PERFORMANCE REVIEW

OF

PRESIDENT GEORGE E. ROSS

CENTRAL MICHIGAN UNIVERSITY

REPORT PREPARED BY:

BOARD OF TRUSTEES PRESIDENTIAL REVIEW COMMITTEE

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DECEMBER 2012
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SECTION I
INTRODUCTION AND PURPOSE

The purpose of this review of President George E. Ross was to collect and analyze information about the president’s effectiveness in leading and administering Central Michigan University (CMU). In addition, the process also elicited information that would be helpful to the president as he strives to lead the university in the future.

The Presidential Review Committee made efforts to assure that the review was inclusive, thorough, fair, and constructive. Institutional data, reports, and relevant information, including President Ross’ self-assessment, were studied. Interviews were conducted with internal and external stakeholders who shared their perceptions of the president’s performance.

Within this context, the university publicly announced the review and all persons interviewed were informed about the purposes of the review at the outset of each conference. People who could not be accommodated in the interviews were given the opportunity to submit written comments to the committee.

The process was designed to answer two over-arching questions regarding the president’s performance:

(1) What are the indications that CMU has progressed and been enhanced during Dr. Ross’ tenure as president?

(2) What are the indications that Dr. Ross has maintained the support of key internal and external constituencies during his tenure in office?

In addition, the committee was interested in feedback from constituents as to how the president might be even more effective in the future.
SECTION II
CONSTITUENTS INTERVIEWED

The committee invited 81 constituents to participate in interviews during this review and 62 were able to participate. With the exception of some participants who were interviewed by telephone, most were interviewed in face-to-face conferences in small groups. In addition to the other five members of the Board of Trustees and President Ross, the following stakeholder groups were represented in the interviews:

**Faculty:** The committee met with 21 faculty members, including leaders of the Academic Senate, the Faculty Association and Union of Teaching Faculty, randomly selected academic department chairs, and the most recent faculty recipients of university awards for teaching, research and service.

**Academic Administrators:** The committee met with the provost, four academic deans, and the vice president/executive director of Global Campus.

**Senior Administrators:** There were nine individuals in this classification, including vice presidents, directors of administrative units, and individuals reporting directly to the president.

**Student Leaders:** Six students participated, including current and past leaders of the Student Government Association, Residence Hall Assembly and Graduate Student Union.

**Staff Employees:** Four leaders representing staff employees and their respective unions or associations were interviewed.

**External Stakeholders:** The committee interviewed ten external stakeholders, including members of the Alumni Association board, Young Alumni board, community leaders and elected public officials.
SECTION III
MATERIALS AND DOCUMENTS REVIEWED

The following items were reviewed before, during, and following the on-site interviews:

1. CMU Strategic Plan
2. Vita: Dr. George Ross
3. Vacancy Announcement for the position of CMU President
4. Employment Agreement: Dr. George Ross
5. President’s Self-Assessment 2012
6. President’s Annual Assessment Documents
7. CMU 2009 Institutional Profile
9. Public Comments Received

SECTION IV
CONDITIONS AND EXPECTATIONS IN MARCH 2010

As summarized from the president’s self-assessment report, when Dr. Ross became the fourteenth president of CMU on March 1, 2010, the university was faced with a weak state and national economy, declining state appropriations, and projections of declining cohorts of high school graduates in Michigan. CMU was not unique in facing challenges of diminishing financial resources, expanding public expectations and increasing demands for accountability. The review committee believes that these dynamics contributed to increased stress on the CMU campus and to a “culture of scarcity” mentioned in the consultant’s report of March 2012, which may have also lead to a zero-sum perspective, i.e., if one unit or program is allocated resources,
it is perceived to be at the expense of another. The review committee also believes that constrained economic conditions such as those facing the university have increased the tensions between administrators and faculty at CMU.

The university had suspended its strategic planning process and the 2005 strategic plan that expired in 2010 needed updating. CMU also lacked a coordinated and strategic direction and approach to enrollment management. Greater integration of on-campus and off-campus education was needed.

CMU had 39 senior officer positions, of which 15 (38%) were filled on an interim basis. These interim positions included the executive vice president and provost, the vice president for Development and Alumni Relations, the dean of the College of Education and Human Services, the dean of the College of Business Administration, the dean of the College of Humanities and Social and Behavioral Sciences, the dean of the College of Science and Technology, the dean of the College of Medicine, the vice president for Research, and the vice provost for Academic Affairs, among others. In addition to these 15 interims, six senior officers had been serving in their permanent current positions for less than one year.

Additionally, the CMU Board of Trustees had approved a new College of Medicine (CMED) in 2008. In the spring of 2010, CMED did not have a permanent dean, the new facility had just broken ground, fundraising was in its infancy, the Liaison Committee for Medical Education (LCME) accreditation self-study report had not begun to be written, there were no senior staff members, hospital affiliation agreements were being discussed but only a few had
been executed, and we faced challenges in negotiating primary partner relationships and agreements in the Saginaw community.

SECTION V

FINDINGS RELATED TO INDICATORS OF INSTITUTIONAL PROGRESS

A critical question in assessing Dr. Ross’ effectiveness as the fourteenth president of CMU is the degree to which the institution is experiencing continuing achievement, enhancement, and progress under his leadership. The accomplishments identified here are based on an analysis of university documents and the perceptions of those who were interviewed and were categorized according to the eight formal expectations cited in the CMU Institutional Profile at the time the presidential search and selection process was conducted in 2009.

President Ross noted that many accomplishments cited were the result of the efforts of many people associated with the university. President Ross also pointed out that some projects and processes already were in motion at the time of his appointment, and he credited his predecessor and colleagues for initiating them.

Under Dr. Ross’ leadership, university accomplishments include:

Envisioning the Future

- CMU revised its mission and core values with constituent input and they were approved by the Academic Senate in November and the Board of Trustees in December 2010.
- President Ross initiated the revision of the university’s strategic plan using a highly collaborative and open planning process. A revised vision statement and strategic
priorities will be brought to the Board for approval in December 2012 and work is underway on developing strategic initiatives for each priority.

- President Ross established the Presidential Transition Team, whose charge was to gather pertinent information regarding the short and long-term aspirations for the university and assess its strengths, weaknesses, opportunities and challenges. The process included multiple constituencies such as students, faculty, staff, alumni and community members.
- President Ross continued and initiated regular meetings with numerous stakeholders, including students, faculty leaders, staff leaders, and the student newspaper.

Sustaining the Momentum

- Completed an academic program assessment and prioritization, which resulted in the allocation of $3.7 million of base budget (including $1 million for additional tenure track faculty), reallocation of more than $2 million by colleges, and deletion of certain low priority programs.
- Received full accreditation in the College of Education and Human Services for multiple programs and specialized accreditations was received in Apparel Merchandising and Design, Art, Therapeutic Recreation, Industrial Technology Management, and Physical Therapy.
- President Ross assumed responsibility for moving the College of Medicine development process forward, culminating in preliminary accreditation from the Liaison Committee on Medical Education (LCME), approval of the curriculum and M.D. degree by the Academic Senate, approval from the Higher Learning Commission, hiring of the
leadership team, completion of campus space, and the ongoing recruitment of the first class of medical students to begin in summer 2013.

- Continued the momentum of growth in Global Campus, including adding 22 new online courses and two new online undergraduate degrees, the first new degrees in more than a decade.

Articulating CMU’s Essential Balance

- President Ross has consistently emphasized students and their needs.

- President Ross continues to be accessible to students, staff, faculty, and outside stakeholders.

- Concluded the initial seven-year program review last year of all but one academic program.

- Completed administrative assessments last year, which will help to inform future decisions about resource reallocation.

- CMU provides numerous opportunities for hands-on learning experiences, including through co- and extra-curricular opportunities in the College of Communication and Fine Arts, and College of Education and Human Services agreements (more than 1000) with agencies and school districts for internships, field work, student teaching, and other service learning opportunities.
Fundraising and Resources

- Balanced three years of operating budgets at a time of decreased state appropriations, while achieving the three year lowest cumulative tuition increase of Michigan public universities.
- Approved the first two research cohorts in Great Lakes Research and Rare Isotope research and hired faculty. Two additional research cohorts have been approved and faculty hiring will occur in the 2012-2013 academic year.
- Initiated or completed several capital improvement projects, including renovation of the Bovee University Center, the first phase of the $14 million modernization of Anspach Hall, the College of Medicine building addition, renovation of the Events Center, and graduate student housing at the north end of campus.
- Initiated the College of Medicine fund raising campaign, which has achieved approximately 70% of the goal.
- CMU was awarded $30 million in the state capital outlay process toward a new Biosciences building.

Enrollment Management

- Reorganized the university’s enrollment management efforts by creating the position of Vice President for Enrollment and Student Services and combining enrollment management efforts from several divisions into one unit.
- Initiated comprehensive enrollment management planning, which is progressing with input from across the university.
• Restructured the financial aid model and increased overall student financial aid more than $6 million over three years.

• Achieved the highest retention rate from first to second year in history in 2010-2011.

Strengthening Diversity

• Increased underrepresented student enrollment to 2,095 in fall 2012, a 28.7% increase compared to fall 2009.

• Prepared a Diversity Report Card for 2011-2012 that focused on data about students, faculty and staff, curriculum, and campus climate.

• Received funding for McNair Program (expected $1.1 million over five years), GEAR UP, and Upward Bound.

• Increased number of minority faculty and staff from May 2010 to May 2012.

Building and Strengthening External Relationships

• University is viewed as a vital component to the community and a good citizen. President Ross received high marks from the external stakeholders interviewed, including alumni, community leaders, and elected officials. Interviewees cited the relatively low unemployment rate in Isabella County, additional employees in the College of Medicine, and the positive influence of the CMU Research Corporation in economic development and business incubation.

• Strong and positive relationship exists with the Saginaw Chippewa Indian Tribe.

• Continues to strengthen relationships with the City of Mt. Pleasant.
• Positive support indicated by alumni leadership, which has strengthened under President Ross.

• Working to strengthen success and visibility in Lansing, including awarding of $30 million for Biosciences building and receiving $1.8 million for tuition restraint in the 2012-2013 budget process (nearly 20% of the pool for additional one-time funding).

• Michigan Special Olympics outreach has increased to 53 schools from six in 2010 for its Project Unify Program.

Valuing the Key Resource

• Created, with the Academic Senate and Student Government Association, the joint ad hoc Committee on Shared Governance and Communication in an effort to improve communication, policies, and shared governance practices.

• Revived the University Community Advisory Panel (UCAP) in fall 2012.

• The review committee observed evidence of improvements in communication and transparency since last fall.

• Launched a completely rebuilt external and internal web presence in April 2012, which enhances opportunities for future operational and communication efficiencies and collaboration.
SECTION VI

FINDINGS RELATED TO INDICATORS OF CONSTITUENT SUPPORT

A second critical question in assessing Dr. Ross’ effectiveness as the fourteenth president of CMU is related to his ability to maintain continuing support of the institution’s many important constituents and stakeholders.

Dr. Ross is aware that as president he depends on many constituents for support in moving the university forward, including numerous stakeholders both on and off campus. Based on the interviews, strong support exists for the president and his leadership among the Board of Trustees, undergraduate student leaders, various key external stakeholders, the president’s administrative colleagues, and staff. Faculty support is mixed, and faculty union leadership support appears to be largely negative. In addition, some Academic Senate leaders also expressed critical views. Virtually all of the individuals interviewed indicated that the president is friendly, likeable, approachable and, most importantly, has integrity.

Specific findings regarding constituent support are as follows:

- Undergraduate student leaders were enthusiastic in their willingness to work with the president and also confirmed that in their opinion, students in general were very supportive of President Ross. However, the Graduate Student Union leaders interviewed during the review expressed views critical of the president.

- Overall, academic and senior administrators support the president’s leadership.

- Administrative staff expressed support and respect for the president.

- Faculty support was mixed, as indicated above. Department chairs thought that the perception of CMU is better outside of the university than it is inside. The review committee is concerned about the resolution of no confidence in President Ross and
Provost Shapiro approved by the Academic Senate in December 2011 and subsequently endorsed by about 20 academic departments and what these votes mean going forward.

The review committee also recognizes through the comments received and material reviewed that the president is working towards improving the relationship with faculty.

- External constituents, in particular, voiced strong support for the president and his team. They viewed the leadership team as accessible and the university as a vital partner in the economic success of the local community and the state.

SECTION VII
RECOMMENDATIONS FOR DR. ROSS

Based on feedback derived from this process, the committee respectfully submits the following constructive recommendations for Dr. Ross’ consideration. The recommendations are divided into five main categories.

Relationships and Communication with Constituents

- Provide leadership in implementing an improved shared governance system.
- Continue to work proactively to establish more positive and productive relationships with faculty.
- Continue engagement and expand small group meetings with stakeholders.
- Work with your team to better prepare and communicate the interactions you are involved in to larger audiences.
- Continue to attend events on campus and in the community that are meaningful to the constituents.
Planning Processes

- Focus on completion and implementation of the overall 2012-2013 goals including the strategic plan, enrollment management plan, facilities master plan, information technology plan, and the shared governance and communication committee recommendations. Develop appropriate metrics to measure goal achievement.

Team Development and Organization

- Review and assess the structure, composition and leadership styles of your leadership team in order to continue to strengthen it. Consider the upcoming search for and selection of an Executive Vice President/Provost as critical and important to the university.
- Focus on improving university fundraising and the structure of the development enterprise.

Articulation of Vision

- Increase personal focus on articulating the vision, mission, core values, and strategic direction of the university to all constituent groups.

Leadership Style

- Continue to improve internal and external communication (transparency and inclusiveness).
- Be flexible in approach and collaborative in style.
- Develop relationships with potential coaches/mentors/advisors.
SECTION VIII

RECOMMENDATIONS FOR THE BOARD OF TRUSTEES

The following recommendations are offered to the Board of Trustees:

- Review collective bargaining philosophy and goals for the university and, in particular, the Board and president need to review the most recent collective bargaining experience with the Faculty Association in order to develop and guide a more effective and constructive approach to 2014 negotiations.

- Review and discuss the Shared Governance and Communications Committee report and recommendations after they are submitted to the president.

- Continue to enhance communications by meeting annually with the Academic Senate Executive Board, as first occurred in spring 2012, and continuing open discussions during the Trustees-Faculty Liaison Committee meetings as a venue for facilitating improved communications among the Board, the president and faculty leaders.

- Board leadership should meet periodically with President Ross to further share and discuss recommendations gained from this review process.

- Develop policy and procedures for periodic comprehensive review of the president. The Board of Trustees is responsible and accountable for the review of the university president and the Board needs to better articulate this process going forward.
SECTION IX

CONCLUSION

Overall, this is a favorable performance review of President George E. Ross.

Based on the information available to the Presidential Review Committee during this process, it is the committee’s conclusion that President Ross has been a dedicated and productive executive. Central Michigan University has made significant positive steps forward during Dr. Ross’ tenure in office. As reported earlier, there are numerous indicators of institutional achievement and progress under President Ross’ leadership, including among others: revitalization of the university’s strategic plan; review of shared governance at the university; impressive financial stewardship under constrained economic circumstances; prioritization and investment in academic programs; launching of new academic programs including the College of Medicine; enhancement of institutional facilities; recruitment and appointment of highly qualified academic deans and faculty; forging of strategic external partnerships; and effective representation of CMU at local, state and federal governmental levels.

It also is apparent from this review that President Ross enjoys the support of CMU’s diverse stakeholders, both on and off campus. Among the faculty, there were expressions of concerns about the president’s leadership, particularly from the leadership of the Academic Senate and the Faculty Association. The Presidential Review Committee is confident that the president will continue his efforts to enhance relationships with concerned faculty, and that faculty leaders will be equally committed to reconciliation.

The committee expresses its confidence in President Ross’ leadership and its belief that CMU will continue on a positive trajectory into the future.
SUBJECT: PRESIDENTIAL ASSESSMENT POLICY

1. Prior to each academic year (July 1), the president of Central Michigan University will provide the Board of Trustees, for their approval, written goals and plans based on the key objectives approved by them in the Vision Statement Key Elements and Objectives.

2. On or before August 15 of the following year, the president will provide the Board of Trustees with a written self-assessment based on the previously stated goals and plans. The Board Chair and/or designee(s) will review the goals and plans and the self-assessment with the president informally.

3. Every three years, the Board of Trustees will make a formal assessment of the president's performance.

Authority: BTM 5-10-2000 at 4169.

History: BTM 12-17-93 at 2937/8.
APPENDIX B

Excerpt of Minutes of the September 20, 2012 Board of Trustees Meeting

**Presidential Review Committee:**

Chair Kottamasu announced that as specified in the president's employment contract, the Board will conduct a full review of the president's performance during the 2012-13 academic year.

The process will be conducted in accordance with Board of Trustees policy governing the review of the president's performance, relevant Michigan public policy and professional best practices.

The purpose of the review is to gather and study information that will be helpful to the Board and the president as we move forward in our combined effort to provide CMU with effective and productive leadership.

To facilitate the review, an ad hoc committee of the Board has been appointed. The following trustees have agreed to serve on the review committee: Trustee Fannon will chair the committee; Trustee Hubbard and Trustee Hurd will serve on the committee.

The committee will report its findings and recommendations to the full Board of Trustees and the president at the December 2012 Board meeting.

Trustee Fannon added that in addition to data and information relevant to the president's performance that will be available to the committee, the Board will invite representatives of various external and internal stakeholders, including faculty, staff, students, and administrators to participate in the process through interviews that will be held in November, 2012.

For practical reasons, the number of people who can be accommodated in the interview process will be limited; however, the committee will arrange for other interested parties to have the opportunity to submit signed letters.

As additional details of the process are determined, the committee will communicate them.
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.ccfa.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/](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](http://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/](http://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/](http://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.

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:

CMU Presidential Search  
Storbeck/Pimentel & Associates, LLC  
1400 North Providence Road, Suite 6000  
Media, PA 19063  
610-565-2910 phone  
610-565-2939 fax  
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Email

Questions also may be directed to Chuck Bunting at: c.bunting@storbeckpimentel.com, (802) 985-4987 or Lesley Boyd at l.boyd@storbeckpimentel.com, (973) 783-7079.

*Central Michigan University, an AA/EO institution, is strongly and actively committed to increasing diversity within its community ([http://www.cmich.edu/aaeo/](http://www.cmich.edu/aaeo/)) URL’s also include: [http://www.cmich.edu](http://www.cmich.edu); [http://www.diversity.cmich.edu](http://www.diversity.cmich.edu)*
CMU Board of Trustees
Presidential Review Announcement

October 22, 2012

As part of the CMU Board of Trustees’ review this fall of President George E. Ross, interviews with stakeholders across campus and the larger community will be conducted the week of Nov. 12.

Stakeholders will be interviewed by the board’s Presidential Review Committee chaired by Trustee Brian Fannon. More than 75 individuals, as identified and selected by the board committee, will be invited to participate based on their leadership roles within the university and community.

This in-depth review, conducted to support the professional development of the president, is in accordance with board policy. Input gathered during the process will provide insights into stakeholder perceptions and constructive suggestions for the board and president.

In addition to the interviews, any interested constituent may communicate with the committee via email at trustees@cmich.edu or by mail addressed to Presidential Review Committee, P.O. Box 2014, Mt. Pleasant MI 48804. Communications must be received by Nov. 16. Submissions must be signed, note the writer’s relationship to the university, and include a phone number for reference if questions arise among the committee members about the content.

At the conclusion of the review process, the committee will make a report to the full Board of Trustees at its Dec. 6 formal session.