength in advanced manufacturing and its central location in the United States, which is within 500 miles of nearly half of the U.S. population.

In short, the Dean of the Gatton College of Business and Economics will have overall responsibility for **defining the College's strategic priorities** and **securing resources** to deliver against those priorities; **delivering educational programs and research** of the highest quality; and **attracting outstanding students**.

The Dean is also responsible for all matters related to the College's internal management, including recruiting and retaining strong, mission-committed faculty; establishing strong international partnerships to support faculty and student needs; and overseeing operations and budgeting. To accomplish these goals, the Dean will empower a strong team of direct reports to assist

in the management of the College. The Dean of the Gattton College will also be involved in shaping campus-wide policy and priorities through membership on the Provost's Deans Council.

The detailed responsibilities of the role and expectations for the successful candidate include the following:

- Provide **strategic guidance around the College's distinct identity and opportunities for market advantage**;
- In conjunction with UK's philanthropy team, as well as those staff specific to the College, **seek the support of alumni and business leaders** on a local, national, and international level to cultivate College relationships that benefit students and faculty;
- **Lead the highly engaged scholarly and administrative team** to support the mission of the College, ensure its academic vitality, and promote its reputational advancement;
- **Capitalize on the College's broad portfolio of programs to expand enrollment and grow revenue**. Explore potential areas for growth (e.g., expanding dual degree offerings); and
- Work with College leadership, UK leadership and the state legislature on issues related to **strategic budgeting and resources**.

The Person

The successful candidate for this position will possess:

- The academic credentials and record of scholarly achievement that merit the rank of a full tenured professor in the Gattton College of Business and Economics.

The specific competencies include the following:

- Ability to articulate a vision for the future of business education and Gattton's unique place in the field;
- Ability to establish trust, credibility, and influence with the Board of Trustees, all levels of institutional leadership, alumni, and the local business community;
- Innovative vision for the future of teaching, learning and scholarship;
- An aptitude for securing resources and expanding upon the University's reputation in the region and beyond;
- Appreciation for academic excellence across all disciplines within the Gattton College of Business and Economics;
- Commitment to maintaining student efficacy within the College;
- Solid business acumen in financial principles and understanding of varied business operations and industries;
- Ability to recruit and retain a broad and eminent faculty, staff, and student body;
- Commitment to support and enhance the College's portfolio of educational programs;
- Ability to work collaboratively with diverse groups and individuals to accomplish goals, and effectively maintain relationships;

- Demonstrated leadership skills that reflect a commitment to the University's values and behaviors, and the ability to provide vision and guidance to varied operational areas;
- Excellent communication skills, both verbal and written, which provide clear direction with a results-oriented style, both within and outside the organization; and
- Administrative and/or managerial experience preferred.

The specific personal characteristics we are seeking include:

- An ability to inspire excitement in a vision, and confidence in the capability of the College;
- Ethical leadership, promoting equality, mutual respect, and fairness;
- Demonstrated ability to manage complex organizations with skill and candor;
- Championship of diversity, with the ability to articulate the value of diversity for business and scholarship;
- Engagement, charisma, and a history of fostering cooperation, consensus-building and collaborative decision-making appropriate to an interdisciplinary faculty and a diverse staff and student body;
- Collegiality and commitment to an environment of shared governance and participatory decision making;
- A strong intellect that is combined with a practical and realistic common sense understanding of how to get things done;
- Entrepreneurial experience demonstrating an innovative attitude and growth objectives;
- Strong leadership skills with the ability to overachieve business objectives. Someone who will demonstrate initiative, a strong desire to succeed and exert the extraordinary effort often required;
- A personal presence, maturity, and style to be effective in cultivating and maintaining high-level relationships;
- For candidates without prior experience directly in academia, an appreciation of the specific characteristics of academic culture.

Nomination/ Application Information:

Review of nominations and applications will begin immediately and will continue until the position is filled. University of Kentucky will be assisted by Jackie Zavitz, Tim Holt, and Libby Ulman of Heidrick & Struggles, Inc.

Nominations and applications, including a CV and cover letter, should be directed to kentuckybusinessdean@heidrick.com.

The University of Kentucky is committed to a diverse and inclusive workforce by ensuring all our students, faculty, and staff work in an environment of openness and acceptance. We strive to foster a community where people of all backgrounds, identities, and perspectives can feel secure and welcome.

We also value the well-being of each of our employees and are dedicated to creating a healthy place to work, learn, and live. In the interest of maintaining a safe and healthy environment for our students, employees, patients, and visitors, the University of Kentucky is a Tobacco & Drug Free campus.

As an Equal Opportunity Employer, we strongly encourage veterans, individuals with disabilities, women, and all minorities to consider our employment opportunities.

Heidrick & Struggles Contacts

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