Yale SCHOOL OF MANAGEMENT

Dean

2018
The Organization

Yale University

Founded in 1701, Yale’s mission is to improve the world today and for future generations through outstanding research and scholarship, education, preservation and practice.

Yale’s reach is both local and international. It partners with its hometown of New Haven, Connecticut to strengthen the city’s community and economy. And it engages with people and institutions across the globe in the quest to promote cultural understanding, improve the human condition, delve more deeply into the secrets of the universe, and train the next generation of world leaders.

More information about Yale can be found on the University’s [website](https://www.yale.edu).

School of Management ("SOM")

The mission of the Yale SOM is to: “educate leaders for business and society.” And Yale SOM is a place where the mission matters, where students, alumni, faculty, and staff embrace its meaning and implications. It provides both long-term strategic guidance about what the school is and should be while also informing decisions and actions on a daily basis.

SOM History

In 1971 the University received a bequest from the estate of Frederick W. Beinecke, PhB 1909, for the creation of a program in management. Two years later, the Yale Corporation approved the creation of a School of Organization and Management, which would confer a master’s degree in public and private management (MPPM). The first class arrived in the fall of 1976.

The new school offered a two-year program designed to train managers who could be effective in the business, government, and nonprofit sectors, and who would have the skills, understanding, and perspective to move among those sectors effectively. “Business and government are growing more interrelated,” an early admissions catalog said, “requiring effective managers in each sector, public and private, to understand in depth the goals and operations of the other.”

In 1994 the school changed its name to the Yale School of Management (SOM). In 1999 it began offering a master of business administration (MBA) degree, while maintaining its multi-sectoral focus.

In 2006 the school introduced an integrated core curriculum, designed to train leaders for the cross-functional environment of contemporary organizations. In multidisciplinary, team-taught core courses, students learn to draw on a broad range of information, tools, and skills to develop creative solutions and make strategic decisions.

In 2012 Yale SOM convened the [Global Network for Advanced Management](https://www.globalnetwork.org), a network of 30 business schools from both developed and developing economies that act together to advance understanding of issues facing managers around the world. In the same year, the school introduced the Master of Advanced Management program, a one-year program in advanced leadership and management for those who have earned or are earning an MBA or equivalent degree from a Global Network school.

In January 2014 the school moved into Edward P. Evans Hall, an entirely new campus designed to build on the school’s strengths in innovation, curriculum, community, and global engagement.
Dual Degrees

One of SOM’s differentiated aspects is its close collaboration with other parts of the University. SOM offers the opportunity to pursue an MBA in combination with a degree from Yale Law School, Yale School of Medicine, Yale School of Forestry & Environmental Studies, Yale School of Architecture, and others of the University’s world-class graduate programs. Yale's joint-degree programs are intended to prepare leaders who will bring a broad understanding and deep analytical thinking to whatever industry they work in. A full list of programs can be found here.

Figures on SOM

Full-Time MBA Class of 2019

- 348 students (4,098 applicants) 62% from North America; 21% from the continents in the Asia Pacific region; 5% from Europe; 7% from The Caribbean, Central, and South America; and 6% from Africa and Middle East
- 43% women (highest % in 20 years)
- 12% underrepresented U.S. students of color

Master of Advanced Management Class of 2017

- 64 students (selected from 23 Global Network schools)
- 34 nationalities represented; 41% women

MBA for Executives Class of 2019

- 68 students pursuing a Yale MBA featuring the integrated core, leadership development, and global studies
- 19 students focusing on healthcare
- 24 students focusing on asset management
- 25 students focusing on sustainability
- 16 nationalities represented

Master of Management Studies in System Risk

- 6 early- to mid-career students from central banks and regulatory agencies in the inaugural class
- 33% women

Ph.D. Program

- Advanced study in accounting, finance, marketing, operations, and organizational behavior
- 9 students started program in fall 2017
- 78% have nationalities other than U.S.; 34% women

Non-Degree Executive Education Programming

- 2,265 program participants in 2017
- 74 Yale SOM faculty members taught in executive programs in 2017

Alumni Profile

- 8,224 living alumni whose careers span all sectors and regions
- 53% of alumni contributed to the 2017 Alumni Fund – the highest participation rate in the last 30 years
- 17% of alumni reside outside the U.S. in 81 countries
Faculty Profiles

- 93 full-time faculty organized in 7 groups: Accounting, Economics, Finance, Management, Marketing, Operations, and Organizational Behavior
- 42 full professors, 10 associate professors, 28 assistant professors, 4 professors in the practice, 4 senior lecturers, 5 lecturers

Staff Profiles

- 243 staff
- 5% have nationalities other than U.S.; approximately 40% with substantial global experience and language capabilities

Academic Centers and Program Initiatives

- Center for Customer Insights
- International Center for Finance
- Center for Business and the Environment
- Chief Executive Leadership Institute
- Program on Social Enterprise
- Program on Financial Stability
- Program on Entrepreneurship
- Initiative on Leadership and Organization
- Yale Center Beijing
- SOM Lab
- China India Insights Program
- Healthcare Initiative

Financials

- Operating budget of $137M in FY 2018
- Generated operating surpluses in last six fiscal years totaling $11M
- 6/30/17 endowment market value of $797M

Boards of Advisors

The School is served by a number of boards of advisors, including CEOs from some of the world’s largest companies, innovative entrepreneurs, and leaders of vital nonprofit and government organizations. These top leaders support the mission of the school by contributing experience and wisdom to its ongoing development. A list of SOM’s Boards, and their members, can be found here.

Further Information

More information about Yale University, School of Management can be found on the School’s website.
The Opportunity

Yale SOM has become widely regarded as one of the world’s leading business schools, educating future leaders across all sectors and regularly placing PhD students at the very top business schools. The faculty are dedicated teachers and leading researchers who play an outsized role in shaping management theory, policy, and practice. With a small student body and welcoming community, Yale SOM students get unparalleled access to this expertise.

The School of Management was founded upon a distinctive position that has guided the school since its founding. The mission, “educating leaders for business and society”, underpins the School’s distinct focus on cross-sector engagement and attention to societal impact and sustainability. In recent years, the School has put the mission into practice by pursuing several ongoing commitments: to be fully integrated with the broader Yale University; to be the most global U.S.-based business school; and to be the best source of elevated leaders for all regions and sectors – both within and outside of business.

This strategy, while faithful to the School’s origins and mission, is also responsive to the changing needs of the marketplace, of the global economy, and of society. To wit, SOM’s unique approach to management education has been affirmed by various indicators over the years: the rise in its reputation and rankings; the growth in applicants and enrollments; its recruitment of some of the world’s best faculty; and its ability to attract significant fundraising to supports its efforts.

Following the tenure of Dean Edward Snyder, whose leadership brought the School into a new era of global education with the creation of the global network and new degree programs, the next Dean will both leverage the strength of SOM’s distinct platform and help the School pursue its mission in the ever-changing landscape adapt to the changing landscape of management education.

In particular, the softening of the global MBA market will continue to affect management education everywhere. SOM, with its distinctive curriculum that emphasizes thinking about the whole organization and closely integrates with Yale University, offers a distinct value proposition in a changing world. And yet, what has brought the School to this point may not be what it takes to move the School to its next level. The Dean, understanding this, will work with the broader SOM community to chart a vision for the School in conjunction with the faculty and take the necessary steps for implementation.

SOM’s mission requires that the Dean will ensure that it attracts the investment essential for a top management school. These resources will come from various channels: a continued drive to excellence with its programs; innovative partnerships for SOM with other schools at Yale; fundraising that keeps pace with the advancement trends across management education; and, in time, expansion of SOM’s footprint to offer best-in-class facilities for faculty, staff and students. Uniquely at SOM, this investment comes not only from SOM alumni, but from the broader Yale alumni community who have demonstrated strong interest in supporting SOM’s continued success.

To be effective at pursuing these goals, the Dean will naturally command the respect of the business, nonprofit and academic communities. To that end, the Dean will be both a good strategist, with the skill to identify opportunities, and good at execution in order to seize upon these opportunities. Likewise, the Dean will value and recognize the importance of excellence in scholarly
achievements, and will leverage SOM’s exceptionally collaborative culture by building further strong relationships with other schools, institutes and departments across campus.

In short, the Dean of the School of Management will have overall responsibility for defining the school’s strategic priorities and for providing the resources and management needed to pursue them. As with any school in a great university, the specific activities involve recruiting and retaining excellent faculty, creating and supporting educational programs of the highest quality, attracting outstanding students and creating collaborative initiatives internally and externally. The Dean is also responsible for all matters related to the School’s academic programming, operations, expense and revenue budgeting, relations with alumni and supporters, and fund development on behalf of the school.

The Position

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<tr>
<th>Position Title</th>
<th>Dean, School of Management</th>
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<tr>
<td>Location</td>
<td>New Haven, Connecticut</td>
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<td>Responsibilities</td>
<td>The detailed responsibilities of the Dean and expectations for the successful candidate include the following:</td>
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- Provide strategic guidance for SOM’s continued pursuit of its mission in the face of changing economic and political landscapes and the opportunities opened by them;
- Champion Yale SOM and collaborate within and outside the University to advance the School of Management’s programs;
- Create a scholarly environment that promotes research and teaching, and enhance the school’s curricula and reputation, to ensure that the School of Management contributes to and strengthens Yale in the long term;
- Lead a highly engaged faculty and administrative team to support the mission of the school, cultivate its research culture to ensure its academic vitality, and promote its reputational advancement;
- Engage with current students in a way that reinforces and builds the connected, purpose-driven nature of the SOM community; and
- Cultivate relationships with alumni and business leaders on a local, national and international level for the benefit of students and faculty, and leverage the various Boards of Advisors effectively in this regard; and continue to elevate the school’s profile within the national and international business school community through improved commitment to excellence and leveraging of alumni and network resources.
The Person

| Pivotal Experience & Expertise | The successful candidate for this position should possess the following credentials and experience:  
|                              | • Superior academic credentials and record of scholarly achievement with a track record of leadership and administration  
|                              | • A recognized career of achievement in business, the public or non-profit/NGO sector, as well as a genuine affinity for, and understanding of, business education and university culture. |

| Leadership Capabilities and Personal Characteristics | In addition to the competencies necessary to achieve the goals indicated above, the personal and professional competencies desired include the following:  
|                                                      | • A demonstrated desire to promote equality, diversity, mutual respect, fairness and ethical behavior.  
|                                                      | • Excellent communication and marketing skills, both verbal and written  
|                                                      | • Ability to establish trust, credibility and influence with all levels of institutional leadership and within the local and international business communities  
|                                                      | • Cultural competency to work within and across multiple countries and cultures  
|                                                      | • Serve as the ultimate example of the type of leader SOM’s mission requires it to produce.  
|                                                      | • Experience in, or aptitude for, fundraising.  
|                                                      | • An appreciation for the value of a wide range of academic disciplinary perspectives. |
Review of nominations and applications will begin immediately and will continue until the position is filled. Yale University will be assisted by Jackie Zavitz, J.J. Cutler and Tracie Smith of Heidrick & Struggles, Inc.

Nominations and applications should be directed to yalesomdean@heidrick.com.

Yale University is an Affirmative Action/Equal Opportunity employer. Yale values diversity among its students, staff, and faculty and strongly welcomes applications from women, persons with disabilities, protected veterans, and underrepresented minorities.
Engagement Team

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