



Presidential Leadership Profile

MAY 2024



CENTRAL
MICHIGAN UNIVERSITY



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Central Michigan University's Board of Trustees invites nominations and applications for the position of President. The successful candidate will succeed Dr. Robert O. Davies, who will be stepping down from the presidency in December 2024 after serving the University with distinction since his appointment in 2018.

CENTRAL MICHIGAN UNIVERSITY

Established in 1892 and located in Mount Pleasant, CMU is a nationally ranked research university (R2) that fosters the transformative power of advanced learning while embracing a sense of community among its students, faculty, staff, and more than 250,000 alumni around the world. CMU has more than 14,000 students on campus and online enrolled in over 200 academic programs at the undergraduate, master's, specialist, and doctoral levels. Additionally, CMU has a College of Medicine to address a growing shortage of primary care physicians in Michigan.

From its roots as a teachers' college, CMU has grown to offer nationally acclaimed programs in areas ranging from the health professions and engineering to business and communications to science and technology. The University is defined by the success of its students and alumni and by their collective impact with the communities they serve.

Fire Up Chips!

Successful students MAKING A POSITIVE IMPACT



CMU student and faculty researchers help preserve the earth's resources, discover new ways to assess and treat diseases, and advance innovative ways to improve teaching and learning methods.

Our alumni are doctors, physical therapists and physician assistants. They are CEOs, military officers, engineers, neuroscientists, biochemists, forensic accountants and entrepreneurs. They are top broadcasters and journalists, fashion designers, teachers, lawyers, and policymakers.

Each year, about 90% of our freshmen on campus hail from the Great Lakes state. About 80% choose to stay in Michigan upon graduation, contributing to the well-being of its businesses, communities, residents, environment, and diverse culture.

CMU MISSION & VISION

Mission:

Central Michigan University is defined by the success of our students and alumni, and by their collective impact with the communities we serve.

Vision:

Central Michigan University will be nationally known for preparing innovators, learners and leaders who positively impact their local and global communities.



CMU core values & LEADERSHIP STANDARDS

To continue improving the student experience and delivering on our mission, CMU is focused on strengthening our already robust leadership culture.

Our commitment to our core values and leadership standards results in engaged and satisfied faculty and staff who impact student success, as well as alumni and community relationships.

Our core values are:

integrity, respect, compassion, inclusiveness, equity, social responsibility, excellence and innovation.

Our leadership standards state that we are:

- » Team builders
- » Thoughtful, open communicators
- » Service-oriented
- » Proactive, responsible and accountable
- » Courageous and effective
- » Focused on students and passionate about Central Michigan University



2023-2028 CMU Strategic Plan

In September of 2023, the CMU Board of Trustees approved a 2023-2028 strategic plan to guide the University toward realizing its mission and vision. The strategic plan was developed with the involvement of multiple stakeholders, committees and groups through a university-wide strategic planning process. Each of the plan's four priorities is backed up by stated objectives and measurable goals:



PRIORITY 1
Inspire Student and Scholarly Success — Prepare bold leaders and learners who innovate and adapt in a rapidly changing world.



PRIORITY 2
Engage Communities — Cultivate and enrich reciprocal partnerships with university stakeholders to ensure a lasting impact in the communities we serve.



PRIORITY 3
Enhance Organizational Culture — Raise our national profile as a vibrant and nurturing university community where all members feel valued, empowered to thrive, and experience a strong sense of belonging.



PRIORITY 4
Ensure Institutional Sustainability — Embrace sustainable campus operations that ensure wise stewardship of our resources.



Leaders who make a **POSITIVE DIFFERENCE**

CMU sets the leadership standard by offering one of the nation's most comprehensive leadership development programs.

Every CMU student has access to a wide range of leadership training, which begins before their first year with unique multi-day programs. Surrounded by a community dedicated to lifting up every individual, CMU students gain the experience necessary to become leaders in life.

CMU offers more leadership programming than any other university in the state, and arguably in the nation. The Sarah R. Opperman Leadership Institute on campus celebrates its 27th anniversary in 2024.

CMU has established six leadership standards to maintain and strengthen our hallmark culture and guide the actions of leaders across campus. These standards show that we are team builders, thoughtful and open communicators, and service oriented.

CMU offers more scholarships for leadership than any college or university in the Midwest, attracting students who distinguish themselves through a record of leadership and service.



Making a **REGIONAL IMPACT**



Rural Health Equity Institute

» The CMU College of Medicine created the Rural Health Equity Institute in 2023 to focus on the health priorities of Michigan's rural communities. RHEI seeks to improve access to services, expand telehealth capacity and deliver the education and training necessary to respond to local needs.



**Central Michigan University
Research Corp.**

» The Central Michigan University Research Corp. is a business incubator with offices in Mount Pleasant, Bay City and Saginaw. Among such entities funded by the Michigan Economic Development Corp., CMURC is No. 1 in terms of jobs created and companies formed.



WCMU Public Media

» WCMU Public Media has provided television and radio programming for more than 55 years across central and northern Michigan. Geographically, WCMU is the largest university-owned public broadcasting network in the nation.

Connecting CMU to the community **AND THE WORLD**

CMU has a strong relationship with the Saginaw Chippewa Indian Tribe, partnering to create educational initiatives, cultural events, and Indigenous educational resources for the campus and community. CMU's nickname, "Chippewas," is used with support from the Tribe as a sign of pride.

2,200

More than 2,200 international students representing 71 different countries call CMU their academic home, supported by our Office of International Affairs and Graduate Recruitment.

150

CMU offers students almost 150 opportunities to study abroad. Options range from faculty-led experiences to yearlong exchange programs with partner universities.





Inclusive Excellence: **CREATING A SENSE OF BELONGING**

» CMU has opened its doors to diverse communities since its inception. Today, we aim to expand upon past diversity, equity, inclusion, justice and belonging efforts to truly meet the needs of today's students.

"A Call to Action," CMU's 2023-2025 DEIJB strategic plan, is a comprehensive, actionable set of goals, objectives and tactics with desired benchmarks and deadlines that will lead to improved diversity, equity, inclusion, justice and belonging.

The Office for Institutional Diversity, Equity, and Inclusion is the driving force behind CMU's commitment to creating a culture of belonging. Current efforts include:

- » Diversity education programs create space within the CMU community to learn through appreciation for differing experiences, backgrounds, and perspectives.
- » The annual CMU Diversity Symposium offers a chance to learn more about national DEI research and trends.
- » The Office of Multicultural Academic Student Services offers cultural programming, scholarship opportunities, minority-mentoring initiatives, and other student engagement.



» CENTERED ON student success



The Office of Student Success focuses on increasing student retention through academic advising programs, individual tutoring, and financial wellness resources.



The CMU Center for Student Inclusion and Diversity offers Multicultural Academic Student Services, the Office of Indigenous Affairs, LGBTQ Services and Veterans Resource Center.



CMU students explore their future with staff and peer advisors in CMU's Career Development Center. Students receive help with interest assessment, resume writing, interview skills and job searching.

» STUDENT scholarly support

- » CMU has been **recognized for excellence** nationally and internationally for academic and student support programs.
- » CMU has been a top producer institution of **Gilman Scholar Awards** for study abroad in the last 20 years.
- » Each year, CMU students compete for, and earn, **prestigious national opportunities** including Fulbright, Goldwater, Boren, Critical Language, Newman and Udall scholarships and fellowships.
- » CMU is one of only two **Adobe Creative Campuses** in Michigan, empowering students to expand their digital literacy skills.



» Student support ON CAMPUS

CMU student support services range from mental health services and academic advising to career preparation. Our faculty and staff are dedicated to helping students address challenges and empowering them to achieve their academic goals.



The CMU Counseling Center provides free and confidential counseling services in an environment where students are appreciated and treated with respect.



CMU's Sexual Aggression Peer Advocates is a survivor-centered and trauma-informed paraprofessional student organization that serves those affected by sexual aggression.



CMU's CARE team and reporting system engages staff and faculty in developing individualized plans to support students who are struggling with their health, well-being, safety or academic success.

Division I SPORTS

Our student-athletes compete in 17 men's and women's sports in the Mid-American Conference. CMU Chippewas have won more than 100 MAC championships in 16 different sports, and the football program has participated in a post-season bowl game in 11 of the past 17 years. CMU student-athletes have had an average GPA of 3.0 or higher for 51 consecutive semesters.

- » Baseball
- » Basketball (M)
- » Basketball (W)
- » Cross Country (M)
- » Cross Country (W)
- » Field Hockey
- » Football
- » Gymnastics
- » Golf (M)
- » Golf (W)
- » Lacrosse
- » Soccer

- » Softball
- » Indoor Track & Field (W)
- » Outdoor Track & Field (W)
- » Volleyball
- » Wrestling

Get Fired Up for our top-level sports with our cheerleaders, dance team and marching band!



2

In 2023-2024, CMU captured two MAC team titles, including the wrestling championship and lacrosse regular season title.

1,126

With 1,126 all-time wins, one national championship, and 15 bowl game appearances, CMU is ranked among the nation's top 50 all-time best college football programs.

110

Since CMU joined the MAC in 1975, our athletic programs have won 110 conference championships.

Advancement & Alumni Relations

Central Michigan University's third comprehensive campaign will begin in the fall of 2024, building upon the success of several previous fundraising efforts that support our students' success.



University Advancement continues to break records, surpassing its entire fiscal year fundraising goal of \$22.5 million in the third quarter.



34% of those who attend a CMU alumni event give back to their alma mater, compared to a national average of just 22%.



Alumni Relations organizes popular annual events, including Grandparents University, CMU Weekend on Mackinac Island, and CMU-sponsored events with professional Detroit sports teams.



“

CMU made me a better musician because I played with so many different groups and worked with so many faculty. A personal contact at CMU set me on the path that became my life. If CMU served you like that, I think it's important to acknowledge that and give back as best you can. CMU students need our help.”

Mark Holen, '70

Meet Mount Pleasant

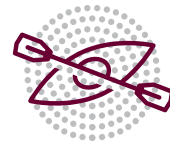
The county seat of Isabella County, Mount Pleasant is home to more than 21,000 residents. The area offers small-town charm with many big-city amenities.



500+
local events
a year



1,000 acres
of parkland and trails
for hiking and biking



80 miles
of the Chippewa
River to fish,
canoe, kayak
and tube

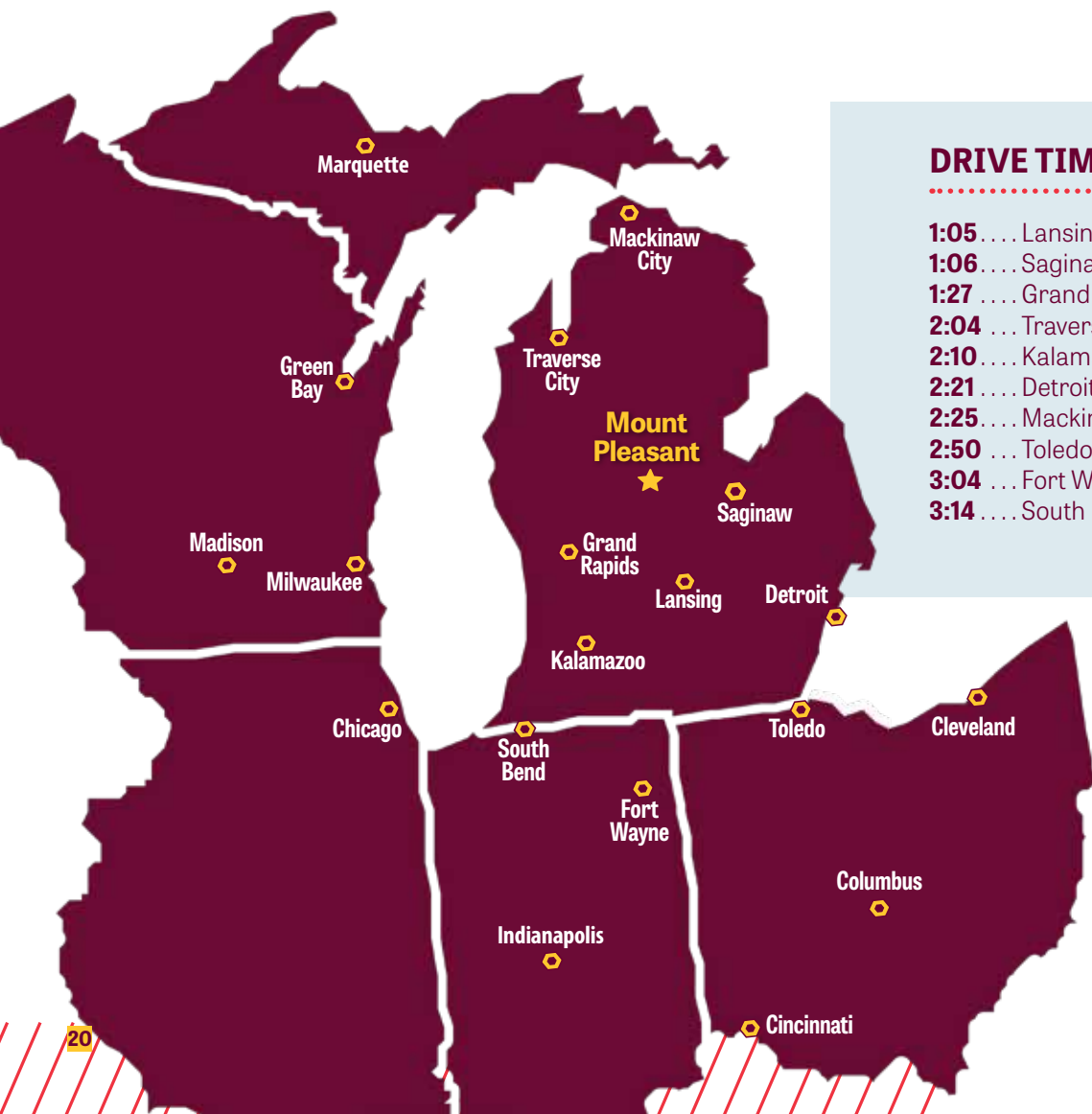
DRIVE TIMES

| | |
|-------------------------------|------------------------------|
| 1:05 ... Lansing | 4:03 ... Chicago |
| 1:06 ... Saginaw | 4:30 ... Cleveland |
| 1:27 ... Grand Rapids | 4:48 ... Indianapolis |
| 2:04 ... Traverse City | 4:54 ... Columbus |
| 2:10 ... Kalamazoo | 5:22 ... Marquette |
| 2:21 ... Detroit | 5:35 ... Cincinnati |
| 2:25 ... Mackinaw City | 5:36 ... Milwaukee |
| 2:50 ... Toledo | 6:14 ... Madison |
| 3:04 ... Fort Wayne | 6:20 ... Green Bay |
| 3:14 ... South Bend | |



135

downtown businesses
including shops, galleries,
restaurants and cafes



CMU At-A-Glance

Student Demographics

14,423 enrolled students including:

- » 10,079 undergraduate
- » 3,392 graduate and graduate certificate
- » 530 doctoral
- » 422 doctor of medicine
- » Roughly 80% of CMU students attend classes on the Mount Pleasant campus.

| RACE/ETHNICITY | PERCENTAGE OF STUDENT BODY |
|---|----------------------------|
| International | 12% |
| Hispanic/Latine | 4.7% |
| American Indian or Alaska Native | 0.8% |
| Asian | 1.9% |
| Black or African American | 8.1% |
| Native Hawaiian or other Pacific Islander | 0.1% |
| White | 67.4% |
| Two or more races | 3% |
| Race unknown | 2.1% |

Employee Demographics

2,096 Employees

- » 792 Faculty (755 full-time, 37 part-time)
- » 1,304 Staff (1,281 full-time, 23 part-time)

| RACE/ETHNICITY | PERCENTAGE OF FACULTY AND STAFF |
|---|---------------------------------|
| Non-resident | 1.2% |
| Hispanic/Latine | 2.6% |
| American Indian or Alaska Native | 0.4% |
| Asian | 4.2% |
| Black or African American | 4.4% |
| Native Hawaiian or other Pacific Islander | 0.1% |
| White | 84.6% |
| Two or more races | 1.2% |
| Race unknown | 1.3% |

Student Success Outcomes

- » Nearly 94% of CMU graduates are employed or continuing their education within six months of graduation (First Destination Survey).
- » Within two years of graduation, 95% of graduates are employed, exceeding the national average by 13%. They also out-earn their national peers – CMU grads enjoy 23% higher median earnings two years after graduation (niche.com).

Engaged Global Citizens

- » CMU supports nearly 300 Registered Student Organizations ranging from sports and social clubs to professional networking groups.
- » CMU is #1 in the nation for public universities participating in Alternative Breaks, a service-learning program.
- » CMU offers 150 study abroad programs in 50 countries.
- » CMU named one of the nation's highest producers of Gilman Scholars for study abroad and international education.
- » Central Sustainability, a student-led initiative, has earned national accolades for campus sustainability.
- » CMU has a gold STARS rating from the Association for the Advancement of Sustainability in Higher Ed.
- » Named a Voter Friendly Campus for three consecutive years by the Fair Elections Center's Campus Vote Project.
- » Named one of the nation's ALL IN Most Engaged Campuses for College Student Voting.

About Academics at CMU

- » 292 undergraduate, graduate and certificate programs
- » 7 academic colleges
- » CMU College of Medicine
- » CMU Innovation and Online
- » 16:1 Student-to-Faculty ratio
- » 89% of CMU classes have fewer than 40 students

Recent Academic Accolades

For 2024, Abound.com ranks CMU:

- » Best Online Colleges – Midwest
- » Best College for Adults – Michigan

For 2024, US News & World Report ranks CMU:

- » Best in Michigan and 27th nationally for Best Online Bachelor's in Psychology.
- » 3rd in Michigan and 58th nationally for Best Online Bachelor's for Veterans.
- » 4th in Michigan and 104th nationally for Best Online Bachelor's degrees.

Military Friendly

- » For the past eight years, ranked a gold-level Veteran-Friendly School by Michigan Veterans Affairs Agency.
- » For 2024, named Best Colleges for Military and Veterans by Abound.com.

Research

- » One of only 133 institutions designated with the R2 Carnegie Classification for high research activity.
- » More than \$34M in external funding for research and scholarly activity in current fiscal year.
- » With growth in research over the past two years, CMU recently entered the Quacquarelli Symonds World Rankings and the Times Higher Education World University Rankings for the first time.



College of the ARTS AND MEDIA

»» The College of the Arts and Media houses four departments and schools: the Department of Art and Design, the School of Communication, Journalism and Media, the School of Music, and the Department of Theatre and Dance.

CMU students learn in an interactive environment using cutting-edge technologies and industry best practices. Classes are taught by faculty recognized as leaders in their fields, from broadcast journalism to musical theatre. Students engage in hands-on learning and share their work in campus and community media, concerts, performances, exhibitions and festivals.



CMU was the first public university in the Midwest with a large-scale 3-D printing facility.



CMU's student-run news publication CM Life earned the 2023 Pinnacle Award, the College Media Association's top award.



CMU's journalism program is one of only two accredited programs in Michigan, and offers the state's only photojournalism program.



College of **BUSINESS ADMINISTRATION**

»» The College of Business Administration at Central Michigan University prepares students for professional success through rigorous academic coursework, hands-on learning and transformative experiences such as study abroad, academic competitions and internships.

Many students earn a professional certification while completing their coursework, making CMU graduates especially attractive to employers at the state and national level.

Undergraduates choose from 17 majors and 15 minors, and graduate students complete specialized master's degrees in economics, information systems or our nationally ranked MBA.

» **#1**

member of the SAP University Alliance program in North America.

» **<200**

accounting programs in the world earn accreditation from AACSB International ... CMU's School of Accounting is one of them.

» **\$80,000**

awarded annually to student-run startup companies through the Isabella Bank Institute for Entrepreneurship's New Venture Challenge.



"Come on a campus tour. You get to talk with the faculty and students and learn about all the opportunities and possible paths there are. It's OK if you don't know what you want to do. I was thinking about hospitality or entrepreneurship when I started here. Now I'm in marketing and sales."

Brian Caine, '22

Major Marketing with a concentration in professional sales

College of EDUCATION AND HUMAN SERVICES

» In the College of Education and Human Services, we prepare students to improve the lives of children and their families in fields such as teaching, special education, family studies, child development, nutrition and dietetics, interior design and fashion merchandising and design, counseling, recreation studies, educational leadership and administration.

The college is home to multiple centers that allow students to work alongside faculty to provide services to community members.

- » CMU's accredited teacher education program is one of the largest and most esteemed programs in Michigan.
- » The Michigan Consortium for Addressing Rural Education Expansion and Retention (MiCAREER) Resource Hub offers teacher certification at no cost to future educators.
- » CMU's Event and Recreation Management Bachelor's Degree program has been honored for five straight years with the International Festivals and Events Association's top award.



"I love a good selfie and I love art. In my selfie museum, you can become part of your art. It's a place of affirmation and inclusivity where no matter how you feel you can leave with a smile on your face. And everything I learned and took part in at CMU has helped to make it possible."

Catherine Tolbert-Wilson, '21
Major Interior design
Owner of Good Day Selfie Museum
in Ferndale, Michigan



The Herbert H. and
Grace A. Dow College of

HEALTH PROFESSIONS

»» The field of health care is rapidly changing and expanding. CMU is preparing students to be leaders in fields such as communication sciences and disorders, physical therapy, athletic training, and more.

Our programs combine classroom learning with hands-on experience through volunteer service learning, research and internships. Our Health Professions Building provides students with access to cutting-edge technology and state-of-the-art clinical and laboratory spaces.

» **8** CMU's sport management program is ranked 8th in the nation for Best Accredited Sports Management Programs by Intelligent.com.

» **95** percent of graduates from the physician assistant program at CMU are employed upon graduation, many working in underserved and rural areas of Michigan.

» **2025** is the year CMU's new four-year Bachelor of Science in Nursing program will begin accepting students.



"I chose to stay at CMU for my doctorate because it provided the most well-rounded program. There's a fantastic clinic space and professors who are happy to help nurture my research career. CMU has felt like home ... and no other graduate program made me feel as comfortable, welcome and relaxed as CMU."

Djemila Fields
Doctor of Audiology

College of LIBERAL ARTS & SOCIAL SCIENCES

» Undergraduate and graduate students in the College of Liberal Arts and Social Sciences study people and cultures, communities, the human mind, and the fundamental questions of human life.

CLASS offers 61 programs in departments ranging from English Language and Literature, Psychology, and Military Science, to Women and Gender Studies, Religion, and Museum Science. Students participate in hands-on learning that teaches critical thinking, communication, and problem-solving skills.



Military science students practice on CMU's ROTC outdoor leadership field training course, one of only a few of its kind in the nation.



The Center for Learning Through Games and Simulations is an innovative, interdisciplinary collaboration promoting the use of play to enhance learning.



CMU anthropology students participate in hands-on field research at sites around the globe. They also use 3-D printers to create exact replicas of fossils.



College of SCIENCE AND ENGINEERING

» Central Michigan University is committed to addressing the increasing global demand for individuals prepared for careers in science, technology, engineering and math.

The College of Science and Engineering is home to more than 36 academic programs across nine departments. Students pursue degrees in biology, chemistry and biochemistry, computer science, earth and atmospheric sciences, engineering and technology, geography, mathematics, and physics.

Students work alongside faculty whose research advances the sustainable management of natural resources, and whose innovations support industry and economic development in Michigan and beyond.

- » CMU offers the only meteorology major in Michigan, meeting or exceeding American Meteorological Society and National Weather Service guidelines.
- » The School of Engineering and Technology was ranked 75th nationally for Best Undergraduate Engineering Degrees by U.S. News & World Report in 2022.
- » CSE will begin offering a new biotechnology major in the fall of 2024.

College of MEDICINE

» In 2010, CMU opened its College of Medicine to address the state's growing need for health care professionals; since that time, hundreds of competent, compassionate physicians have graduated into roles throughout the state and Great Lakes Bay Region.

Many large medical schools focus on preparing researchers and the most highly paid specialists. CMU's Board of Trustees, in contrast, approved our College of Medicine specifically to address the significant need for doctors in rural and medically underserved urban communities.



College of Medicine faculty and students partner with organizations throughout the state to address pressing mental health care concerns including adverse childhood experiences and suicide.



CMU Medical Education Partners is responsible for eight accredited residencies and two medical fellowships.

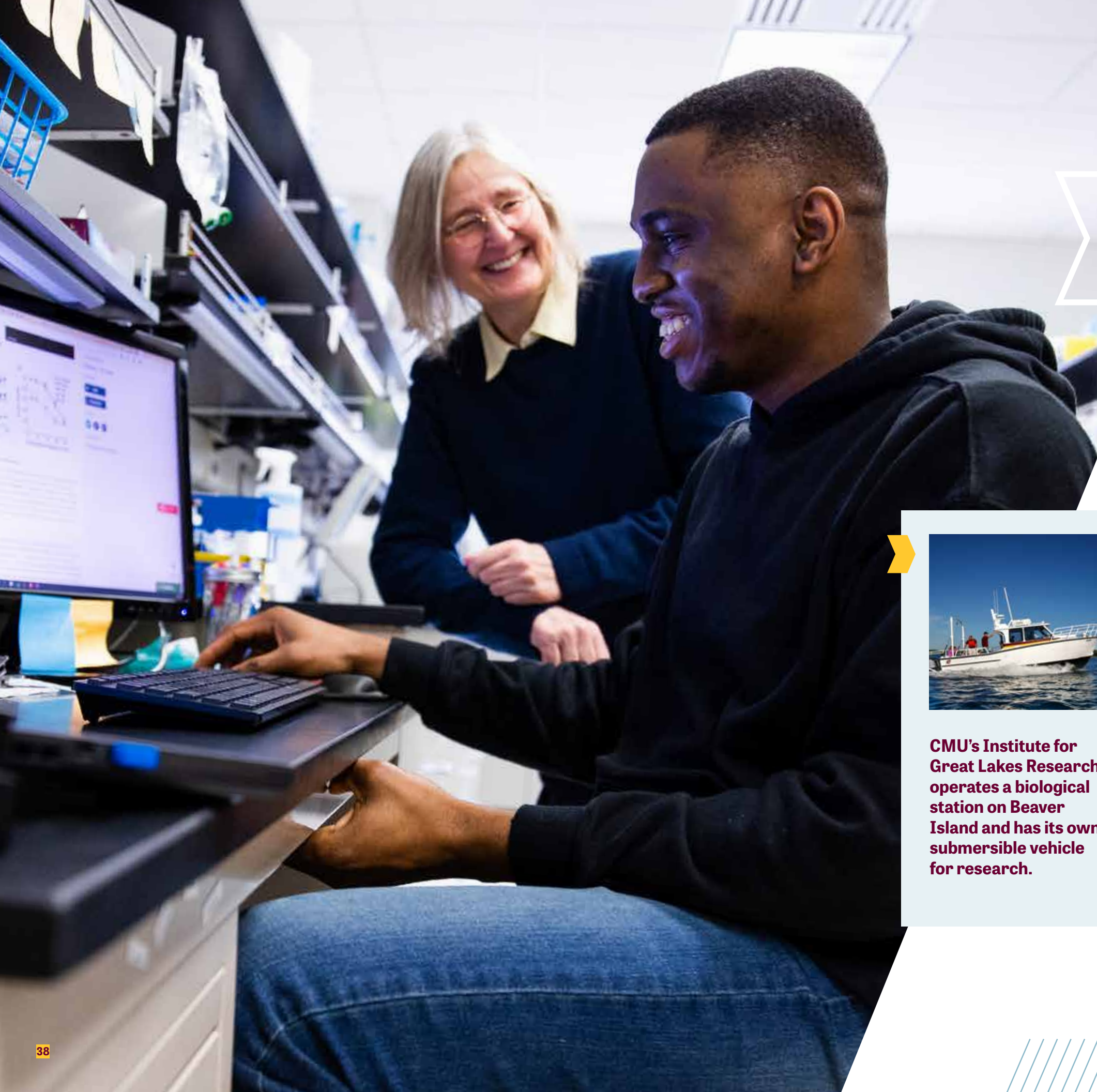


In 2023, CMU established the Rural Health Equity Institute to increase access to high-quality health care services for Michigan residents living in rural areas.



100%
RESIDENCY
MATCH RATE





Office of **RESEARCH AND GRADUATE STUDIES**

CMU is classified by the Carnegie Foundation for the Advancement of Teaching as having a high level of research activity in a smaller university setting.

At CMU, students can begin to work alongside outstanding faculty as early as their freshman year, conducting cutting-edge research in cancer, Parkinson's and Alzheimer's diseases, sustainability and environmental preservation, and more.

- » CMU serves more than 4,000 graduate and doctoral students on our Mount Pleasant campus and through CMU Innovation and Online.
- » CMU is among the top 5% of schools in the U.S. to carry the R2 Carnegie Classification of Institutions of Higher Education.
- » Millions of dollars in grants from agencies like the U.S. Department of Agriculture, U.S. Fish and Wildlife Service and National Institutes of Health support a wide variety of research initiatives.



CMU's Institute for Great Lakes Research operates a biological station on Beaver Island and has its own submersible vehicle for research.



INNOVATION & ONLINE



» CMU Innovation and Online is a leading provider of online learning solutions.

We develop, deliver and support strategic learning solutions that reshape our students' world. Our online learners gain valuable skills that help them excel, and we help our business and organization partners grow leaders from within.

- » CMU's online bachelor's in business and bachelor's in psychology programs were ranked first in the state in the U.S. News & World Report 2024 Best Online Programs rankings.
- » I/O offers military members flexible cohorts, so they can work at their own pace and balance their education with their service duties.
- » A new outreach hub established in 2024 in Traverse City facilitates innovation and collaboration in Northern Michigan.



The role of the **PRESIDENT**

The President serves as the University's chief executive officer and reports to the Board of Trustees.

The President provides oversight of a \$434 million budget and provides leadership in support of advancing the University's mission. CMU's next President will have the opportunity to lead a storied university toward future success. The President will be expected to advance the University's current strategic plan, achieve financial and enrollment stability, further inclusive excellence and belonging broadly across the community, strengthen external relationships and visibility, and invest in human resources and university operations.

CMU seeks a President who has a record of impactful leadership at the most senior levels within an organization of similar size and complexity as CMU. This individual should have a passion for public higher education, embody innovation and strategic acumen, and be capable of crafting a distinct vision for the institution, all while respecting its rich legacy and purpose.

For information regarding how to make a nomination or express a personal interest in this position, please see the section titled "Procedure for Candidacy."

Opportunities & EXPECTATIONS FOR LEADERSHIP

The next President of Central Michigan University must provide effective leadership in addressing the following most pressing opportunities and challenges.

Advance the University's strategic plan

The next President of CMU will join the University in the middle of its current [strategic plan](#). There is strong support across the University for the four priorities of the plan: Inspire Student and Scholarly Success; Engage Communities; Enhance Organizational Culture; and Ensure Institutional Sustainability. The next President will be expected to continue the implementation of the plan, adjusting, refocusing, and adapting as needed. In addition, the CMU community welcomes the next President's fresh perspective, analysis, and identification of new opportunities for the University to realize the institution's potential more fully.

Achieve enrollment and financial sustainability

CMU seeks a long-term plan for sustainable financial health. A central element of this plan will be a reliable, realistic enrollment strategy that includes effective recruitment, retention, and student support initiatives for the diverse students that CMU serves, including both on campus and online.

These efforts must be advanced in an increasingly complex and competitive demographic and economic environment within the state of Michigan. Enrollment at the University has declined significantly over the last decade but has recently stabilized.

It is imperative for the President to work closely with the enrollment management division to sharpen the enrollment strategy, continue to enroll a student body of the highest quality, and increase retention.

Several steps have been taken to address immediate financial challenges facing the University, including reduction of costs and moving the College of Medicine to Saginaw, which will further strengthen the financial picture of the University in the next two to three years. Additional steps must be taken to address future fluctuations in the student landscape, both nationally and within Michigan. Thus, one of the most important metrics for measuring the success of the next President will be effectively guiding the University to long-term fiscal stability.

Further inclusive excellence and belonging broadly across the community

CMU seeks a President who embodies the values of inclusive excellence and belonging and who is steadfast in advancing these values. Thus, the President will champion existing and support the creation of policies, programs, and initiatives that represent these values as outlined in the [University's Diversity, Equity, Inclusion, Justice, and Belonging Strategic Plan](#).

CMU is proud to have a strong, historic, and cooperative relationship with the Saginaw Chippewa Indian Tribe. The Saginaw Chippewa Indian Tribe of Mount Pleasant has more than 3,000 enrolled members.

The next President will be expected to be especially cognizant of the University's relations with the Tribe and continue to strengthen the relationship between the University and the Tribal community.

Strengthen external relationships and visibility

Given flat state appropriations and fierce market competition across the state, CMU needs an entrepreneurial leader who can identify and implement strategies for increasing state government appropriations and raising the University's profile. Of critical importance is a President who is effective at strengthening relationships with trustees; corporate, foundation and individual donors; elected officials; and alumni to support current and future institutional needs.

There is an opportunity for the next President to enhance the University's current marketing and branding efforts that raise visibility and articulate the University's value proposition and differentiators. The President must strengthen the overall visibility and reputation of the University to a variety of external audiences and speak passionately to potential students, families, employers, and supporters, as well as the higher education community, about the many strengths of CMU.

The University's last comprehensive fundraising campaign, Fire Up for Excellence, concluded in 2019 and raised over \$100 million. The University is in the planning phase of a comprehensive fundraising campaign that will emphasize capital investments in its campus infrastructure. The President is expected to lead, advance, and participate materially in all efforts to raise awareness and build substantial philanthropic support.

Invest in human resources and university operations

If CMU is to realize its goals and objectives, the University must be able to attract and retain top talent at all levels of the University. Like many institutions, CMU is challenged with attracting and retaining high-quality faculty and staff in an environment of constrained resources. The next President will need to be creative in developing effective strategies for recruitment, retention, compensation, and professional development of faculty and staff. Additionally, the President will work to ensure that all employees have the appropriate skills, training, and authority to support a culture of service and accountability.





Professional Qualifications & PERSONAL QUALITIES

Central Michigan University seeks a President who has a record of impactful leadership at the most senior levels within an organization of similar size and complexity as CMU.

This individual should have a passion for public higher education, embody innovation and strategic acumen, and be capable of crafting a distinct vision for the institution, all while respecting its rich legacy and purpose.

The ideal candidate will possess many of the following professional qualifications and personal qualities:

- » An excellent record as an outstanding leader; a record of success as a thoughtful, effective, pragmatic, team-oriented leader and manager of people with a demonstrated ability to inspire, develop, and motivate staff;
- » An ability to provide both visionary and creative leadership in articulating a compelling vision for CMU's future to all audiences, aligned with its mission, vision,

values, opportunities, and aspirations; strategic thinker with the highest level of integrity, able to provide vision and collaborate through shared governance with all campus constituents;

- » Experience in budgeting, financial planning, and resource management is vital; a record of fiscal responsibility and sound financial stewardship to ensure the University's long-term sustainability and success;
- » Experience and knowledge in the field of higher education; expertise in national trends, particularly for public research universities; demonstrated experience in shared governance settings with boards and other constituents;
- » Experience developing and implementing long-term enrollment strategies;

- » Excellent interpersonal skills and the ability to effectively communicate ideas, perspectives, decisions, and values while listening to others;
- » A comprehensive understanding of and passion for the importance of being an R2 institution with a College of Medicine;
- » An ability to value the unique contributions made by all campus constituents, including a genuine interest in the University's people, especially its students, and a demonstrated commitment to the needs of inclusion and belonging for all members of the community;
- » Demonstrated success at engaging all levels of government and procuring resources, including local boards, state legislature, the governor, and the federal government; ability to engage and network with fellow state university presidents;
- » Demonstrated ability to set, manage, and strategically implement priorities as a proven decision-maker; demonstrated ability to multitask in a dynamic, fast-paced, changing environment;
- » Knowledge and ability to work and communicate effectively in a unionized environment;
- » A commitment to inclusive excellence and belonging in every aspect of the University's community;
- » A strong record of success with fundraising and resource generation;
- » Demonstrated success in alumni, community, and external relations.



» Academic Credentials

An earned doctorate is preferred. In lieu of a terminal degree, candidates may have a demonstrated record of successful executive leadership and comparable credentials and/or experience sufficient to garner the respect and confidence of the University community.





Procedure for **CANDIDACY**

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

WittKieffer is assisting Central Michigan University in this search. For fullest consideration, candidate materials should be received by July 24, 2024.

Application materials should be submitted using WittKieffer's candidate portal.

Nominations and inquiries can be directed to:
Zachary A. Smith, Ph.D., Christine Pendleton, and
Ashlee Winters Musser
CMUPresident@wittkieffer.com



CENTRAL
MICHIGAN UNIVERSITY

CMU, an AA/EO institution, strongly and actively strives to increase diversity and provide equal opportunity within its community. CMU does not discriminate against persons based on age, color, disability, ethnicity, familial status, gender, gender expression, gender identity, genetic information, height, marital status, national origin, political persuasion, pregnancy, childbirth or related medical conditions, race, religion, sex, sex-based stereotypes, sexual orientation, transgender status, veteran status, or weight.