

DEAN, LEWIS COLLEGE OF BUSINESS LEADERSHIP PROFILE



MARSHALL UNIVERSITY
One John Marshall Drive
Huntington, WV 25755
www.marshall.edu





MARSHALL UNIVERSITY

Founded as Marshall Academy in 1837, Marshall University has developed into a public comprehensive research university with a rich history as one of the oldest institutions of higher learning in West Virginia. The institution takes its name in honor of the fourth and longest serving Chief Justice of the United States, John Marshall.

Marshall University was granted university status formally in 1961. Now, with its president, Brad D. Smith, and provost, Avinandan Mukherjee, the university is poised to build upon its past strengths and develop its vision for a future in support of its students and its region. The university is in Huntington, West Virginia, with additional campuses in South Charleston, Point Pleasant, and Beckley. Marshall is accredited by the Higher Learning Commission.

In Fall 2024, the university enrolled 12,290 students: 9,136 undergraduates, 2,483 graduate, and 671 professional degree students. Marshall achieved Doctoral University, High Research Activity, R2 status in 2018 and offers more than 150 undergraduate, graduate, and professional degree programs organized into thirteen academic colleges and schools. Known as the Thundering Herd, the university athletics participates in the NCAA Division I Sun Belt Conference in 17 sports and has a National Championship soccer team.

Marshall University is situated in a region of great natural beauty. Huntington is nestled in the heart of the Appalachian Mountain region, bordered by the Ohio River to the north and located close to a variety of state and national forests and parks.

MISSION

Marshall University is a public comprehensive university with a rich history as one of the oldest institutions of higher learning in West Virginia. Marshall University advances the public good through innovative, accredited educational programs. Marshall University's mission, inspired by our Vision and Creed, includes a commitment to:

- Offer a wide range of high quality, affordable, and accessible undergraduate, graduate, and professional education that prepares students to think, learn, work, and live in an evolving global society.
- Create opportunities and experiences to foster understanding and appreciation of the rich diversity of thought and culture.
- Maintain a dynamic intellectual, artistic, and cultural life by promoting and supporting research and creative activities by undergraduates, graduates, and faculty.
- Contribute to the quality of life of the community, region, and beyond through applied research, economic development, health care, and cultural enrichment.
- Cultivate the development of an inclusive, just, and equitable community.

VISION

The vision of Marshall University is to inspire learning and creativity that ignites the mind, nurtures the spirit, and fulfills the promise of a better future.

THE MARSHALL CREED

Inspired by the example of John Marshall, we the students, faculty, staff, and administrators of Marshall University, pledge to pursue the development of our intellects and the expansion of knowledge, and to devote ourselves to defending individual rights and exercising civic responsibility. We strive to exemplify in our own lives the core values of John Marshall's character: independence, initiative, achievement, ethical integrity, and commitment to community through association and service. As Marshall University, we form a community that promotes educational goals and that allows individuals maximum opportunity to pursue those goals.



We are:

- **An Educational Community** in which all members work together to promote and strengthen teaching and learning;
- **An Open Community** uncompromisingly protecting freedom of thought, belief and expression;
- **A Civil Community** treating all individuals and groups with consideration, decency, and respect, and expressing disagreements in rational ways;
- **A Responsible Community** accepting obligations and following behavioral guidelines designed to support the common good;
- **A Safe Community** respecting each other's rights, privacy and property;
- **A Well Community** respecting and promoting physical and emotional health;
- **An Ethical Community** reflecting honesty, integrity and fairness in both academic and extracurricular activities;
- **A Pluralistic Community** celebrating and learning from our diversity;
- **A Socially Conscious Community** acting as citizens of the world and seeking to contribute to the betterment of people and their environments;
- **A Judicious Community** remaining alert to the threats posed by hatred, intolerance and other injustices and ever-prepared to correct them.

THE FACULTY

There are 897 full-time faculty at Marshall University (including Joan C. Edwards School of Medicine and Marshall University Libraries), with 86% of them having a doctoral or a terminal degree in their fields. Faculty members are dedicated to excellence in teaching. They also embrace the responsibility of advancing research, scholarship, and creative endeavors and are expected to contribute meaningfully through service. Each year, Marshall University honors its faculty by presenting awards for outstanding teaching, notable scholarship, and distinguished service.



THE CAMPUSES

The Huntington campus of Marshall University encompasses about 90 acres. It is bounded on the north by Third Avenue, on the south by Fifth Avenue, on the west by Huntington's Central Business District, and on the east by Twentieth Street. The Medical School is located several blocks to the south. This campus is 50 miles west of the West Virginia state capital, Charleston, 126 miles east of Lexington, Kentucky, 135 miles southeast of Columbus, OH, and 147 miles southeast of Cincinnati, OH.

The South Charleston campus of Marshall University lies 46 miles to the east of the campus in Huntington, and covers about 29 acres in South Charleston, West Virginia.

LINKS TO MARSHALL UNIVERSITY:

<https://www.marshall.edu/meet-marshall/>

<https://www.marshall.edu/academics/>

<https://www.marshall.edu/faculty-staff/>

<https://herdzone.com/>

<https://www.usnews.com/best-colleges/marshall-university-3815>

<https://www.marshall.edu/strategicplan/>

<https://bit.ly/4gRh2f6>





THE COMMUNITY—HUNTINGTON, WV METROPOLITAN AREA

Marshall is located in the tri-state region bordering Kentucky and Ohio, with a population of 356,581 in the Huntington-Ashland metropolitan area. Huntington is 50 minutes west of the state capital in Charleston and offers many amenities, including a symphony orchestra, a museum of fine arts, and an artist series. In 2017, Huntington was named “America’s Best Community” in the America’s Best Communities competition. In 2012, the American Planning Association named the city’s 100-acre-plus Ritter Park one of the country’s 10 Great Public Spaces. Huntington also features a pedestrian trail system, numerous local restaurants, a variety of festivals, the Central City antique district, and the West Edge factory with a new theater and event space. Huntington has received a perfect score in the Municipal Equality Index for the past three years. Its Open to All campaign reaffirms the city’s commitment to diversity, equity, and inclusion. Although Huntington is only a few hours’ drive from major metropolitan areas (e.g., Cincinnati, Columbus, Nashville, Lexington, Louisville, and Pittsburgh), West Virginia’s population density is considerably less than the national average and the state is considered one of the nation’s safest. The cost of living is, on average, lower than the rest of the country.

The relationship between the university and Huntington is extraordinarily positive and mutually beneficial. Marshall serves as a culture center, while also playing a major role in rural health care delivery, improvement of elementary and secondary education, and regional economic development. Marshall’s economic impact in the region is estimated at more than \$1.5 billion annually, a 20:1 return on public dollars invested in the university.

<https://bit.ly/3DVJZb1>

<https://www.wowktv.com/news/huntington-named-one-of-the-top-100-cities-to-live-retire/>

<https://www.cityofhuntington.com/residents/americas-best-communities>

THE LEWIS COLLEGE OF BUSINESS

The Lewis College of Business, established in 1969, has over 50 full-time faculty and approximately 1,425 students (1000+ undergraduate students and 400+ graduate students) in four departments. The college’s programs in both business and accounting (undergraduate and graduate) are accredited by the Association to Advance Collegiate Schools of Business (AACSB). Less than 2.5% of business schools worldwide have dual AACSB accreditation in business and accounting. The college offers 12 Bachelor of Business Administration majors, an online Bachelor of Arts in General Business, a Master of Business Administration (MBA) (online and face-to-face), and Master of Science degrees in Accountancy (online and face-to-face), Health Care Administration (virtual delivery), Health Informatics, Human Resource Management, Information Systems, and Sport Administration. In addition, the college offers a highly ranked Doctor of Business Administration (DBA) program. The college operates six outreach centers and has achieved national rankings including Best Business Schools (Princeton Review, 2021) and Best Undergraduate Business Programs (U.S. News & World Report, 2021).

The college occupies the new Brad D. Smith Center for Business and Innovation thanks to a generous gift from Brad D. and Alys Smith. The state-of-the-art facility houses this next-generation business school focused on empowering students to achieve their professional and entrepreneurial dreams, while making a positive impact on the local and regional economy. The new 77,000 square foot facility is located on the 1400 block of 4th Avenue in Huntington, West Virginia. (<https://bit.ly/42dred5>)



VISION STATEMENT

The Lewis College of Business will grow into a next-generation business school that prepares students to become sought-after business professionals and contributes to the region's economic development.

MISSION STATEMENT

The Lewis College of Business empowers students with the skills and knowledge to become successful business professionals in West Virginia and beyond. The college provides a high-quality, innovative business education in a supportive environment that encompasses exemplary teaching, experiential learning, external engagement, and impactful scholarship.

THE LEWIS COLLEGE OF BUSINESS DEAN'S OFFICE

The dean, reporting directly to the provost and senior vice president for academic affairs, is assisted by fifteen staff members and two associate deans, and is responsible for all aspects of academic life within the college, including teaching, research, personnel matters, and budgets. Serving as the chief academic and administrative officer of the Lewis College of Business, the dean oversees all operational, fiscal, and strategic matters of the college. The dean develops and maintains the highest standards for academic excellence and accomplishment and serves as the spokesperson of the college to external partners.

LEWIS COLLEGE OF BUSINESS LINKS

<https://www.marshall.edu/cob>

<https://www.marshall.edu/cob/rankings-endorsements/>



THE OPPORTUNITY

Inspired by alumnus and president, Brad D. Smith, the LCOB is striving to move forward in exciting and innovative ways. Our first-class, innovative teaching enhances the critical thinking and experiential learning skills of our students, provides knowledge through theoretical and applied pedagogies, and develops the competencies necessary for success in the marketplace. We welcome students from local, regional, and international communities and help them understand business in a dynamic, global environment. Small class sizes, award-winning advisors and faculty, and a dedicated professional staff enhance the personal atmosphere as we welcome and mentor the new sons and daughters of Marshall. The positive experience is one that lasts a lifetime as evidenced in our alumni, many of whom are top executives who contribute their time and financial resources to support the LCOB.

LEADERSHIP CHALLENGES, OPPORTUNITIES, AND PRIORITIES

The next dean of the Lewis College of Business will be an innovative, dynamic, progressive, and transformative leader who will be a change agent in bringing the college to the next level. The dean will not only have an in-depth understanding of the changing landscape of business education and the challenges for enrollment and technological disruption, but also have a vision of clear implementable courses of strategic action.

PROVIDE TRANSFORMATIVE LEADERSHIP

The Lewis College of Business is more than 50 years old and has a rich history of teaching, research, and service to the campus and community. The college has continuously evolved with the development of high-demand and online programs such as Doctor of Business Administration and the MS in Information Systems, outreach centers in Entrepreneurship, Innovation, Sales, Leadership, etc., several new global partnerships, reaccreditation by AACSB, and record fund-raising resulting in the Brad D. Smith Schools of Business and the new, state-of-the-art business building.

Building on these achievements, the new Dean will provide transformative leadership for the college, university, and region. Moreover, they will bring the college together through a common vision and enhance collaborative efforts. Building trust and transparency will be a vital part of this effort.

The dean will lead initiatives that foster and enhance inclusive excellence and multicultural and global competence in the college, engaging all stakeholders in planning for the academic future of the college. The dean will be a representative and enthusiastic spokesperson for the college and university at the local, regional, national, and international levels.

Within the college, the dean will lead and mentor department chairs, faculty, staff, and students. The dean will provide collaborative leadership with the Lewis College of Business Advisory Board, foster board engagement with the college both internally and externally, build and nurture relationships with business partners, especially in the tri-state region, and strengthen the reputation of the college and university. The dean will foster an environment of integrity and united purpose that contributes to the encouragement of multi-disciplinary pursuits.



ENROLLMENT MANAGEMENT

The dean will engage in strategic enrollment management planning and implementation as a key function of the position. Marshall's president has set ambitious goals for enrollment that go beyond reversing declines to achieving significant expansion of the college's undergraduate and graduate enrollment, retention, and graduation rates. To do this, the dean must be prepared to expand the reach of the college's in-person, online, and hybrid programs, drawing nontraditional students and students from outside the tri-state area.

The "demographic cliff" poses a significant challenge to higher education nationwide including West Virginia due to population trends. However, under President Brad Smith's leadership since 2022, Marshall University has seen robust growth, with total enrollment increasing by 13.4% and first-time freshmen growing by 18.8% from Fall 2022 to Fall 2024. The new dean will play a key role in sustaining this momentum by prioritizing student recruitment and retention, collaborating with enrollment management and student success, and leading efforts to develop, revamp, and innovate degree programs that attract students and prepare them for lifelong success in alignment with the university's strategic priorities of increasing access and ensuring affordability.

STRENGTHEN RESOURCE ACQUISITION, ALLOCATION, AND MANAGEMENT

The dean will identify, attract, and strategically manage financial resources for the college. This begins with effectively managing an approximately \$12 million annual budget (including state appropriations, revenue programs, private gifts, and grants) and a \$40 million endowment balance. With the increased importance of external research funding, the new dean will find a way to incentivize grant production to help maintain the university's Carnegie R2 ranking.

The dean also will have responsibility for community outreach and fundraising on a significant scale. There is strong community support for Marshall and the business

program is well situated to conduct the outreach needed to increase financial support for the college and its programs. The dean will build on past successes and significantly grow the endowment.

To accomplish this, the dean will work closely with the Lewis College of Business Advisory Board and the Marshall University Foundation to cultivate relationships with alumni and friends of the college and secure financial resources through development efforts and initiatives.

BUILD ACADEMIC AND RESEARCH EXCELLENCE

The dean will apply fresh perspectives in national and international trends and priorities to develop its academic programs and continuing education opportunities. This includes focused efforts to attract and retain quality faculty and students.

The dean will ensure that AACSB accreditation requirements and practices continue to be met, by engaging with the AACSB community via training, networking, and consultation.

The dean will ensure that institutional and program-specific accreditation and assessment requirements continue to be met. The dean will monitor ongoing quality and continuous improvement in the college's academic programs at both the undergraduate and graduate levels, and in both traditional and online programs.

The dean must lead the college in embracing its role in advancing research, scholarship, and creative endeavors. As Marshall University's research profile grows as a Carnegie R2 institution, the next dean will foster a culture of scholarly excellence and build the college's research portfolio by supporting faculty research, growing external research grants and contracts, launching and growing doctoral programs, and increasing the college's contributions to the University's expanding research ecosystem.



QUALIFICATIONS, EXPERIENCE AND CREDENTIALS

The Lewis College of Business seeks, first and foremost, a leader: one who is visionary, inspirational, adaptable, and innovative and who will continue the momentum of the college. The new dean will be a collaborative, student-centered person who has the capacity for calculated risk-taking.

The successful candidate will be a courageous, strong advocate for the college's academic programs and will ensure high-quality performance in all the college's offerings. They will demonstrate a successful track record of building enrollment as well as internal and external partnerships that enhance revenue. A terminal degree (typically a PhD or DBA) is required.

The new dean will ideally have the following attributes and experiences:

- An established record in teaching, research, and service sufficient to merit tenure as a full professor in one of the college's departments.
- A commitment to the relationship between high-quality teaching, scholarship, and service in strengthening academic excellence.
- Significant and successful administrative experience in a complex business school.
- Proven experience in leading strategic planning and growth initiatives based on innovation in areas such as curriculum management, teaching and learning, accreditation and assessment, and technology-enabled instruction.
- Experience of working for or engaging with businesses.
- A commitment to diversity, equity, and inclusion and a track record of positive actions that result in a more diverse faculty, staff and student body.
- An informed commitment to the ideals of professional studies as they relate to business education and to AACSB standards.
- An understanding of shared governance and the roles and privileges of faculty in furthering the accomplishments and reach of the college.
- Successful leadership in securing and maintaining AACSB accreditation.
- High emotional intelligence, communication, and listening skills, with a confident and personable public presence.
- A practice of maintaining visibility and accessibility.
- A commitment to transparency and fairness in resource allocation.
- A high energy level and work ethic.
- A track record of success in fundraising or the aptitude for this important role.
- A gifted advocate for the college with public officials.
- An interest in utilizing the resources of the college to strengthen the quality of life in Huntington.
- The highest standards of integrity and transparency.
- A strong desire to make a significant contribution to LCOB, Marshall University and Huntington.

IN SEARCH OF EXCELLENCE

NOMINATIONS AND APPLICATIONS

Representing AGB Search, Executive Search Consultant Sarah Dirksen, and Senior Executive Search Consultants Sally Mason and Garry W. Owens will be assisting the Marshall University **Dean, Lewis College of Business** Search Committee. Should prospective nominators or potential candidates have questions or wish to seek additional information, they are encouraged to email Ms. Dirksen (sarah.dirksen@agbsearch.com), Dr. Mason (sally.mason@agbsearch.com), or Dr. Owens (garry.owens@agbsearch.com) to arrange time for a confidential conversation prior to submitting materials.

Applicants are requested to submit the following materials:

1. A letter of interest, which addresses specifically how the candidate's experiences and qualifications intersect with the Marshall University Dean, Lewis College of Business's listed responsibilities, required qualifications, expected experience, and Strategic Priorities as outlined in the **Leadership Profile**;
2. A current **curriculum vitae**; and
3. A list of **five professional references** with email addresses, telephone numbers and a brief explanation of your professional relationship. (References will not be contacted without prior authorization from the applicant.)

For full consideration, application materials should be submitted through the AGB Search portal system accessible via this link <http://bit.ly/4g2pk3e> by **February 21, 2025**. Please direct any questions regarding the application process to Marshall-LCOB@agbsearch.com.

Nominations and expressions of interest are encouraged and should be directed to Marshall-LCOB@agbsearch.com or to the AGB search consultants listed above.

It is the policy of Marshall University to provide equal opportunities to all prospective and current members of the student body, faculty, and staff on the basis of individual qualifications and merit without regard to race, color, sex, religion, age, disability, national origin, gender identity, or sexual orientation. This nondiscrimination policy also applies to all programs and activities covered under Title IX, which prohibits sex-based and gender-based discrimination in higher education. Marshall University strives to provide educational opportunities for minorities and women in the graduate student body which reflect the interest, individual merit and availability of such individuals. The University ensures equality of opportunity and treatment in all areas related to student admissions, instructions, employment, placement accommodations, financial assistance programs and other services.

