



President

Profile of the Institution and Position

The Central Michigan University Board of Trustees announces the search for President.

Under the leadership of outgoing President Michael Rao, the University has become one of the nation's largest institutions and achieved Carnegie classification as a doctoral research university. The CMU community has strengthened excellence in undergraduate teaching and learning, in selective graduate programs, in service to its state and region, and in research and scholarship. The Board seeks an experienced, forward-thinking, transformational president to build upon this success and positive momentum, and to achieve its vision of CMU as a nationally prominent university known for integrity, academic excellence, research and creative activity, and public service.

The University

Established in 1892, Central Michigan University, located in Mount Pleasant, was originally founded as a school for teacher and business education. Today, this doctoral research university is the fourth largest institution in Michigan and among the 100 largest public universities nationally. CMU is a \$380 million enterprise, offers more than 200 academic programs, including 12 doctoral programs, and has nationally recognized programs in entrepreneurship, journalism, music, audiology, teacher education, psychology, physician assistant, and physical therapy.

Central Michigan University has offered off-campus degree programs through its ProfEd unit to working adults for more than 35 years. The University operates a network of CMU Learning Centers in more than 60 locations throughout the United States, Canada and Mexico. CMU has awarded degrees through its off-campus programs to more than 60,000 students since its inception in 1971. Programs are offered at the undergraduate, masters, specialist and doctoral levels, including non-degree certifications.

CMU is the nation's foremost university authorizer of charter schools with 60 schools educating 29,000 students in grades K-12. CMU's Division I athletics program, a member of the Mid-American Conference (MAC), offers nine intercollegiate sports for women and seven for men. CMU Public Broadcasting operates 10 television and seven radio stations with the largest geographic reach of any Public Broadcasting system in the country. CMU is also home to the headquarters of Special Olympics Michigan.

In September of 2008, the Board of Trustees voted to establish a medical school, citing the long-term benefits to undergraduate, graduate and doctoral programs in various academic divisions of CMU and the institution's responsibility to help Michigan prepare for an impending shortage of physicians. The University has appointed an interim dean, who begins his duties on July 1, 2009. Numerous feasibility studies demonstrating CMU's strength in the basic sciences, library resources and instructional technology, coupled with programs within The Herbert H. and Grace A. Dow College of Health Professions and the College of Science and Technology, provided a strong foundation to establish a medical school that meets the accreditation standards of the Liaison Committee on Medical Education. The University is in the process of reaching agreements with appropriate health care organizations. The program as currently envisioned will have a rural focus with a hybrid instructional model in a clinical context, and the School will be housed in an addition that is being planned to the existing Health Professions Building. For further information, please see www.cmich.edu/x3297.xml

CMU is accredited by the North Central Association of Colleges and Schools. The academic divisions are:

- College of Business Administration (www.cba.cmich.edu);
- College of Communication and Fine Arts (www.cafa.cmich.edu);
- College of Education and Human Services (www.ehs.cmich.edu);
- The Herbert H. and Grace A. Dow College of Health Professions (www.chp.cmich.edu);
- College of Humanities and Social and Behavioral Sciences (www.chsbs.cmich.edu);
- College of Science and Technology (www.cst.cmich.edu); and
- College of Graduate Studies (www.grad.cmich.edu).

Students. Central Michigan University achieved its highest total enrollment of 27,354 in the current 2008-2009 academic year, the fourth largest among Michigan's 15 public universities, and includes 20,246 enrolled at the Mount Pleasant campus and 7,108 enrolled online and at more than 60 locations throughout Michigan and North America. The University enrolls 6,814 graduate students, representing nearly 25 percent of the combined on-campus and off-campus student body. The fall 2008 freshman enrollment at the Mount Pleasant campus was 3,864.

The number of students registered for on-campus classes in Fall 2008 was 20,246, an increase of 380 from Fall 2007. Women represent 54.6 percent of undergraduate students, while 58.6 percent of graduate students are women. The average age of undergraduate students is 20.9 years, while the average age of graduate students is 29.2 years.

In Fall 2008, the number of minority students on campus was 1,617, or 7.99 percent, a slight decrease from Fall 2007's 8.37 percent. Of the minority students, 791 are African-American, 183 Native American/Alaskan Native, 260 Asian/Pacific Islander, and 383 Hispanic. There are also 518 international students from 63 countries on campus, an increase from the level of 452 in Fall 2007.

CMU enrolls students from every county in Michigan and a total of 47 states are represented among on-campus students, with the greatest number of out-of-state students from Illinois, Ohio and Florida.

Students enjoy a number of programs unique to CMU. Among these are a robust volunteer environment, promoted by more than 250 registered student organizations and a nationally prominent student volunteer center. The Honors Program serves 900 superior undergraduates, offering them intellectual opportunities beyond those offered in a typical classroom. Finally, CMU's Leadership Institute has a variety of initiatives, including a minor in leadership, to assist students in developing their leadership abilities inside and outside the classroom.

Faculty. The University's faculty share a strong commitment to teaching and a focus on engaging students in applied research, scholarship and creative activity. CMU is ranked among the top 20 most productive research universities of its size in the nation.

There are 839 full-time faculty members (629 tenure track, 210 temporary) on the Mount Pleasant Campus, resulting in a 21:1 student teacher ratio. Approximately 39 percent of full-time faculty are women, 18 percent are minorities, and 83 percent have the highest degree in their field.

The Academic Senate is the primary internal academic governance structure and involves faculty, staff and student representatives (for more information, see <http://academicsenate.cmich.edu/>). The Central Michigan University Faculty Association (CMUFA) represents the economic and professional interests of CMU's faculty in collective bargaining and was the first collective bargaining agent among four-year public institutions of higher education in the nation.

Staff. There are 1420 full-time staff employees. Non-bargaining staff include senior officers (41) and professional and administrative staff (761). The balance of staff employees (618) are represented by five bargaining units. Of the total number of staff employees, 68 percent are women and seven percent are minorities.

Governance. Central Michigan University is established by the Michigan Constitution. Its Board of Trustees consists of eight members appointed by Michigan's governor. Trustees serve eight-year terms, with two new Trustees appointed every two years.

CMU and other public universities in Michigan share a distinctive, independent governance model, with no coordinating or governing boards at the state-wide level.

The Board governs the business and affairs of the University. One of its most important duties is to appoint and evaluate the university president. CMU's president serves as an ex officio, non-voting, member of the Board. The trustees also clarify the institution's mission, approve long-range plans, assess the educational program, ensure financial solvency, preserve institutional independence, maintain the relationship between the university and the public it serves, and protect and preserve the assets of the institution. In addition, the Board retains ultimate

responsibility for academic matters and reserves authority over such areas as the mission and goals of the institution; admissions and retention policies, policies governing intercollegiate programs, faculty promotions, sabbatical leaves and tenure; establishing fees; accepting gifts, naming facilities, and a number of other areas.

Reporting Relationships. The President is the principal executive officer of the University and reports to the Board of Trustees. Reporting to the Office of the President are the Executive Vice President/Provost, the Vice President for Governmental Relations and Public Affairs, the Vice President for Finance and Administrative Services, the Vice President for Development and Alumni Relations, the Executive Assistant to the President, the Associate Vice President for Public Relations and Marketing, the Director of Athletics, the Director of Internal Audit, and the Executive Assistant for Detroit Outreach.

Strategic Planning. Under President Rao, the University pursued a strategic plan called “CMU 2010” to achieve its vision. The original vision plan is available from the CMU 2010 website at planning.cmich.edu.

Led by the Institutional Strategic Planning Committee (ISPC), the University is currently in the process of gathering input to support the development of the emerging strategic directions that will move the University “Beyond 2010.” Additional information as well as updates are available at planning.cmich.edu/beyond2010/.

Campus and Facilities. The University's 480-acre main campus has 55 major facilities in an attractive park-like setting. A newly constructed \$50 million Education and Human Services Building opens in the summer of 2009. The 134,500 square-foot facility is technology-rich, energy efficient, and conducive to interpersonal activity. The Herbert H. and Grace A. Dow College of Health Professions is housed in a state of the art building completed in 2003. Other academic additions to the physical campus in the last ten years include a music building, and a \$50 million addition and renovation of the library that incorporates the latest information technology. The Student Activity Center provides space and equipment for everything from aquatics to weight lifting, jogging, bowling, billiards, racquetball, table tennis, basketball, volleyball and various other leisure activities.

Nearly 6,000 students live in CMU's 22 residence halls. Five new residence halls have opened since 2003, providing students with apartment-style living. Each hall complex includes an academic adviser's office, a 24-hour computer lab and a fitness center. Residence hall suites have separate bedrooms, study areas and bathrooms. Individual rooms are wired for high-speed internet access. The entire campus is linked by a high-speed wireless network and the majority of classrooms are mediated as the result of a multi-million dollar investment in information technology.

CMU also operates a biological station on Beaver Island, which is unique among North American biological stations because its insular location provides access to truly exceptional freshwater ecosystems within the Great Lakes basin. The Biological Station offers a diversity of

academic courses during the spring and summer months, and provides research facilities throughout the year.

The Community. Central Michigan University is located in Mount Pleasant, centrally located an hour north of the state capital, Lansing, and two and a half hours northwest of Detroit, and is an expanding mid-Michigan community of approximately 26,000 permanent residents. Mount Pleasant has retained its small-town flavor while embracing a wide variety of special interest groups and outdoor recreation opportunities. Please see www.mt-pleasant.org/ for more information.

CMU is an active cultural center featuring over 150 concerts, a full six-play theatre season, art exhibitions, and nationally known guest speakers and performers. CMU is the home of The Michigan Story Festival and the Central Michigan International Film Festival.

CMU and the Saginaw Chippewa Indian Tribe have a strong historic and cooperative relationship which has fostered educational initiatives, cultural events and speakers, and extensive Native American educational resources for the campus and tribal communities.

Additionally, CMU brings to the community and region a significant range of Division I athletics events and activities.

Development and Alumni. During its historic first capital campaign, CMU recorded a total of 81 gifts of \$100,000 or more, including 17 gifts of \$1 million or more. The university's primary volunteer fund-raising group, the CMU development board, led the efforts. More than \$75 million was raised by the campaign's conclusion in September 2006.

More than \$13 million was received from more than 30,000 donors during the 2007-2008 academic year, also one of the University's highest totals in history.

The University is in the midst of a \$20 million Campaign for the CMU Events Center which will provide private funding for the transformation of the current Rose Center into an entirely new, first-class complex which will provide a premier venue for academic, athletic and community needs.

The new Education and Human Services building was supported by more than \$5 million in donor contributions. Plans to build beautiful botanical gardens at the center of campus were made possible by a significant lead gift, and the University is also continuing campaigns to improve the Margo Jonker Softball Stadium and to leverage a generous gift to support an endowed professorship in Native American studies.

The University has over 182,000 living alumni, of whom more than 100,000 reside in Michigan.

Finances. CMU operates a balanced budget of approximately \$380 million. Revenues are comprised of tuition, room and board (63%), state appropriations (22%), departmental and activity revenue (11%), and investment income and other sources (less than 5%). Over the past

seven years, the percent of total University revenues from state appropriations has declined from 31% to 22% of the total operating budget.

The operating budget process is designed to link strategic planning with operational planning and provide a perspective of the operating needs of the university. The annual planning process includes a review and update of the operating budget. The process takes into account current projections for enrollment, tuition, other revenue and expenditures for the fiscal year. The planning cycle focuses on the next five years. The University utilizes Responsibility Center Management (RCM) as the model for allocating budget resources.

As of March 31, 2009, the University's endowment was valued at more than \$50 million.

Challenges and Opportunities

Central Michigan University is a dynamic, vital institution that has built and sustains a distinctive mission, high-quality academic programs, a caring community culture, and a continuing tradition of innovation and service. CMU will need to address both opportunities and challenges in the future as it seeks to continue its impressive development and growth as a mission-oriented university. Several challenges and opportunities that relate to the leadership role of the next President are listed below:

- **Envisioning the Future.** Over the past decade, the University has greatly benefited from a strategic planning process which has been inclusive, forward-looking, and focused on meaningful and measurable change, all flowing from a vision of CMU as “a nationally prominent university known for integrity, academic excellence, research and creative activity, and public service.” The most recent cycle of this planning concludes in 2010, and the new President will have the opportunity, working with the CMU community, to lead this continual envisioning and planning process.
- **Sustaining the Momentum.** CMU and its new president also will need to build upon and complete key improvement initiatives which are underway. These include among others: strengthening on-campus undergraduate programs; growing the on-line and off-campus programs; further strengthening the University's research profile; and fully implementing a community-based medical school.
- **Articulating CMU's Essential Balance.** The University strives to provide to its students a superior learning environment and the tools to compete in an increasingly complex world. The teaching, research, and service missions are all central to its vision, which places the student and his/her needs at the heart of the enterprise. As CMU continues its forward-looking initiatives, the University and its new President will need to keep its focus on this overall mission and the needed balance among all of its dimensions.
- **Fundraising and Resources.** CMU has greatly strengthened its finances and resources over the past decade with respect to its operating budgets, endowment, and facilities. With growth and progress, however, have come new fiscal and investment challenges, including declining state revenues and the related pressures on student tuition and fees.

Key to the success of the next President will be developing new strategies to diversify and increase revenue streams, including maximizing support in Lansing and further strengthening fundraising. Key issues for the next several years will include, among others, continuing to enhance access and diversity through expanded student assistance, supporting faculty teaching, research and scholarship, and expanding facilities. Fundraising and resource development will continue to be priorities for both the University and the next President.

- **Enrollment Management.** Over the past decade, CMU's admissions and retention profiles have strengthened considerably, paralleling its strengthened profile in so many other dimensions as a major university. CMU's distinctive combination of on- and off-campus program delivery also represents a particular strength in serving diverse learners, although an increase in the number of competitor institutions has made growing the off-campus and on-line programs more challenging. The future will bring further challenges, including the projected demographic decline in Michigan's traditional college-age population, as well as economic hard times facing the state as a whole and its families.
- **Strengthening Diversity.** CMU recognizes that increasing the racial and ethnic diversity of its student body, faculty, and staff is essential to fully realizing its aspirations as a learning community. The next President will further build the University's commitment to diversity at all levels. To meet these goals, the University will find innovative solutions and build partnerships with the communities CMU serves, including on an international level.
- **Building and Strengthening External Relationships.** With increased visibility and engagement, CMU interacts with and depends upon a host of external communities and partnerships—both geographical, ranging from Mount Pleasant to the surrounding region and the entire state of Michigan, and with key stakeholders, including the Saginaw Chippewa Indian tribal community, state and national leadership, and the business, research and medical communities. The new President will need to be able to work effectively and collaboratively with these different communities and entities, in order to better secure the University's future and its support.
- **Valuing The Key Resource.** CMU's faculty and staff contribute to and benefit from a workplace culture of shared commitment to students, clear communication, support for individual initiative, and openness to change. As the University continues to grow and evolve, it will be important to find new ways to assure effective communications, consultation, and professional development throughout the community.

Position and Qualifications

The President exercises broad responsibilities for all aspects of the academic, student, financial and administrative dimensions of the institution. S/he must inspire and guide all members of the academic community. Chief executive leadership calls for the incumbent to demonstrate wide latitude in judgment and action.

The President represents and serves as chief spokesperson with key constituencies, including, among others, elected state officials, alumni, the Mount Pleasant community, and the Saginaw Chippewa Indian Tribe. S/he exercises overall leadership for the University's resource development and fundraising initiatives and provides effective leadership and management of responsibilities in fiscal management. In addition, the President chairs the Central Michigan University Research Corporation (CMURC), which manages the Center for Applied Research and Technology (CART) within the Mount Pleasant SmartZone.

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The ideal candidate for the presidency of Central Michigan University will have the following professional qualifications and personal characteristics:

Professional Qualifications

- Experience, credentials, and other qualifications sufficient to earn the respect of the broad academic community;
- Demonstrated ability to lead a complex organization and work effectively with colleagues across the diverse range of units and programs;
- A commitment to an environment in which faculty and student research can flourish and where high quality undergraduate and graduate teaching is valued and rewarded;
- A commitment, understanding, and enthusiasm for Central Michigan University's mission;
- A commitment to and demonstrable experience with fundraising, development activities, and relationship-building;
- The ability to work effectively with all members of the university community—to listen, to engage, and to foster individual and community-wide development; and to strengthen CMU's community culture, including shared governance;
- A personal commitment to local community involvement and the ability to motivate others within the University to continue and enhance their engagement with the community.
- The ability to effectively represent the priorities and needs of the University, both at state and national levels.
- A demonstrable commitment to diversity at all levels;

- Experience with financial management of a complex organization and with developing strategies that are financially prudent and sound;
- The ability and expertise to act as the spokesperson for Central Michigan University and to articulate the University's mission and programs in ways that are compelling to prospective donors, public officials, corporate leaders, and other friends of the University – locally, nationally and internationally;
- The ability to maintain and lead a strong campus team, to attract new members when necessary, to delegate effectively, and to make fair, difficult, and timely decisions;
- An understanding of the role of athletics within a university community; and,
- Experience with and capacity to work effectively with a governing board.

Personal Characteristics

- High personal integrity and standards;
- Visionary;
- Qualities of creativity and innovativeness;
- Fortitude to tackle difficult tasks while approaching the tasks with energy and optimism;
- Ability to inspire, motivate and energize others;
- Ability to communicate and listen effectively and to serve as a model team leader;
- Ability to partner and negotiate effectively;
- Commitment to academic freedom;
- Ability and desire to interact positively with students, faculty, staff, alumni, and other friends of the university;
- Commitment to address diversity issues such as race, ethnicity, sexual orientation, and socio-economic status as well as gender equity; and
- Ability to sustain a sense of humor while carrying out the demanding role of a University President.

Information for Prospective Candidates

Review of applications will begin in the fall of 2009 and will continue until the position is filled. It is anticipated the successful candidate will be hired by January 2010, with a start date no later than July 1, 2010. Interested prospects are encouraged to submit materials by **Thursday, October 1, 2009**. Application materials must include a letter of interest; curriculum vitae; and the names, addresses, phone numbers and email addresses of five references. *Applicants and nominators are strongly urged to submit their materials by email attachment.*

Chuck Bunting and Lesley Boyd, with Storbeck/Pimentel & Associates, are providing support for this search. Please send all inquiries, nominations and applications, to:

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Central Michigan University, an AA/EO institution, is strongly and actively committed to increasing diversity within its community (<http://www.cmich.edu/aaeo/>) URL's also include: <http://www.cmich.edu>; <http://www.diversity.cmich.edu/>