



*The Spelman & Johnson Group*

**ROBERT H. SMITH SCHOOL OF BUSINESS  
UNIVERSITY OF MARYLAND  
VAN MUNCHING HALL  
COLLEGE PARK, MD 20742**

**MANAGING DIRECTOR, OFFICE OF CAREER SERVICES**

### **University of Maryland Institutional History**

The University of Maryland College Park (UMD) is a public research university, the flagship campus of the University System of Maryland, the original 1862 land-grant institution in Maryland, and it is one of only 61 members of the Association of American Universities (AAU).

The University of Maryland's history is rich and began in 1858 when landowner Charles Benedict Calvert issued stock certificates to help launch Maryland Agricultural College, the forerunner of the University of Maryland. Through the Civil War, bankruptcy, and a fire in 1912 that destroyed every residence hall, half of the classrooms and offices, and most of the college records, the institution continued to grow in stature and influence. In 1916, the University became fully State controlled and organized into seven schools: Agriculture, Engineering, Arts and Sciences, Chemistry, Education, Home Economics, and the Graduate School.

By 1964, 82 percent of first year students came from the top half of their high school class and Phi Beta Kappa—which had turned down Maryland twice before—established a chapter. In 1988, the five University of Maryland campuses reorganized with the six Board of Trustees institutions to form the University System of Maryland and College Park was designated the flagship university of this new system. In 1999, Clayton Daniel (Dan) Mote, Jr., was inaugurated as the 27th president of the University of Maryland.

### **Mission Statement**

In keeping with the legislative mandates of 1988 and 1999, the University of Maryland is committed to achieving excellence as the State's primary center of research and graduate education and the institution of choice for undergraduate students of exceptional ability and promise. While the University has already attained national distinction, it intends to rank among the very best public research universities in the United States. To realize its aspirations and fulfill its mandates, the University advances knowledge, provides outstanding and innovative instruction, and nourishes a climate of intellectual growth in a broad range of academic disciplines and interdisciplinary fields. It also creates and applies knowledge for the benefit of the economy and culture of the State, the region, the nation, and beyond.

## **Robert H. Smith School of Business**

The Smith School has become one of the world's leading business schools in transforming its curriculum to reflect the needs of leadership for a global economy powered by technology and entrepreneurship. Smith students learn how to apply information technology to create innovation and drive business growth, while the School's world-renowned faculty create new management knowledge and identify leading business practices for today's networked world. The Smith School's strengths in both academics and research are reflected in its rankings and other accolades. The *Financial Times* ranks the School's full-time MBA program #20 in the U.S. The School's part-time MBA program is also ranked among the nation's best and is annually rated #1 in the Washington, D.C. – Baltimore region by *U.S. News & World Report*.

### *Smith School History*

The business school's mission statement, published in the 1924-1925 course catalogue, reveals its lofty ambitions: "The chief aim...is to produce thinkers rather than routine workers, executives rather than subordinates." In 1921 The University of Maryland's Department of Economics/Business Administration offers its first formal business curriculum. In its first year, 394 students enroll and take required courses such as diplomacy, constitutional law, public speaking, and ROTC. In the 1960's the School receives its first major research grant, inaugurates its doctoral program, and starts taking advantage of new technology.

In the early 90's, with a solid academic reputation, a new home - Van Munching Hall, and increasing respect from the business community, the College of Business Management is poised to take its place on the international stage as a leader in research and a producer of quality graduates. In 1998, the College of Business and Management was formally renamed the Robert H. Smith School of Business. Named for real estate developer and philanthropist, Robert H. Smith '52, this began a transformational journey for the School. Fueled by visionary leadership and generous philanthropy of Bob Smith and others, the School rapidly ascended in both rankings and reputation. Most recently, under the leadership of a new dean, the School positions itself, and its graduates, to make the most of every competitive advantage offered by technology and six new research centers have been established.

### *Dean of the Robert H. Smith School of Business*

#### G. "Anand" Anandalingam

University of Maryland appointed "Anand" Anandalingam Dean of the Robert H. Smith School of Business in July of 2008. Anandalingam assumed leadership of the Smith School, the average of the School's overall undergraduate and graduate program rankings is 19 in the U.S., and when research is taken into account, the School is among the top 15 U.S. business schools.

Anandalingam identified sustainable innovation as a priority in developing business leaders ready to meet the varied and mutable challenges of a global 21st century economy. A dynamic leader with a strong founding in academia, Anandalingam had been with the Smith School since 2001. During that time he served in various key senior leadership positions as senior associate dean and as chair of the Smith School's Decision, Operations and Information Technologies department. He has played a role in supporting the School's rise in reputation in the past decade with expansion projects that more than doubled the physical size of the School, equipped it with state-of-the-art infrastructure, and recruited a significant number of new faculty members from the world's premier research institutions. He was also responsible for helping to develop Smith's global executive programs and led the School's effort to revamp and innovate the MBA curriculum.

Anandalingam's leadership has also included serving as the chair of Smith's Masters Design, Development

and Innovation Committee. He is the founder of the Center for Electronic Markets and Enterprises, a center that he co-directed from 2001-2004, and he helped found the School's Center on Health Information and Decision Systems. Before joining Smith in 2001, Anandalingam was at the University of Pennsylvania for nearly 15 years where he was the National Center Professor of Resource and Technology Management, and a professor in both the Engineering School and the Wharton School. His positions at the University of Pennsylvania included serving as the chair of the Department of Systems Engineering and directing the Executive Master's Program in Technology Management. He has received numerous academic and teaching awards while at the Smith School, as well as a variety of scholarships, fellowships, prizes, and endowed appointments at Pennsylvania, Harvard and Cambridge. He has been on editorial boards of top-tier journals and has also graduated more than 20 PhD students, many of who have joined top-30 academic institutions. Anandalingam began his academic career as an assistant professor at the University of Virginia. He received his Ph.D. and M.S. from Harvard University, and his B.A. and M.A. from Cambridge University.

#### *Mission Statement*

The Smith School is educating men and women to become agents of positive change in the world. We want to broaden their horizons, exposing them to new business practices, different cultures and new ways of thinking. Our goal is to help every Smith graduate apply business acumen within and beyond traditional business disciplines, to create value for their organizations and their communities, in ways we haven't yet imagined.

#### *Vision*

We will be a world leader in generating new knowledge in the emerging global economic and business paradigm and providing thought leadership to students, corporate executives and policy makers, so that they can be agents of both economic prosperity and transformative social change. We want to continue to be counted among the top business schools in this country and the world. We want to be known for superb scholarship, excellent students and flawless operations, not just among those who know us well, but everyone.

#### *Smith School Core Values*

*Creativity, innovation and entrepreneurial spirit* – Innovation with a purpose brings value, and creating value is at the heart of the enterprise. At Smith, we value innovation as key to business education in the modern world.

*Integrity and accountability* – Integrity, accountability and reputation management are essential to free markets and the conduct of global business, and are cornerstones of the Smith community.

*A global view embracing diversity* – The world is increasingly more interconnected; this requires an understanding of, and an appreciation for, cultures and people beyond the School's walls. At Smith, we value the rich contribution of people of many backgrounds and perspectives, and recognize that excellence cannot be achieved without diversity.

#### *Facilities*

Van Munching Hall is one of the most technologically advanced facilities in the world. In 1992 Leo Van Munching, Jr. '50, a Smith School alumnus and president of the company holding the exclusive franchise to import and distribute Heineken and Amstel Light beer, donated \$5 million toward the construction of the School's new home, Van Munching Hall (VMH). The move from Tydings Hall to the state-of-the-art VMH took place in 1993. In 1999, Van Munching donated \$6 million in additional funding to help finance the

expansion and renovation of the building. Since 2002 when the Smith School opened its \$38 million, 103,300 square foot South Wing expansion, Van Munching Hall has had one of the most technologically advanced facilities directed at management education in the world. The bar was set even higher with the recently opened North Wing addition in spring of 2008. The \$21 million North Wing addition of 38,000 square feet to Van Munching Hall increased the total space to approximately 238,000 square feet.

The Robert H. Smith family recently gave a gift of \$5 million to the School earmarked for renovations to the Office of Career Services space. The office will be relocated within Van Munching Hall, expanded, and renovated. It is anticipated that the move of the offices and renovation will begin in the summer of 2010.

#### *Faculty*

University of Maryland's Robert H. Smith School of Business is internationally recognized as a leading institution for the study and advancement of economic, financial, and public policy theory. Drawn from the highest levels of academia, business, and government, the faculty at Robert H. Smith School of Business represent a diversity of intellectual perspectives and a depth of professional experience. Faculty members regularly contribute to scholarly and trade publications, participate in ongoing debates and conferences, publish pioneering books and papers, and serve as consultants to businesses, governments, and non-governmental agencies throughout the world. The Smith School has 150 full-time and 50 part-time faculty members teaching as of fall 2009.

#### *Accreditation*

The University of Maryland's Smith School of Business is accredited by AACSB International--The Association to Advance Collegiate Schools of Business

#### *The Smith Community*

In the Princeton Review's 2007 rankings, the Smith School's MBA program was ranked number nine in the U.S. for offering the greatest opportunity for minority students. Princeton Review editors quote Smith students who point to the school's large number of international students and the diverse blend of backgrounds, nationalities, ethnicities, and experiences. In the full time MBA class of 2008, 30 percent of the students were international, 21 percent students of color, and 34 percent women.

For the MBA and business majors there are 19 clubs on campus:

1. Asian MBA Association (AMBAA)
2. Black MBA Association (BMBAA)
3. Consulting Club
4. Energy Club
5. Entrepreneurs' Club
6. Finance Association
7. Graduate Marketing Association (GMA)
8. Healthcare Business Association
9. Hispanic MBA Association (HMBAA)
10. International MBA Association
11. Jewish MBA Association
12. Media, Sports and Entertainment Association (growing – not sure of membership #'s)
13. Net Impact
14. Private Wealth Management Club
15. Professional Communications Club
16. Smith Association of Women MBAs
17. Smith Pride Alliance (not sure if it is still functional)

18. Soccer Club
19. Supply Chain and Operations Club

There are 2 major student bodies:

1. MBA Association (MBAA)
2. Part Time MBAA

The largest and most active clubs are Marketing, Finance, Consulting, Women MBA, Black MBA, and International.

### **Undergraduate Program Overview**

Structured around the concepts of “fellowship,” the Smith undergraduate program creates a unique and enriching experience based upon a philosophy of integrating practical skills and theoretical learning. New first year and transferring juniors participate as a cohort in a broad range of academic and co-curricular activities designed to broaden a student’s education and create a lasting bond within each group. There are 2,950 undergraduates majoring in business.

### **MS Program Overview**

The Smith School offers two master’s degrees:

*Master of Science in Business: Accounting*  
*Master of Science in Business: Finance*

These students are not supported by the Career Services Office.

### **MBA Program Overview**

Smith School’s innovative curriculum provides a solid understanding of globalization, entrepreneurship and technology throughout and presents opportunities to apply these foundational principals for doing business in a number of ways. Smith faculty are committed to the professional growth of students through facilitating teams, serving as mentors, and leading study trips abroad. There are 1,264 full-time, part-time and executive MBA students.

### **Executive MBA(EMBA) Program Overview**

The Smith EMBA program is a 19-month-long executive development experience. The 19-month program begins and ends with one-week residencies at the University of Maryland in College Park on campus conference center. The Smith EMBA program devotes significant time and resources to mastery and leadership development. The leadership development program is customized around three key program activities: assessment, executive coaching, and multi-source feedback. The Smith School of Business has also introduced an opportunity for their Executive MBA students to voluntarily participate in a unique global studies course.

### **PhD Program Overview**

In 2008, the Robert H. Smith School of Business announced a \$12 million PhD program initiative. The initiative—one of the most ambitious in the United States—increases annual doctoral stipends by 45 percent

to \$32,500 and provides research and travel support. Philanthropist and school namesake Robert H. Smith, a 1950 graduate, contributed \$6 million toward the program, matched with funds from the University of Maryland, and the Smith School. The program currently supports approximately 100 PhD students.

## Rankings

The Smith School's strengths in both academics and research are reflected in its rankings and other accolades. The *Financial Times* ranks the School's full-time MBA program #20 in the U.S. The School's part-time MBA program is also ranked among the nation's best and is annually rated #1 in the Washington, D.C. – Baltimore region by *U.S. News & World Report*.

### *Recent Rankings for the Robert H. Smith School of Business*

#### *Undergraduate Program*

#16 Undergraduate Program  
#6 Management Information Systems  
#10 Supply Chain Management/Logistics  
#11 Entrepreneurship  
#12 Marketing  
#15 Management  
#17 Finance  
*U.S. News & World Report, 2009*

#### *Graduate Programs*

#20 MBA Program, U.S.  
#14 in Research, World  
#5 Public Business School, U.S.  
#43 Business School, *World Financial Times*, 2010  
#15 Part-time MBA Program  
#6 Information Systems  
#15 Supply Chain/Logistics  
#23 Marketing  
#25 Finance  
#26 Entrepreneurship, *U.S. News & World Report*, 2010  
#30 Part-time MBA Program, *U.S. Business Week*, 2009  
#21 EMBA Program, U.S.  
#50 EMBA Program, World  
#9 in Faculty Research, *World Financial Times*, 2009  
#26 MBA Program, U.S.  
#3 Intellectual Capital, *Business Week*, 2008

## Office of Career Services (OCS)

The Office of Career Services partners with students in an ongoing process of career development and growth. The Office of Career Services goal is to equip our students with the skills and knowledge necessary for a lifelong process of self-directed career development. There are nineteen staff members broken down into five organizational areas: an office manager/event planner, a technology manager who oversees

HireSmith, the undergraduate career program department, the part-time MBA department, and the full time/executive MBA career department..

#### *Career Coaching*

Professional staff members are available to assist students with any stage of the job search process from career exploration to job search skills. Some common topics include:

- Major Exploration and Career Direction
- Self-Assessments
- Developing a Job Search Plan
- HireSmith—the jobs database tutorial
- Finding an Internship
- Resume and Cover Letter Advice
- Networking
- Interviewing Skills
- Evaluating and Negotiating Job Offers
- Preparing for Graduate School

#### *Mock Interviews*

Professional staff members are available to conduct mock interviews with students to help them sharpen their interview skills. OCS staff will attempt to tailor mock interviews to match the student's major or industry as well as the level of position a student is seeking (i.e., full-time job or internship).

#### *On Campus Recruiting*

OCS hosts many business employers for on-campus presentations and interviewing in Van Munching Hall. All employer events, on-campus interviews, and job postings are listed on HireSmith - the online job search database customized for students of the Smith School of Business. On average, there are 90 companies that participate in on campus recruiting.

Number of employers recruiting at the Smith School:

- Fall 2008 - 131 recruiters and 385 total job postings
- Spring 2009 - 83 recruiters, 372 total job postings
- Fall 2009 - 101 recruiters, 323 total job postings
- Spring 2010 - 73 recruiters, 369 total job postings

The average number of employers recruiting from Smith per semester is 362.

The number of job postings in HireSmith (both on campus recruiting and those not from on campus recruiting):

- Fall 2008 - 779
- Spring 2009 - 731
- Fall 2009 - 609
- Spring 2010 - 668

Average number of jobs in HireSmith: 697

#### *Career Resource Center*

Adjacent to the OCS is the Career Resource Center which contains a wealth of information available for students as they conduct their job search. Print resources are organized by subject area and include information on resume writing, interviewing, and networking skills.

*BMGT 367 for Undergraduates*

A one-credit course that addresses building foundational job search and career development skills as well as essential aspects of gaining a competitive edge in the job market. Topics include the resume, professional recruiting correspondence, networking, interviewing, etiquette, etc. Students will interact with employers, MBA students, and other professional guests for many class activities such as mock-interviewing, networking practice, and resume reviews. This mandatory course is ideally taken late in the sophomore year or early in the junior year.

*Workshops, Panels, and Events*

The OCS regularly hosts workshops focusing on different aspects of the job search such as choosing a major, finding an internship, or writing a resume. In addition, the Office also hosts networking events and panels that allow students to explore fields and industries and create contacts with business professionals.

*Industry Expert Advisors*

This is a newly created area for the Office, there are eight industry expert positions, currently three are filled and five are in process of being filled. The Industry Experts have substantive industry experience in areas of interest to the full time MBA students. Within their assigned industry area, the Industry Expert Advisors are responsible for related student programming, career coaching, and employer relationships.

**History of the Director's Position**

The Managing Director position within the Office of Career Services has had some turnover in leadership. There was a director who came out of the corporate realm that left in the fall of 2006 and since that time there have been some interim appointments to the position.

With the transitional leadership the director's position, both students and the Career Services staff have been in a position of reacting to the variety of challenges that face MBA students in terms of career opportunities. The lack of consistent leadership at the director level has also impacted consistency and support to employers as there has not been the leadership to maintain a concerted, consistent, customer service focused experience for employers. Additionally, the Office of Career Services has not had the opportunity to outreach and build strong collaborations with key stakeholders such as alumni and corporate relations.

This is an opportunity for a professional in career services who wants to build a strong and successful program. There is a significant amount of support from the Dean and others in key leadership positions, the staff is eager to embrace a professional who will support and develop them, and there are opportunities for strategic partnerships both within the Smith School and across the larger institution. Organizationally, the Industry Expert positions offer a strategic leveraging opportunity, particularly with students, and the \$5 million gift to renovate the career services offices is an enticing lure in terms of having the opportunity to build and create a more strategic and cutting edge career office space. There also exists great opportunity to leverage existing, previously untapped, relationships with employers through a variety of networks—alumni, employers of the part-time MBA students, and faculty

**Responsibilities of the Position**

Reporting to the Dean, the Managing Director provides strategic, operational, and staff leadership to a staff of 21 in supporting the career preparation and job search processes of 300 full-time and 1200 part-time MBA students and 2,000 undergraduate business majors. The Director will establish the strategy and execution of employer recruitment, retention, and support as well as the programs, operations, and administration of career services for the wide range of MBA and undergraduate business students. The Director will serve as a

key ambassador of the Smith School, working collaboratively with a wide range of internal and external stakeholders to expand and develop relationships with industry, governmental, and nonprofit employers in line with the career interests and abilities of Smith School students.

Internal stakeholders with whom the Managing Director will work closely include student club leaders, faculty, and colleagues in admissions, alumni relations, and corporate relations; in addition, the Director will interact closely with students to carefully assess student support needs, design programs that increase the marketability of both MBA and undergraduates, and develop services that create lifelong career strategists. The Director anticipates, responds to, and ensures the measurement, analysis and improvement in outcomes of internal surveys, national rankings and global rankings to enhance the Smith School Community and promote the Smith School brand. The Director also manages a budget of approximately \$2 million and works to align resources to meet the needs of a diverse student body.

Additional responsibilities of the position are as follows:

- Provide leadership, hire, train, and supervise the office of career services staff and ensure the delivery of exceptional services to employers and students;
- Be responsible for short- and long-term planning, as well as policy-setting related to services, programs, and operations of the office of career services;
- Develop, refine, and maintain an employer outreach strategy that also includes support to employers as they navigate the Smith School and work with Smith School students;
- Work to enrich and sustain the employer base to facilitate opportunities for students to secure internships and permanent employment;
- Bring to the Smith School students employers and jobs (both domestic and abroad) that best match the students' interest and abilities;
- Oversee the strategy and execution of career management programming for the spectrum of Smith School students—full time MBA to undergraduate business majors;
- Collaborate with a wide variety of stakeholders, particularly students, to expand awareness of the services and programs offered by the office of career services.

### **Characteristics of the Successful Candidate**

Qualifications for this position include a master's degree with a strong record of experience and achievement in career services, human resources, or human capital management. The new director will demonstrate broad experience and skill in managing a staff and a budget, and will have excellent relationship management, customer service, and strong leadership skills. The ideal candidate will possess knowledge of the student career experience, undergraduate and MBA curriculums, and the employment marketplace. The Director will lead the day-to-day operations of a busy and complex career services office and will need to possess a high level of energy in order to build strong relationships with different constituencies. The Director will also possess a desire to build an office with the highest level of quality operations within customer service-oriented culture.

As articulated by key Smith School stakeholders and in no particular order, the successful candidate will ideally possess the following qualities/attributes/experiences:

- Work with Dean to articulate a vision for the office of career services that enhances the Dean's vision for the Smith School;
- Demonstrate a broad understanding of current best practices throughout the full spectrum of career services that would be provided by an exceptional career services organization, ideally within a graduate business school;

- Possess a track record that demonstrates an ability to develop and execute a strategic plan that encompasses a wide variety of key constituents;
- Lead and develop a professional staff;
- Exhibit an understanding of the development of today's MBA/graduate student and how that impacts the programming and support that is provided by an office of career services;
- Be an innovator and be able to recognize opportunities for collaboration;
- Move seamlessly between the cultures of higher education, the Smith School, corporate venues, and international businesses;
- Envision the future and the use of technology in the role of career development as well as in the operations and the provision of services to customers of the office of career services;
- Demonstrate a record of superior communication and presentation skills, successful relationship-building, and collaboration across a wide spectrum of constituents.

### **Likely Priorities and Challenges of the Position**

These enumerated priorities and challenges are in no specific order:

- Develop a sustainable strategy for recruiting, retaining, and supporting employers—employers that mesh with the Smith School student;
- 35 percent of the Smith School full time MBA students are international students and a continued and sustained focus on finding this subset of students employment in the United States will need to be maintained;
- Developmentally bring MBA students to place where they take responsibility for their own career success;
- Create processes within the office of career services that engage students very early on in their Smith School experience and that guides them through a strong process to build life long career strategists;
- Work collaboratively to pull a wide variety of stakeholders—alumni, corporate relations, faculty—into the success of the office of career services;
- Increase the overall rankings of the Smith School relative to career services and students getting jobs.

### **Measures of Success for the Position**

The following items will define the new director's success at the end of the first year of employment:

- The Director has established positive working relationships and collaborations with a wide variety of internal Smith School stakeholders and has a track record of leadership on important priorities;
- The staff in the Office of Career Services has a clear set of guidelines and is working toward a clear set of enumerated goals;
- New and existing employers have a positive and fully supported experience through the Office of Career Services and with the Smith School student;
- Students have a clear and articulated career development plan and see the value of the services provided by the Office of Career Services;
- There is a sense of building and forward momentum throughout the Office of Career Services that infects the larger Smith School around collaboration and outcomes.

## Benefits Overview

University of Maryland offers a comprehensive benefits package. Highlights currently include:

- Medical, Dental, Vision, and PAD insurance coverage (several plans available);
- Prescription Drug Plan;
- Mental Health/Substance Abuse Plan;
- Life Insurance, Long Term Care and Long Term Disability;
- Tuition Remission Program (for employees and dependents);
- Flexible Spending Accounts (health and dependent care accounts);
- State Pension and Supplemental Retirement Plans;
- Transportation/Green Commuting access;
- Annual, Personal, and Sick Leave;
- Holidays (14 paid holidays per year)
- Recreation Programs and Other Privileges (providing employees access to vast array of recreational facilities, discounted activities and events, and other on-campus privileges).

For more information about benefits please visit: <http://uhr.umd.edu/benefits>

## Application and Nomination

Review of applications will begin July 2, 2010 and will continue until the position is filled. A resume with an accompanying cover letter may be submitted via the SJG website at [www.spelmanandjohnson.com](http://www.spelmanandjohnson.com) under the link Open Positions. Nominations for this position may be emailed to Ellen Heffernan at [eth@sjgsearch.com](mailto:eth@sjgsearch.com). If you are unable to submit materials electronically, please call SJG at 413-529-2895.

**Visit the Robert H. Smith School of Business, University of Maryland  
website at <http://www.rhsmith.umd.edu>**

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