



PennState

John and Karen Arnold Dean Smeal College of Business

Leadership Profile

January 2024



WittKieffer

Executive Summary

The Pennsylvania State University (Penn State) seeks a forward-looking, innovative, and engaged leader with a deep commitment to excellence in research and education to serve as the next John and Karen Arnold Dean of the Smeal College of Business. Reporting to Executive Vice President and Provost Justin Schwartz, Ph.D., the dean serves as the principal academic and administrative officer of the college and an institutional leader in advancing the goals of Penn State. Applications, inquiries, and nominations are invited.

Penn State, a public, land grant, research-intensive university, educates more than 88,000 students at its 24 campus locations across the Commonwealth of Pennsylvania and the University's online World Campus. The Penn State Smeal College of Business is a vibrant intellectual community offering highly ranked undergraduate, graduate, doctoral, and executive education to more than 8,000 students from around the world. Smeal is a destination of choice for top global organizations seeking talent that will make a positive difference. Through its leading faculty and network of research centers and institutes, the college is committed to the creation of knowledge that influences the business practices of tomorrow and benefits society.

The Penn State Smeal College of Business, established in 1953 and named in 1990 in recognition of a gift from Frank P. and Mary Jean Smeal, houses six academic departments and a robust portfolio of undergraduate, masters, and doctoral programs as well as an extensive variety of graduate certificates and executive education programs. Its more than 350 full-time faculty and staff support over 5,800 undergraduate and 1,910 graduate students. Smeal ranked No. 23 in North America in the University of Texas at Dallas Business School Research Rankings (2017-2022) released in April 2023. In September 2023, U.S. News and World Report ranked Smeal No. 21 nationally for undergraduate education, with five of its specialty disciplines ranked in the top 25 nationally.

Dean Charles H. Whiteman will retire at the end of June 2024 following 12 years of service to the college and University. The new dean will join Smeal at an extraordinary time, for the college and Penn State. The Smeal College of Business is enjoying a period of significant growth in student demand at both undergraduate and graduate levels, reaping the rewards of several recent record-breaking years in fundraising and benefiting from the vibrant engagement of a board of visitors composed of visionary business leaders. The college delivers innovative new degree and non-degree programs that offer lifelong learning and that place Smeal ahead of the curve in business education. The college is advancing impact across Pennsylvania, the nation, and the world through excellence in education and research, in keeping with Penn State's land-grant mission. Likewise, Penn State is benefiting from the clear-sighted [vision and goals](#) of President Neeli Bendapudi, who is inspiring Penn State to create transformational experiences for students, faculty, and staff across the University, including Commonwealth Campuses and the online World Campus.

The new dean has an exceptional opportunity to have a positive and constructive impact in charting the evolution of Smeal, grounded in a commitment to shared governance. They will lead the creation of a compelling and innovative vision for the future of Smeal, building upon the University's strategic plan, Smeal's strengths, and its commitments to extraordinary education, research impact, integrity, diversity, and sustainability. Growing Smeal's research excellence and impact and supporting student success must be top priorities. The new dean will continue to build a more equitable and inclusive community while recruiting and retaining a diverse and talented faculty, staff, and student body. The incoming dean will also work with the provost and other University leaders to implement the University's new budget model, which has shifted greater financial responsibility to individual academic units. The incoming dean will partner with University leadership and build relationships across University Park and the Commonwealth Campuses to promote and expand interdisciplinary education and research. Working closely with college and University development and alumni relations

colleagues, the dean will develop, lead, and support the college's corporate, alumni, and donor relations activities, and ensure high brand awareness and visibility for Smeal.

The next dean must have a record of scholarly achievement appropriate for a tenured appointment at the level of full professor in a department within the college. In rare and extraordinary cases, exceptions will be considered for highly accomplished, high-level executives from outside the academy. The dean must have a substantial record of administrative leadership and demonstrate the administrative, fiscal, and operational acumen required to manage a complex program in a highly interdisciplinary environment. The dean should demonstrate inspiring leadership qualities and exceptional interpersonal, collaboration, and communication skills. Additionally, the dean should be an experienced fundraiser with the desire to forge strong relationships and engage donors, alumni, and corporate leaders in supporting strategic priorities of the college. The dean will be a highly engaged and accessible leader and must have a deep and steadfast commitment to and track record of advancing diversity, equity, inclusion and belonging.

To submit a nomination or express a personal interest in this position, please see Procedure for Candidacy at the end of this document.

Opportunities and Expectations for Leadership

■ Create a compelling vision for the future

The new dean will create a compelling vision for the future of Smeal that will further strengthen its leadership position nationally and across the University, grounded in a deep commitment to excellence in teaching and research. The new dean will leverage Smeal's strengths - student demand, exceptional philanthropic success and alumni support, a leading-edge portfolio of programmatic offerings, reputation for research excellence, and exceptional faculty and staff – to advance Smeal's position as a leader in business education, research, and impact, pushing the standards of excellence and the college's aspirations to new levels against national benchmarks. As part of this future vision, the dean will lead Smeal in ensuring that the education of its undergraduate and graduate students reflects the needs of the contemporary business environment. The college has formed a curriculum committee to provide a comprehensive overview of the curriculum and recommend revisions for the future.

The dean will engage with the University broadly and position Smeal as a leader throughout the Penn State ecosystem. As one of the largest and most in-demand programs, Smeal has an outsized impact, providing the dean with a platform to be an institutional leader, advocate for opportunities to advance Penn State, participate in decisions that impact the University's future, and contributing to the overall welfare of the academic enterprise. The dean will build relationships across the University to create and execute partnerships and interdisciplinary approaches to some of the most pressing societal issues that Penn State is poised to address, including, for example, generative AI, which will require expertise in law, business, technology, and other disciplines. The dean will partner with other deans to advocate with the president and provost to expand Penn State's impact in support of its land-grant mission.

The new vision will be developed in collaboration with faculty, staff, an engaged board of visitors, alumni, and others.

■ Amplify and grow research excellence

The new dean will make it a priority to support, advance, and grow a robust, thriving research program of excellence. Smeal's reputation is due in large part to the impact of faculty scholarship and discovery of new knowledge that informs and inspires ethical, sustainable, and innovative business practices. As such, the dean must set high

expectations for research productivity and impact and increase resources in support of research. Philanthropy has been a significant source of support for research. The dean will prioritize fundraising for research that will positively impact faculty retention and recruitment.

Smeal faculty consistently rank in the top 10 among public universities for research published in business journals. Smeal has also placed highly in discipline-specific research productivity rankings in areas such as marketing and management. Given their excellence, Smeal faculty are susceptible to competitive offers from peer and aspirant institutions. Many of Smeal's leading scholars are the college's best teachers; therefore, supporting faculty research also has a vital impact on the quality of teaching at Smeal.

Smeal's Ph.D. program has been a strength of the college and major factor in recruiting and retaining top research faculty. The next dean must have a strong commitment to support and expand the Ph.D. program as a critical component of the college's educational and research missions. This will require significant resources to remain competitive with Smeal's peer and aspirant schools.

- **Enhance support for students and their success**

Smeal is enjoying high and growing student demand coupled with an increase in the quality of its applicants. Currently, the demand is outstripping capacity at the University Park campus. Students can begin their business education at both the University Park and Commonwealth Campuses through Penn State's unique 2+2 programs, which allows students to complete their first two years of study at one Penn State campus before transitioning to University Park for the final two. Ensuring that the transition of students from the Commonwealth Campuses is smooth and successful must be a priority for the new dean.

Smeal is moving to a direct admission model. When the new dean joins the University, this new model will be well underway. The new dean will be responsible, working with their leadership team, for the program's success. This will require a nuanced understanding of the program's mechanisms and ensuring that the program serves students across the University Park and Commonwealth Campuses.

The dean will prioritize support for all students including programs to support first-generation students, international students, and students from diverse backgrounds, many of whom come to University Park through the Commonwealth Campuses. The dean will understand shifting student demographics and the needs of today's students and ensure the right tools and programs are available to support all students. The dean will ensure a strong career services program for both undergraduate and graduate students.

The dean will also ensure that Smeal's curriculum meets contemporary business needs, and that teaching excellence remains a priority, supporting Smeal's goal of providing its students with a world-class education. As Smeal advances in this direction, there is an opportunity to promote the college's brand as one of the best business schools in the world for undergraduate and graduate students.

There has been strong attention given to the growth and development of professional and graduate programs in recent years. The dean will make certain that adequate attention is given to the undergraduate program and strike the appropriate balance of time, attention, and resources across programs.

- **Foster diversity, equity, inclusion, and belonging and build community**

Penn State and the Smeal College of Business are committed to fostering an environment that advances diversity, equity, inclusion, and belonging for all faculty, staff, and students. The creation of a welcoming, equitable and inclusive culture and environment for all faculty, staff, and students has been and remains a top priority for the college.

The next dean must inspire and motivate the college around a vision for a more equitable and inclusive community while recruiting and retaining a diverse and talented faculty, staff, and student body. The next dean must ensure a healthy and productive work environment and organizational culture of openness, fairness and transparency that celebrates a diversity of thought and expression, and promotes an environment of inclusion. The new dean must be committed to tangible progress, exhibiting leadership both locally and nationally. The dean will provide visible, accessible, and engaged leadership and will make it a priority to communicate actively, formally, and informally.

The new dean must place a high priority on building community and strengthening the social fabric among faculty, staff, and students. This is a current hallmark of the college, and there is a strong desire for this to continue under the leadership of an open and engaged leader.

- **Manage resources wisely while implementing a new budget model**

The incoming dean will work with the provost and other University leaders to implement a new budget model with a spirit of optimism. The new budget model has shifted greater financial responsibility to individual academic units; student enrollment is a strong component of the model. The new dean must understand the implications for Smeal and how to work within the new model to chart a strong financial future for the college. The dean is responsible for managing the college's budget of \$82.7 million, which stands to benefit in future years from the new budget model. The new dean will approach this as an opportune time to think creatively, innovatively, and boldly to chart a forward-looking path for the college, leverage existing resources most effectively, achieve greater efficiencies, and generate new sources of revenue.

The incoming dean should be an experienced change manager and academic administrator capable of projecting, managing, and leveraging resources in a way that incentivizes innovation, philanthropy, creativity, and entrepreneurship. Likewise, the dean must advocate for the needs of the college with University leadership. The dean will manage resources strategically, fairly, and responsibly with the ability and willingness to make difficult and transformative decisions and clearly communicate their decision-making process and rationale for those decisions. This will include developing and recommending the college's annual budget, managing resource acquisition and allocation, and managing facilities and infrastructure to support the college's and University's goals for teaching and research activities. The dean will take initiative to develop and increase resources to enable and ensure growth of undergraduate and graduate programs, research seed funding, support for new faculty, and other key areas for investment.

- **Further strengthen fundraising and alumni and corporate engagement and enhance Smeal's visibility and brand**

Working closely with college and University development and alumni relations colleagues, the dean will develop, lead, and support all corporate, alumni, and donor relations strategies and activities on behalf of the college. The college has a rich base of philanthropic support with tremendous opportunity to continue to provide life-long learning and engagement opportunities to the more than 92,000 Penn State Smeal alumni, one of the world's biggest and deepest

business alumni networks. Smeal has an opportunity to grow corporate engagement, building relationships that can translate into additional support for new programs and student scholarships, among other programs. Smeal has enjoyed several record-breaking years in fundraising with a recent record of \$34.5 million in support in 2022. Penn State will soon gear up for its next University-wide comprehensive fundraising campaign. The new dean must be excited about engaging and leading in campaign activities.

The next dean will be a compelling advocate who will enhance the visibility of the college both internally and externally. In close collaboration with the Smeal Board of Visitors and the University's Office of Strategic Communications, the college developed a new brand strategy that is several years into execution and is bearing fruit as evidenced by findings of recent stakeholder surveys. The Smeal brand essence is the strategic framework for the college's focus and impact in the world. In consultation with colleagues in the University's Office of Strategic Communications, the incoming dean will assess the strategy, engage with stakeholders, and allocate the resources necessary to ensure the ongoing strategic evolution of the brand and alignment with the Penn State brand.

The dean will articulate the college's distinctions and strengths and will seek avenues to promote the quality and impact of its faculty, students, graduates and educational and research programs. As the college's chief advocate and spokesperson, the dean will ensure the college is a recognized leader internally, nationally, and globally. The dean will work in close collaboration with the college's communications and marketing team and the development and alumni relations team in support of these objectives.



Professional Qualifications and Personal Qualities

The next John and Karen Arnold Dean of the Penn State Smeal College of Business will be a community-focused, visionary leader with the ability to engage diverse stakeholders in imagining the future of business education, leveraging both the college and University's strengths. This individual should exemplify the highest qualities of honor and integrity, and hold those around them to the same standard. The dean will demonstrate most, if not all, of the following professional qualifications and personal qualities:

- **Academic credentials:** A Ph.D. is required, as is a scholarly record appropriate for a tenured appointment at the rank of professor within a department in the Smeal College of Business. In rare and extraordinary cases, exceptions will be considered for highly accomplished, high-level executives from outside the academy.
- **Vision:** An understanding of the major business and societal trends that will impact how business graduates find meaningful, fulfilling professional work, as well as how faculty and the college's leadership approach undergraduate and graduate education, research and scholarship, and engagement with the communities they serve. An eye toward innovation and creativity in problem solving is also desired. Concomitant to such a vision is a record of shaping and successfully implementing a strategic plan that has demonstrably advanced organizational goals.
- **Leadership skills:** Successful experience leading a complex organization characterized by broad collaboration; a commitment to and track record of leading within the context of shared governance; a record of building an organizational culture that engages internal and external stakeholders to work toward a common purpose and achieve shared goals; success attracting and retaining exceptional talent; and the capacity to serve as a key adviser and thought partner to the president, provost, and other senior leaders, with the attendant skills of a trusted, adaptive, and additive contributor to University leadership.
- **Dedication to mission:** A deep resonance with Penn State's land-grant mission to provide unparalleled access to education and public service to support the citizens of the Commonwealth of Pennsylvania and beyond.
- **Communications skills:** Exceptional communication skills, including listening with care and working collaboratively within the college, with senior University leadership, and with partners across the University; the ability to present information effectively and respond to questions from internal and external audiences with grace and finesse, both orally and in writing; the capacity to formulate, articulate, and galvanize a wide range of audiences around a shared vision; the ability to inspire; and a style of engagement that builds mutual trust and respect.
- **Research:** A record of impactful research and ability to support research development including strong knowledge of the internal and external mechanisms required to sustain and expand a top-tier research program.
- **Strong record of advancing diversity, equity, inclusion, and belonging:** A record of accomplishment in acting on these core values, along with a deep personal understanding of the essential roles that diversity, equity, inclusion, and belonging play in education; a proven record of success in advancing diversity, equity, inclusion, and belonging in organizational settings; a record of engaging successfully with diverse populations; courage, sensitivity and empathy, with the ability to convene and lead conversations around challenging topics; a record of achievement in coordinating with advocates and allies across campus to design and deliver recruitment, retention, professional development and community-building strategies that advance the mission and vision of the college and further the organizational diversity, equity, inclusion, and belonging objectives of Penn State.

- **Fundraising and external engagement:** Experience engaging partners outside a university setting to understand broad trends, employer expectations and market demand; a record of developing mutually beneficial partnerships and relationships with external constituents; the ability to fundraise and effectively steward donations; and an understanding of the impact that a college of business and University can have on the communities it serves.
- **Interdisciplinary focus:** A deep and genuine commitment to interdisciplinary work; wide-ranging intellectual interests and desire to promote and advance education and research across the broad range of Penn State's strengths and interests.
- **Commitment to sustainability:** A strong commitment to and focus on retaining and strengthening Smeal's existing focus on sustainability to seize opportunities to enhance the quality of life on our planet by addressing climate risk and limited resources in the coming decades; clear alignment with Smeal's mission to accelerate the integration of sustainability into business.
- **Stakeholder focus:** An equitable commitment to Smeal's students, faculty, administration, alumni, and donors.
- **Student-centered vision:** A strong commitment toward students and prioritization of student success through a student-centered curriculum, an ability to support students in their academic journey, a commitment to assuring the success of all students, and a demonstrated track record of and commitment to excellence in teaching.
- **Collaboration:** Experience with and appreciation of the challenges and opportunities of interdisciplinary and inter-professional collaboration; the ability to inspire key constituencies to collaborate to achieve the University's priorities and to model a truly collaborative approach in all areas of their work.
- **Financial acumen:** Exceptional management, planning, and financial acumen; an astute understanding of finances and the relationship among academic priorities, budgeting and fundraising; sophisticated skills and experience in strategic planning and implementation.
- **Management skills:** Demonstrated success in managing decisively and empathetically across complex environments, groups, programs, and operations; the ability to work collaboratively with the faculty through shared governance to foster a shared sense of responsibility and commitment for the success in achieving the college's goals; and the ability to inspire and effectively supervise others, manage budgets and financial projections, plan and organize work, partner with colleagues across the University and make decisions aligned with strategic priorities of Smeal and Penn State.
- **Personal qualities:** The highest degree of personal integrity and trustworthiness; a history of making fair and firm decisions in the pursuit of excellence; political savvy; entrepreneurial spirit, the ability to empower and delegate while holding those around you accountable; the ability to inspire and motivate others; flexibility and resilience; and optimism.



About the Penn State Smeal College of Business

Overview

Since its inception in 1953, the Penn State Smeal College of Business has advanced steadily, building on its undergraduate and graduate programs, executive education, and major research centers.

In 1990 Frank P. Smeal '42 and his wife, Mary Jean, provided a generous gift to form The Mary Jean and Frank P. Smeal College of Business.

At the time, the Smeals' gift to the college was the largest individual donation in the University's history. It created five endowed chairs as well as a separate endowment for program excellence. Mr. Smeal was also instrumental in creating the Goldman Sachs & Co. and Frank P. Smeal University Endowed Fellowship in Business Administration.

Today, as one of the nation's largest business schools, Penn State's Smeal College of Business is a vibrant intellectual community offering [highly ranked](#) undergraduate, graduate, doctoral, and executive education to more than 8,000

students around the world. Among its many impressive rankings, the Smeal College of Business is ranked the 21st best Undergraduate Business program and 37th best Graduate Business School in the nation by U.S. News & World Report.

Smeal is a destination of choice for top global organizations seeking talent that will make a positive difference. Through its collaborative community of over 350 leading faculty and staff, and a network of research centers and institutes, the college is a source of knowledge that influences the business practices of tomorrow. Its faculty and staff are committed to helping business leaders learn, adapt, and grow throughout their careers.

Smeal College of Business at a Glance:

- 170+ full-time faculty
- 50+ endowed faculty positions
- Undergraduate enrollment: 5,600+
- Professional graduate program enrollment: 2,200+
- Ph.D. students: 60+
- 92,000+ Smeal alumni
- Mean undergraduate class size: 60
- 33:1 student to faculty ratio
- 41 student organizations
- 7 diversity student organizations
- 440+ students study abroad
- 83.8% of students are placed within three months of graduation

Our Belief

The measure of a businessperson is the ability and ambition to grow – to get better – and as a result, to make their organization, community, and world better.

Our Purpose

Your success as a leader depends on what you know and what you do. Equally important, however, is who you have around you from the start. For this, we are a partner for life. We are everywhere in the world and always in your corner – ready to open doors, offer advice, and cheer you on. Wherever you are today or imagine yourself tomorrow, bring your talent, drive, and determination, and we'll prepare you for your next great opportunity, and the one after that.

Mission

A leader in business education and research, we make meaningful impacts on society by:

- Providing extraordinary education with a global perspective and real-world application.

- Producing the highest caliber research that informs and inspires ethical, sustainable, and innovative business practices.
- Partnering with and preparing learners for lifelong success.
- Building and promoting a culture of integrity, diversity, service, and sustainability.

Vision

A national leader and lifelong partner, we will prepare learners with the knowledge, resources, and pathways to shape the future of business in an ever-changing world, and positively contribute to society throughout their lives.

Smeal Strategic Priorities

- **Extraordinary Education:** Through a portfolio of degree and non-degree programs, Smeal is committed to arming students with the critical knowledge, capabilities, and perspective that the marketplace demands.
- **Research with Impact:** Smeal faculty members are prolific researchers and rank among the best in the world. The college's network of centers and institutes promote knowledge sharing and address business challenges.
- **Integrity:** Smeal is committed to an Honor Code and aspires to cultivate ethical leadership by challenging members of the community to strive for greatness through fair and ethical means.
- **Diversity Enhancement:** Strategically focused on embracing unique ideas and strengthening connections, Smeal is continuously building a culture that welcomes, celebrates, and promotes diversity.
- **Sustainability:** Smeal has been the leader among academic units at Penn State in developing its approach to sustainability, from operations to education and research.



Diversity Statement

We will make a meaningful impact on a society in which too many derive benefit from systemic racism and other forms of prejudice and bias, both implicitly and explicitly.

Using our influence as a global leader in business education, we will strive to make life better for people who experience oppression by virtue of age, religion, disability, race, color, ethnicity, national origin, gender, gender identity, sexual orientation, veteran status, political affiliation, language, family structure, marital status, socio-economic status, geographical background, education, or professional experience.

We acknowledge the global business community as a powerful force for social justice, and we commit to provoking thought, conducting research, sparking dialogue, engaging with others, and preparing future leaders to advance this essential purpose.

Together, we will take action to nurture and promote a culture in which everyone feels safe, valued, respected, and empowered to bring themselves fully and authentically to our campuses and classrooms. We will:

- Condemn acts of racism, prejudice, and bias
- Actively listen to the concerns of those who experience oppression
- Continuously evaluate our policies and practices regarding, hiring, training, recruitment, and pedagogy
- Collectively study the history of racism, injustice, and bias, and pursue contemporary solutions through research and education
- Engage with community leaders to increase diversity and instill a universal sense of belonging on and off our campuses

Learn more about how Smeal is building a culture that welcomes, celebrates and promotes diversity through its various events, speaker series, [Bunton-Waller Fellowship](#), [Start Conference](#) and more [here](#).

Academic Programs

The Penn State Smeal College of Business offers a variety of academic programs that prepare business students for professional success.

- [Undergraduate Programs](#)
- [One-Year Residential Master's](#)
- [MBA Programs](#)
- [Online Master's and Certificates](#)
- [Ph.D. Program](#)
- [Executive Education](#)
- [Executive DBA](#)

Academic Departments

The Penn State Smeal College of Business is home to six academic departments that span the critical areas of business. Their departments function as discipline-specific communities of scholars producing research with impact and delivering extraordinary educational experiences through the college's various academic programs.

The expertise of Smeal faculty, coupled with the support of departmental staff, help to arm students with the critical knowledge, capabilities, and perspective that the marketplace demands. Each academic department supports programs at the undergraduate, graduate, doctoral, and executive education levels.

- [Accounting](#)
- [Finance](#)
- [Management and Organization](#)
- [Marketing](#)
- [Risk Management](#)
- [Supply Chain and Information Systems](#)

Research with Impact

The collective research activities of faculty across all departments at Smeal have placed the college [among the top 25 business schools](#) in the world. Individual departments have been recognized for excellence by a number of journals and associations. Highlights include:

- The Department of Marketing has been ranked in the top 20 for research productivity according to the American Marketing Association's DocSIG Marketing Research rankings.
- Gartner Inc. has consistently ranked Smeal as one of the best for supply chain education.
- Rankings from Texas A&M/University of Georgia Management Research Productivity survey places the Management and Organization Department at No. 5 overall.

Research Centers at Smeal

Penn State Smeal College of Business research centers and institutes forge connections among leading researchers, senior executives, and prominent business educators to address today's most pressing business challenges.

- [Borrelli Institute for Real Estate Studies](#)
- [Center for the Business of Sustainability](#)
- [Center for Global Business Studies](#)
- [Center for the Study of Financial Markets](#)
- [Center for Supply Chain Research](#)
- [Farrell Center for Corporate Innovation and Entrepreneurship](#)

- [Institute for the Study of Business Markets](#)
- [Laboratory for Economics Management and Auctions](#)
- [Tarriff Center for Business Ethics and Social Responsibility](#)

Fundraising

The Smeal College of Business has experienced record fundraising, which has helped to create over 140 student scholarships, created at least 10 new endowed faculty positions, and significantly increased faculty members' travel and research budgets. Between July 2016 and June 2022, the college exceeded their fundraising campaign goal of \$88,000,000, raising an impressive \$116,252,830.

Smeal College of Business Board of Visitors

The Penn State Smeal College of Business [Board of Visitors](#) serves as a corporate board of advisors, focusing especially on providing counsel and stimulating advances in areas of strategic importance to Smeal and to Penn State.

The Smeal College Board of Visitors was formed in 1989 with 10 founding members. Now the board features nearly 40 members, covering an array of businesses and industries. The board meets once every semester to provide recommendations on new initiatives and offer feedback on matters related to the college. In addition to acting as ambassadors of Smeal, members engage with the college community through mentorship, philanthropy, and recruitment.

Sustainability at Smeal

Smeal College of Business's formal engagement with sustainability began in 2008 when then Senior Associate Dean of Research, Gerald Susman began holding lunch talks with interested faculty. Smeal was the first academic unit to implement Penn State's Sustainability Strategic Plan in 2011.

Today, sustainability is a strategic priority for Smeal and a topic that increasingly permeates the educational experiences, research activities, outreach, and operations of the college. The [Center for the Business of Sustainability](#), led by [Suvrat Dhanorkar](#) and supported by an [advisory board](#), aligns with Smeal's vision to be one of the very best business schools in the world. The center is producing leading-edge business research brought to life in active learning environments by an outstanding faculty and preparing graduates for productive careers in business.

Sustainability is now integral to Smeal's identity; in the college remains committed to building on past accomplishments and seizing new opportunities to enhance the quality of life on our planet by addressing climate risk and limited resources in the coming decades.

Conferences

Each year, various departments and units at the Penn State Smeal College of Business host conferences that connect students, faculty, staff, and alumni to top-level businesspeople in their fields and to each other.

- **Powerful Women Paving the Way**

The [Powerful Women Paving the Way](#) conference bridges students and professionals in a celebration of women in business. This professional development and networking opportunity provides inspirational perspectives from accomplished leaders, issues-based insights and applicable knowledge, and connections that will last a lifetime.

- **S.T.A.R.T. Conference**

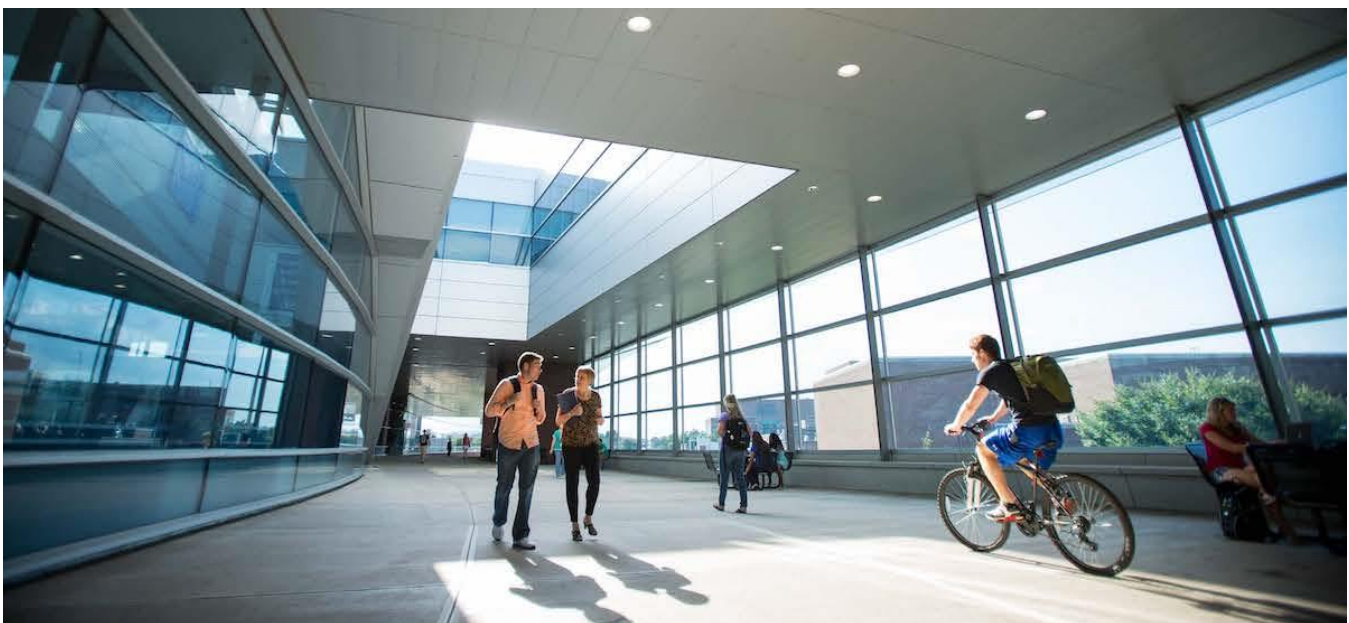
The [S.T.A.R.T. Conference](#), or Striving Toward Awareness and Respect for Tomorrow, focuses on business issues in diversity through connecting industry, academia, and the community. The conference provides students with an opportunity to network with corporate representatives, explore career paths, and gain insight into the corporate climate of presenting companies.

Smeal Magazine

[Smeal Magazine](#) is published four times each year for the alumni and friends of the Penn State Smeal College of Business by the college's Office of Marketing and Strategic Communications, in collaboration with its Office of Development and Alumni Relations.

Smeal Podcasts

- Hosted by Smeal College of Business alum and nationally respected financial journalist Farnoosh Torabi, [Better Business](#) features Smeal faculty members and alumni who are among the nation's top business executives and thought leaders.
- The Penn State [Supply Chain Podcast](#), sponsored by the Center for Supply Chain Research at the Smeal College of Business, shares a monthly discussion of contemporary topics in supply chain management with Penn State faculty, expert practitioners, and CSCR sponsor organizations.



About The Pennsylvania State University

Founded in 1855, The Pennsylvania State University (Penn State) is one of the world's premier research universities and a driver of economic growth and prosperity for the Commonwealth of Pennsylvania. Led by President Neeli Bendapudi and Executive Vice President and Provost Justin Schwartz, the University embraces its mission of teaching, research and service with a focus on fulfilling its land-grant mission in a 21st-century context.

With 24 campuses throughout Pennsylvania, and an online World Campus, Penn State is a strong economic engine across the commonwealth. Penn State's research and development expenditures have increased steadily during the past decade, contributing to the Pennsylvania economy through innovation and technology transfer. Federal dollars for research and development have increased substantially during the past 10 years. Likewise, private sector-sponsored research continues to trend upward.

Granted the highest rating for research universities by the Carnegie Foundation, Penn State prepares students to be leaders with a global perspective.

Information about Penn State can be found at psu.edu.

- [Mission and Values](#)
- [Strategic Plan](#)
- [Facts and Rankings](#)
- [Research](#)



Penn State Leadership

Neeli Benapudi, Ph.D., President



Neeli Benapudi has served as 19th president of Penn State since May 9, 2022. With a nearly 30-year career in academia, Bendapudi is committed to student success, fostering inclusive excellence, and creating opportunities for students, faculty, and staff to thrive.

Raised in India, Bendapudi moved to the United States to pursue her doctoral studies at the University of Kansas and to launch her career as an academic leader and educator.

Prior to coming to Penn State, where she leads the University's 24-campus network and top-ranked online World Campus, Bendapudi was president of the University of Louisville from 2018 to 2021. During this time, she oversaw a series of transformative efforts spanning academics; finance; the health enterprise; philanthropy; athletics; diversity, equity, inclusion, and belonging; and more. Under her leadership, Louisville recruited its largest and most diverse freshman class, reached record enrollment levels, improved four-year graduation rates, increased annual sponsored research, improved the university's financial stability, and stabilized the health system.

Among her professional achievements, Bendapudi has served as provost and executive vice chancellor at the University of Kansas from 2016 to 2018, dean of the School of Business at the University of Kansas from 2011 to 2016, and as founding director of the Initiative for Managing Services at the Ohio State University (OSU) from 2005 to 2011. As an educator, she has taught marketing at the University of Louisville, University of Kansas, Texas A&M University, and OSU.

In addition to her higher education leadership experience, Bendapudi previously served as executive vice president and chief customer officer for Huntington National Bank and has consulted for some of the world's largest companies and organizations, including AIG, Proctor & Gamble, and the U.S. Army.

With a background in the study of consumer behavior in service contexts, her research focuses on customers' willingness to maintain long-term relationships with firms and with the brands and employees that represent them. Her work has been published in the *Journal of Academic Medicine*, *Harvard Business Review*, *Journal of Marketing*, *Journal of Marketing Research*, *Journal of Retailing*, and *Journal of Service Research*.

Bendapudi has been recognized for contributions in her field and has been honored at the national and university levels, including with the Academy of Marketing Science Outstanding Marketing Teacher Award. In 2014, she was inducted into the University of Kansas' Women's Hall of Fame, which recognizes individuals for significant contributions and achievements, overall impact, and outstanding character.

In addition, *Diverse Issues in Higher Education* in 2021 referenced Bendapudi as one of 25 women "who have made a difference in the academy," *Enterprising Women* recognized her in 2021 among a select group of women who "are making a difference in business and in the community," and *Louisville Business First* highlighted Bendapudi in 2020 among 25 local leaders named to the publication's annual list of "Most Admired CEOs" for strong leadership exhibited during a year of unprecedented challenges.

Along with her professional endeavors, Bendapudi is a former Leadership Foundation Fellow, a member of the International Women's Forum, and serves on the boards of the American Council on Education and Internet 2.0. She is also one of 11 university presidents and chancellors serving on the College Football Playoff Board of Managers.

Bendapudi earned her bachelor's degree in English and MBA from Andhra University in India and her doctorate in marketing from the University of Kansas.

Justin Schwartz, Ph.D., Executive Vice President and Provost



As executive vice president, Justin Schwartz serves as the chief executive officer in the president's absence, and he is centrally involved in most University operations. As provost, Schwartz is the University's chief academic officer, responsible for the administration of all of Penn State's educational and research programs. He is charged with enabling and driving the success of thousands of faculty and more than 88,000 students at Penn State's 24 locations throughout the Commonwealth of Pennsylvania and the online World Campus.

Schwartz chairs the meetings of Penn State's Council of Academic Deans and the Academic Leadership Council. He serves on the President's Council and is an ex officio member of the University Faculty Senate and Senate Council.

Schwartz previously served since August 2017 as the Harold and Inge Marcus Dean of the College of Engineering at Penn State. He came to Penn State from North Carolina State University, where he served as department head and Kobe Steel Distinguished Professor in the Department of Materials Science and Engineering.

Schwartz holds a bachelors of science degree in nuclear engineering from the University of Illinois and a doctorate in nuclear engineering from the Massachusetts Institute of Technology.

State College, Pennsylvania

State College is consistently rated as one of the best places to live in Pennsylvania. Also known as "Happy Valley," State College hosts friendly, walkable neighborhoods, a safe, vibrant downtown and Penn State's University Park campus – the University's largest campus and administrative hub. Occupying approximately 4.6 square miles, with a world-class university in the middle, State College is a quintessential American college town. Living in State College offers residents an urban feel and many young professionals live in and around the town.

The State College area has a dynamic restaurant scene, a spirited nightlife, numerous local farmers' markets, an eclectic mix of retail chains and independent shops, an abundance of exciting events and festivals, and a well-regarded school district. Downtown State College is also home to a vibrant cultural arts district featuring galleries and theaters. Through recent years, State College has been known as one of the smartest towns in America, one of the best music scenes in the country, and one of the safest small towns in the country.

To experience the natural beauty of central Pennsylvania there are a number of state parks in easy access, with lakes, boating, biking, hiking, skiing, camping, and cabin rentals.

State College Regional Airport is four miles from downtown, and there are short flights that connect to international airport hubs, at Philadelphia, Newark, and Chicago. In addition, five major cities – New York, Philadelphia, Pittsburgh, Baltimore, and Washington, D.C. – are four hours or less away by car.

For more information about State College, see:

- [State College](#)
- [Happy Valley](#)
- [Best State Parks Near State College](#)
- [University Park Airport](#)

Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as separate documents, a CV or résumé, and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Penn State in this search. For fullest consideration, candidate materials should be received no later than **Friday, March 1, 2024**.

Application materials should be emailed to PennStateDeanSmeal@wittkieffer.com.

Nominations and inquiries can be directed to:

Suzanne Teer, John Thornburgh, and Cathryn Davis
PennStateDeanSmeal@wittkieffer.com

CAMPUS SECURITY CRIME STATISTICS: For more about safety at Penn State, and to review the Annual Security Report, which contains information about crime statistics and other safety and security matters, please go to <http://www.police.psu.edu/clery/>, which will also provide you with detail on how to request a hard copy of the Annual Security Report.

Penn State is an equal opportunity, affirmative action employer, and is committed to providing employment opportunities to all qualified applicants without regard to race, color, religion, age, sex, sexual orientation, gender identity, national origin, disability, or protected veteran status.

Employment with the University will require successful completion of background check(s) in accordance with University policies.