



**Dean of The Herbert H. and Grace A. Dow
College of Health Professions
Leadership Profile**

The Opportunity

Central Michigan University invites applications and nominations for Dean of The Herbert H. and Grace A. Dow College of Health Professions. Central Michigan University is a nationally ranked research university 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. 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, and science and technology.

CMU's student and faculty researchers preserve the earth's resources, discover new ways to treat diseases, advance innovative ways to improve teaching and learning methods, and much more. Its alumni are physical therapists, physician assistants, and doctors. They are CEOs, lawyers, and policymakers. They are top broadcasters and journalists, fashion designers, and teachers.

Established in 1892, CMU has more than 14,000 students enrolled, including over 10,000 undergraduate students and over 4,000 graduate and doctoral students and at 12 locations across North America. More than 20 percent of CMU's main campus students supplement their on-campus classes with online courses. The average high school GPA of entering students is 3.52. The College of Health Professions enrolled 662 (signed UG majors) undergraduate students and 653 (signed GR/DR Majors) graduate students.

Among just five percent of U.S. universities in the highest two Carnegie research classifications, CMU offers nearly 300 academic programs at the undergraduate, master's, specialist, and doctoral levels. In addition, CMU has established the nation's 137th College of Medicine to address a growing shortage of primary care physicians in Michigan. The inaugural class of students graduated in May 2017, and the program achieved full LCME accreditation in 2018.

The Role of the Dean

The Dean of The Herbert H. and Grace A. Dow College of Health Professions (College) is responsible for all operations of the College and provides leadership regarding research and graduate and undergraduate education both on- and off-campus.

The Dean reports to the Provost and Executive Vice President and is a member of the Provost's Advisory Council, Academic Senate, Senior Leadership Team, and Academic Planning Council. The Dean works closely with the other academic college deans, including the Executive Vice President for Health Affairs and Dean of the College of Medicine, Vice President for Innovation and Online, the Vice President for Research and Innovation, and the Senior Vice Provosts for Academic Administration and Resources and Academic and Curricular Affairs, as well as other administrative leaders, department chairs, and program coordinators.

The five academic units that comprise the College include the Department of Communication Sciences and Disorders (Communication Sciences and Disorders, Speech-language Pathology, Audiology); the Department of Physical Education and Sport (Athletic Coaching, Health and Physical Education, Sport Management); the Department of Physical Therapy, the School of Health Sciences (Exercise Sciences, Public Health, Health Administration); the School of Rehabilitation and Medical Sciences (Athletic Training, Nursing, Nutrition and Dietetics, Physician Assistant) and Interdisciplinary Programs (Environmental Health and Safety). Programs combine classroom learning with hands-on experience through volunteer service learning, research, clinical services, and internships.

The College provides 10 undergraduate programs, eight graduate programs, and three doctoral programs (Audiology, Health Administration, and Physical Therapy). Service centers of the College include the Carls Center for Clinical Care and Education, Mobile Health Central, the Institute for Health and Business Insight, Injury Care Center, Interprofessional Education and Practice Center, and the Motion Analysis Center.

Entering its 25th year, the Health Professions Residential College (HPRC) is a dedicated community for undergraduate students pursuing careers in health-related fields. Located in Emmons Hall, the HPRC supports between 75 to 100 annually and has welcomed approximately 3,700 students since its inception. The HPRC provides a distinct and unique living and learning environment aimed at fostering students' academic and personal growth, setting the foundation for a successful college experience and future in a health profession. When students join the HPRC they benefit from individual and group work through programs centered on academics, community engagement, volunteer service, and leadership development. Participation in the HPRC helps students build a comprehensive portfolio of experiences, enhancing their qualifications and visibility for future employment or advancing their education. It is important for the dean to maintain a close relationship with the HPRC by communicating with the director regarding the program's status and vision for the future.

Duties and Responsibilities

The responsibilities of the position include the following:

- » Supports the Leadership Standards of Central Michigan University and fosters a culture that inspires excellence.
- » Develops and articulates a compelling vision for the health professions within the College, consistent with the university's overall vision and mission; encourages support for that vision from within the College; and leads strategic and long-range planning efforts, working with others to implement change.
- » Advocates for the departments and programs in the College; routinely reviews enrollment, program and student success data; develops and supports contemporary undergraduate and graduate programs that contribute to the health and well-being of society.
- » In partnership with CMU Advancement, actively cultivates donors, engages in donor relations leads the successful advancement and fundraising efforts of the College.
- » Demonstrates a commitment to attracting and supporting a diverse and talented student body and maintaining high standards for student performance.
- » Ensures academic excellence by promoting high quality and relevant programs, in addition to innovative faculty scholarship that supports the teacher-scholar model.
- » Responsible for the oversight of all specialty program accreditations within the College.
- » Promotes multi-cultural, international and diverse perspectives in the classroom, scholarship, and service; advances diversity, equity, inclusion, justice and belonging in all settings; and facilitates interdisciplinary collaboration both within the College and among colleges.
- » Works with department chairs and faculty, successfully recruiting, retaining, and fostering the professional development of diverse faculty who are strongly committed to excellence in their teaching, research, and service.
- » Promotes the acquisition of extramural research funding to support faculty and graduate student research.
- » Develops and maintains successful relationships with industry partners, including health professions agencies, clinics, and hospitals, to ensure high-quality clinical placements for our students.
- » Strengthens and broadens alumni and community relationships.
- » Cultivates and provides stewardship for corporate and foundation relationships.
- » Promotes fruitful international partnerships.
- » Provides sound fiscal leadership and demonstrates being a fiscally responsible steward of university resources.
- » Works productively within the parameters established by the several collective bargaining agreements with members of the faculty and staff.
- » Collaborates on the development and applications of personnel policies and procedures within the college and ensures compliance with same.
- » Sets an example of the highest standards of professional integrity.
- » Leads the priority-setting and strategic planning efforts in the College in alignment with CMU's strategic plan and Academic Vision.
- » Collaborate with the other colleges or departments as appropriate to promote interdisciplinary initiatives and explore expansion of new initiatives to promote health and well-being.

Education, Skills, Abilities, and Experience

Required Qualifications

- » Doctorate in a field represented by one of the academic departments or schools in the College.
- » Credentials in a health-related or other appropriate field.
- » Academic achievements appropriate for appointment as a tenured full professor, including a record of scholarship and research, teaching excellence, and mentoring of faculty and students.
- » Administrative and academic experience in positions with progressive leadership responsibilities.
- » A strong record of budgeting and financial planning experience.
- » A record of successful fundraising, including both alumni fundraising and corporate and foundation support.
- » Demonstrated commitment to diversity, equity, inclusion, justice, and belonging.
- » Demonstrated experience with assessment and specialized accreditation within the health professions.
- » Demonstrated success with shared governance.
- » Demonstrated ability to promote collaboration and build positive relationships with others.
- » Evidence of effective oral, written, and interpersonal communication skills.
- » Demonstrated history of success with building enrollment and recruitment pipelines.

Preferred Qualifications

- » Effective administration of professional and/or health training programs.
- » Experience with academic and clinical curriculum development and delivery, including remote or online programs.
- » A record of interdisciplinary collaboration.
- » A record of promoting interprofessional education and practice.
- » Demonstrated commitment to advocacy for the disciplines represented within the College.
- » Demonstrated commitment to, and support for, academic technologies relevant to College operations.
- » Demonstrated experience establishing and maintaining collaborative relationships at the university level.
- » An understanding of and a demonstrated commitment to higher education trends, including financing.
- » Experience working in a collective bargaining environment.
- » Track record of working with rural and under-served communities.



Central Michigan University

Central Michigan University is a nationally ranked institution that fosters the transformative power of advanced learning while embracing a sense of community among our students, faculty, staff and nearly 250,000 alumni around the world.

CMU started as a normal school in 1892 for 31 students aspiring to be teachers and fill a void in Michigan's schoolhouses. Fast forward to May 2017, when we graduated our first class of physicians from a medical school that was created because of significant unmet need for doctors in rural and medically underserved urban communities.

CMU was a pioneer in distance education back in 1972, and that leadership continues today with inclusion on the U.S. News and World Report "Best Online Programs" lists.

CMU students 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 physical therapists, physician assistants and doctors. 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 percent of our freshmen on campus hail from the Great Lakes state. About 80 percent choose to stay in Michigan upon graduation, contributing to the well-being of its businesses, communities, residents, environment, and unique and diverse culture. The other 20 percent are sought by employers across the Midwest and nation and are valued for their leadership, willingness to roll up their sleeves and work hard, and ability to focus on innovative solutions and work in teams.

At Central Michigan University, faculty and staff foster the transformative power of advanced learning while creating a sense of community. Students, parents and alumni alike speak of the "feeling" they had the first time they stepped on campus — a sense that they mattered and that they would be supported in finding their unique path forward. CMU is among only 5 percent of U.S. universities in the highest two Carnegie research classifications. Our research philosophy means even undergraduates, often starting their freshman year, work beside faculty, immersed in learning and discovery experiences that employers value.

At the same time, we uphold the belief that a foundation in the liberal arts allows students to achieve more success in their careers, contribute more to their employers and lead more fulfilling lives in their communities.

Through the combined efforts of our faculty, staff, alumni and partners, Central Michigan University achieves its vision of being an inclusive community of scholars and a national leader in higher education, inspiring excellence and innovation.

So, too, does it uphold its mission as a community committed to the pursuit of knowledge, wisdom, discovery and creativity. We provide student-centered education and foster personal and intellectual growth to prepare students for productive careers, meaningful lives and responsible citizenship in a global society.

Fire Up Chips!



We do.

A view of some of the programs, partnerships and developments that help define CMU

» CMU offers more leadership programming than any other university in the state, and arguably in the nation. The Sarah R. Opperman Leadership Institute celebrated its 27th anniversary in 2024. Its Leadership Safari program immerses two-thirds of each freshman class in a five-day experience that teaches students how to be successful in college and life. Leadership experiences across campus are designed to reach all students throughout their time at Central, helping them to identify personal values, explore diverse viewpoints and consider the impact of their actions.

» Nearly 200 U.S. Military flag officers hold CMU degrees and the university has received a gold-level ranking as a Veteran-Friendly School by the Michigan Veterans Affairs Agency. been recognized by Military Times as a "best bet for vets".

» CMU is a diverse community of learners and educators. A new Chief Diversity Officer was appointed in 2021 to develop strategies to make campus a more welcoming, inclusive and supporting place through the efforts of the Office of Institutional Diversity, Equity and Inclusion. In the Division of Student Affairs, programs such as Multicultural Academic Student Services, Native American Programs and LGBTQ Services and Gender Equity Programs, provide the campus with educational programming and engaging events.

» Almost 1,600 international students representing 68 countries call CMU their academic home. Supported by International Student and Scholars Services, these students contribute to our diverse community of learners in many ways. The CMU Global Ambassadors program invites international students to share their unique experiences, cultures, and customs through speaking engagements, presentations and multi-cultural events.

» CMU is proud to have a strong, historic, and cooperative relationship with our neighbors, the Saginaw Chippewa Indian Tribe. The Saginaw Chippewa Indian Tribe of Mount Pleasant has more than 3,000 members enrolled. The partnership supports educational initiatives, cultural events and speakers, and Native American educational resources for the campus and community. CMU's nickname, "Chippewas," is used with support from the Saginaw Chippewa Tribal Council as a sign of pride, honor and respect for the tribe's rich heritage.

» The President's Cabinet has approved [six leadership standards](#) to maintain and strengthen our hallmark culture and guide the actions of leaders across the university. These standards show that we are team builders, thoughtful and open communicators, and service oriented.

They set the expectation that we are proactive, responsible and accountable, courageous and effective, as well as focused on students and passionate about CMU. Nearly all supervisors have participated in training on the standards.

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

» CMU participates in federal and state student support grant programs including: TRIO Detroit – Upward Bound and Talent Search; TRIO Ronald McNair Scholars; King-Chavez-Parks Pathway Scholars; GEAR-UP; and College Day.

» CMU offers students more than 150 opportunities on six continents to study abroad ranging from faculty-led experiences to yearlong exchange programs with partner universities. Students see the world, experience new cultures, hone language skills, explore career opportunities, and develop new levels of independence and self-awareness.

» The Interdisciplinary Center for Community Health and Wellness is a multi-college partnership that links with community health priorities to stimulate collaborations, research and education about health and wellness for disease prevention, health promotion, health communication, quality of life improvement and related economic benefits for Michigan and beyond.

» CMU, with support from Michigan Health Endowment Fund and Region VII Area Agency on Aging, is building the Healthy Aging Initiative. CMU, in partnership with local County Commissions on Aging and other stakeholders in the community will develop programs to improve older adult wellness, reduce the risk of falls and provide home-based low- cost solutions for healthy aging. The initiative leverages CMU's academic strengths to bring "wellness" and fall prevention programs to the older adults in the community.

» CMU students make a difference in the lives of others. The Mary Ellen Brandell Volunteer Center provides students with hundreds of volunteer opportunities on campus, in the local community and across the country. They coordinate a variety of programs which bring service experiences to students through coordinated projects, weekly mentoring opportunities, educational sessions and our nationally ranked Alternative Breaks.

» High-achieving students can pursue academic excellence in the CMU Honors Program, an immersive academic program emphasizing critical thought, scholarly inquiry and creative expression; respect and appreciation for diverse peoples and ideas in a global society; high standards for integrity and personal aspirations; and active citizenship and service for the greater good. The Centralis Scholarship program awards 85 scholarships annually and provides opportunities for students to participate in academic, leadership, volunteer and civic engagement experiences through the CMU Honors Program.

» Now in its 12th year, the CMU National Scholarship Program office assists students in applying for national and international scholarships and fellowships such as the Boren, Fulbright, Goldwater, Human in Action, Marshall, Truman, and Udall awards.

» 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.

» The CMU College of Medicine created the Rural Health Equity Institute (RHEI) 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. The RHEI also provides an innovation and collaboration hub where health care providers and community leaders can come together and forge solutions that improve health and wellness in rural communities.

» The Mid Central Regional Area Health Education Center and other regional partners play an integral role in teaching and training the next generation of health professionals along with the CMU College of Medicine. This regional center is a non-profit organization committed to serving the community and regional partners including service agencies, health departments, and the health professions colleges at universities at the four universities located in the region, municipalities, high schools, community college, and other groups interested in increasing the workforce in the health professions.



Academic Affairs

The Academic Division includes the College of the Arts and Media, the College of Business Administration, the College of Education and Human Services, The Herbert H. and Grace A. Dow College of Health Professions, the College of Liberal Arts and Social Sciences, the College of Medicine, The College of Science and Engineering, Innovation and Online, the Office of Research and Graduate Studies, and University Libraries.

College of the Arts and Media

CMU's College of the Arts and Media houses 4 academic departments and schools: Department of Art and Design, Department of Theater and Dance, the School of Communication, Journalism, and Media, and the School of Music. In addition, the college offers interdisciplinary programs in integrative public relations, multimedia design and music theatre. The College of the Arts and Media offers a dynamic learning environment supported by performance centers and advanced technologies. The faculty, students and staff are recognized as movers, shakers, performers and makers on campus. They inspire a love of learning and life through a creative lens utilizing cutting-edge technologies and industry best practices. Classes are taught by faculty recognized as leaders in their fields, from animation and multimedia to musical theater. Students engage in hands-on learning and share their work in various campus and community venues, including productions, concerts, performances, exhibitions and festivals. The college is home to the University Theatre and the University Art Gallery.

College of Business Administration

The College of Business Administration at CMU 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. The college is home to seven academic departments and schools: Business Information Systems Department, Economics Department, Entrepreneurship Department, Finance and Law Department, Management Department, Marketing, Hospitality, and Logistics Department, and the Philip L. Kintzele School of Accounting. CMU is a preferred recruiting site for hundreds of companies. Almost 90 percent of students are placed in a career position or other positive outcome within six months of graduation, and many receive full-time employment offers before commencement.

College of Education and Human Services

Central Michigan University has been preparing educators and leaders since its inception in 1892. In the College of Education and Human Services, graduates are prepared for a wide range of career opportunities with more than 29 undergraduate and 15 graduate programs. Many choose to improve the lives of individuals and families in the field such as teaching, special education, family studies, child development, early childhood and recreation studies. Careers in event management, interior design and fashion merchandising and design allow graduates to use a range of technical and creative design skills in industry related settings.

An interdisciplinary leadership minor equips students with top-rated skills sought by employers, while an interdepartmental minor in disability studies and community inclusion fosters empathetic approaches to engagement with people with disabilities from diverse backgrounds and diagnoses. Additionally, master's and doctoral programs in counseling, special education, reading and literacy, educational leadership (Ed.D. and Ph.D.), educational technology (DET) and administration are available online and on-campus. The college is composed of six academic departments: Department of Counseling, Educational Leadership and Higher Education, Department of Fashion, Interior Design and Merchandising, Department of Human Development and Family Studies, Department of Recreation, Parks and Leisure Services Administration, Department of Teacher and Special Education, and the Master of Science in Administration, and is home to multiple centers that allow students to work alongside faculty to engage in applied learning experiences and to serve community members.

College of Liberal Arts and Social Sciences

Students enrolled in classes through CMU's College of Liberal Arts and Social Sciences learn to think critically, communicate clearly, and solve complex problems - skills highly prized by employers. CLASS is home to more than 50 undergraduate and graduate degree and certificate programs housed in academic departments and schools: Department of English Language and Literature, Department of History, World Languages and Cultures, Department of Military Science and Leadership, Museum Studies Program, Department of Philosophy, Anthropology and Religion, Department of Psychology, the School of Politics, Society, Justice and Public Service, and the Women and Gender Studies Program. The college provides students with opportunities to develop both broad knowledge and highly specific skills, with a focus on engaged learning in our labs, museums, classrooms, archives, fieldwork sites, internships and study abroad experiences. Endowed programming centers focus on contemporary Native American issues; the Holocaust, genocide and democracy; and bipartisan political endeavors. Additionally, Critical Engagements, one of the college's signature initiatives, brings together the campus and community partners around a year's "wicked problem," and supports investigations and discussions that amplify CMU's mission to "prepare students for productive careers, meaningful lives and responsible citizenship in a global society."

College of Medicine

CMU's College of Medicine graduated its eighth class of physicians in May 2024. The college was created to prepare diverse, culturally competent physicians focused on improving access to high-quality healthcare, with an emphasis on rural and medically under-served regions. Our graduates aspire to excellence in providing patient-centered and evidence-based care to their patients and communities. We engage physicians in leading healthcare transformation, lifelong learning and team-based education. Many large and historic 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 under-served urban communities in Michigan. 72 of Michigan's 83 counties are considered health professional shortage areas. As of 2023, these areas already are experiencing the impact of what is expected to be a shortage of close to 1,000 primary care doctors. Nationally, the U.S. is projected to have a shortage of 120,000 doctors by 2030*. Important to the program's success are partnerships between CMU and healthcare providers, including two Saginaw hospitals (Covenant HealthCare and MyMichigan Health) as well as University Pediatricians. The College of Medicine also manages eight residency programs approved by the Accreditation Council for Graduate Medical Education.

*Michigan Physician Shortage Facts

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. In the College of Science and Engineering, students pursue undergraduate and graduate degrees housed in nine academic departments and schools: Department of Computer Science; Department of Biology; Department of Chemistry and Biochemistry; Department of Earth and Atmospheric Sciences; Department of Geography and Environmental Studies; Department of Mathematics; Department of Physics; Department of Statistics, Actuarial and Data Sciences; and School of Engineering and Technology. CMU students work closely with faculty who are top researchers and experts in their fields. Whether in a lab studying stem cells or wading into the waters of the Great Lakes at the CMU Biological Station on Beaver Island, our students have opportunities to engage in research as early as their freshmen year.

Innovation and Online

Central Michigan University Innovation and Online is a premier provider of online learning solutions, dedicated to developing, delivering, and supporting strategic educational offerings that drive transformation. Our programs are designed to equip online learners with valuable skills that enhance their personal and professional growth, enabling them to achieve more in their careers and lives.

Through our partnerships with businesses and organizations, we focus on cultivating leadership from within, fostering a culture of continuous learning and development. Our mission is to empower individuals and organizations with the knowledge, skills, and competencies needed to shape the future. We accomplish this through personalized learning experiences that are tailored to meet the unique needs of our learners and partners, ensuring a transformative impact on their world.

Office of Research and Graduate Studies

CMU's Office of Graduate Studies offers more than 100 graduate certificates, masters, specialist and doctoral degrees and serves more than 1,600 students earning a graduate credential on our Mount Pleasant campus and over 2,800 in our online programs. All of our colleges offer at least one graduate degree and we have a very strong online program. CMU's flexible Master of Science in Administration degree is offered on campus, online and in a hybrid format. The degree emphasizes leadership, business administration, computer science, research methods and statistics and can be customized with concentrations in 14 areas. In response to industry demand, CMU offers graduate-level degree programs for fields such as engineering, information systems and entrepreneurship. Many programs, such as exercise physiology, physical therapy and speech-language pathology have near 100 percent job placement or doctoral program acceptance rate. Each spring, CMU's Student Creative and Research Endeavors Exhibition showcases the innovative work of hundreds of undergraduate and graduate students. Multiple internal opportunities exist for graduate students to apply for funding to conduct research or pursue scholarly or creative activities. Working with state, federal and private agencies, CMU students and faculty extend their work beyond campus with support from over \$38 million in external awards.

University Libraries

Central Michigan University Libraries are at the heart of academic life on campus, serving as a vital resource for students, faculty, and the broader university community. Our libraries provide access to an extensive collection of academic resources, including books, journals, databases, and multimedia materials, all designed to support research, teaching, and learning across disciplines.

In addition to our rich collections, CMU Libraries offer a wide range of services, including research assistance and information literacy instruction, ensuring that users can effectively navigate and utilize our resources. We are committed to fostering an environment that encourages exploration, innovation, and collaboration, providing spaces for study, research, and group work that cater to the diverse needs of our academic community.



Strategic Planning and Leadership Standards

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 supported by stated objectives and measurable goals.

Priority One

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

Priority Two

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

Priority Three

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 Four

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

2023 - 2028 Diversity, Equity, Inclusion, Justice and Belonging Strategic Plan

Near the close of the fall 2021 semester and into the spring of 2022, the University Diversity, Equity, and Inclusion Council (UDEIC) worked alongside educational consulting group EAB to chart out a timeline for cultivating and institutionalizing a five-year Diversity, Equity, Inclusion, Justice and Belonging (DEIJB) [Strategic Plan](#). The DEIJB Strategic Plan is organized by three foundational priorities to make them accessible, realistic, and achievable: Equalize graduation rates, diversity faculty and staff, and foster a more inclusive community.

2045 Academic Vision and Plan - Elevating the Human Condition, Years 2024 - 2029

The development of the [Academic Vision and Plan](#) has been underway since March 2023 and has engaged hundreds of individuals for their input and to share their thoughts and aspirations about our academic environments of the future. By shaping the Academic Vision and Plan, an essential element of CMU's 2023-2028 Strategic Plan and the 2023-2028 DEIJB Strategic Plan, CMU will position itself to thrive as it navigates through a wide range of challenges and opportunities in the future. The Academic Vision and Plan is comprised of six strategies that set the agenda for change over the next 20 years.

Leadership Standards

At CMU, our strong sense of community drives a collaborative culture of excellence and leadership that makes CMU a top-choice place to learn and work. Central is a place where we value students and work for their success, where we act as family, and where employees are engaged, appreciated and have extraordinary opportunities to make a difference. We intentionally maintain and strengthen the hallmark CMU culture that sets us apart from our peers. CMU leaders model the following traits and develop them within their teams.

Supervisors are expected to support the Leadership Standards of Central Michigan University and foster a culture that inspires excellence. The Leadership Standards define how we lead and treat others in our teams. As leaders, it is our responsibility to seek input from our teams to continuously improve leadership abilities and demonstration of the standards. Additionally, it is our responsibility to encourage and support the growth and development of those whom we lead. At CMU, we encourage employees to grow both personally and professionally, and thus advance CMU's culture of excellence.

Team Builders

CMU leaders genuinely care for others, are available and approachable, and work in a framework of we. We acknowledge our limitations and mistakes and freely ask for help. We value each team member and combine humility, strength, fairness and consistency. We foster strong, diverse teams through respect, trust, collaboration and inclusivity, creating a sense of belonging and celebrating success. We value professional and personal development and lifelong learning.

Thoughtful, Open Communicators

CMU leaders are good communicators and encourage this from others. We present the truth openly and helpfully, in clear, concise, consistent and timely fashion. We share directions, assignments, decisions, feedback and general information. We foster dialogue and value others' opinions. We listen attentively and solicit input from many sources, particularly those who will be impacted by decisions and those with opposing views.

Service-Oriented

CMU leaders are dedicated to meeting the expectations and requirements of internal and external constituents, including students, faculty, staff, visitors and community partners. We obtain firsthand information and use it to improve processes, support and interactions, and to deliver the best possible service experience.

Proactive, Responsible and Accountable

CMU leaders act with integrity, "walk the talk," work hard, seize opportunities and step up to take on new responsibilities and challenges. We know CMU's success is everyone's responsibility. We welcome and learn from constructive feedback, are accountable for our actions and hold others accountable. We pursue innovative and creative solutions and seek ideas from others.

Courageous and Effective

CMU leaders take stands. We manage conflict as opportunity for improvement and provide timely, actionable feedback. We lead with a sense of urgency and decisiveness and use goals and tasks as stepping stones. We embrace change and uncertainty with confidence and openness. We take reasonable risks. We respect everyone, always. We stay composed and help others to stay calm. We skillfully negotiate tough situations, finding common ground to settle differences and maintain relationships.

Focused on Students and Passionate about CMU

CMU leaders demonstrate a One CMU mindset by putting CMU's overall needs, priorities and service to students above that of the individual or unit. Our decisions uphold the needs of the entire university and its students. We embrace Maroon and Gold, understand that it is a privilege to work at CMU, and demonstrate pride, believe and excitement in CMU's impact

Additional Areas of Interest

Student Success and Support

- » CMU's Office of Student Success coordinates academic advising and support programs to increase student retention, success and graduation. Academic advisors held over 18,000 individual advising appointments, meeting with students an average of two times, during the academic year.
- » Our residence life curriculum focuses on four learning outcomes: identity, relationships/community, equity/justice and social responsibility. CMU has 17 residence halls, and within those, it has six residential living and learning communities.
- » CMU's Sexual Aggression Peer Advocates is a 24/7 survivor-centered and trauma-informed paraprofessional student organization that serves those affected by sexual aggression. Founded at CMU more than 20 years ago, SAPA has become the foremost program of its kind in the country.
- » CMU's Capital City Internship Program has supported more than 600 students since 2008 in gaining experience with the state of Michigan or Senate and House legislators.
- » The CARE team and reporting system involves staff and faculty in developing individualized plans to support students who are struggling. Students, faculty and staff can submit a report to inform the CARE team coordinator that they have seen or heard something that causes significant concern about a student's health, well-being, safety and/or academic success.
- » Our Financial Wellness Collaborative provides education and programming to assist students with money management and financial literacy.
- » CMU prepares students for career success. Beginning their first day on campus, CMU students can start to explore their future with staff and peer advisors in our Career Development Center. Students receive help with interest assessment, resume writing, interview skills and job searching.
- » The First Impressions store at CMU provides students with free professional clothing for interviews and career fairs.

Budgeting with students as the priority

State appropriations fund 22 percent of our operating budget, versus nearly 27 percent in 2005. Michigan's high school population is shrinking faster than all but one other state in the nation. We adjust our budget annually to match our revenue expectations, this is done primarily through cost-cutting measures and the elimination of vacant positions.

We operate with diligent, student-focused, conservative financial management. Our employees work hard and endeavor to advance top priorities. We're also a statewide leader in energy savings. CMU remains a financially strong and stable university with credit ratings by Moody's and S&P of A1/A+, respectively.

Advancement and Alumni Relations

CMU's third comprehensive campaign will begin in the fall of 2024, building upon the success of several previous fundraising efforts that support student 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, CMU-sponsored events with professional Detroit sports teams.

Athletics

More than 450 student-athletes participate in 17 men's and women's Division I sports at Central Michigan University in the Mid-American Conference. For 51 consecutive semesters, CMU student-athletes have had a semester GPA of 3.0 or higher.

CMU has captured more than 110 conference championships. Most recently, the wrestling team won the MAC Championship.

CMU coaches and student-athletes are active in the community, volunteering annual for Special Olympics, elementary school reading programs, United Way projects and more.

Recent highlights include:

- Wrestling won the conference tournament championship in 2023-2024.
- Women's Lacrosse won the regular season championship in 2023-2024 and the conference tournament championship in 2022-2023.



A portrait of Mount Pleasant

Centrally located in Michigan's Lower Peninsula, Mount Pleasant is a city of over 21,000 permanent residents and is the county seat of Isabella County (population 70,000). This region has a population of 400,000+ and includes nearby Bay, Midland and Saginaw Counties. The area is easily accessible via US Highway 20 and Interstate 127 and is served by five major airports within a two-hour radius.

» Historic downtown Mount Pleasant has more than 100 locally owned businesses. Enjoy specialty shops, art galleries, lively bars, fine dining and events such as holiday parades, art installations, and movie and concert series.

» More than 15 local parks provide opportunities for hiking, picnicking, kayaking, fishing, swimming, sledding, cross-country skiing and creative outdoor play for children. Golfers have access to almost a dozen courses within a few miles of the city center.

» Isabella County is home to nearly 1,000 local farms. Purchase home-grown produce at the farmers market or visit one of several u-pick farms.

» Enjoy performances from national touring comedians and musicians, try your hand at the gaming tables, or splash in the family friendly waterpark at the Soaring Eagle Casino and Resort.

Nomination and Application Process

Greenwood Asher & Associates is assisting Central Michigan University in this search. Applications and nominations are now being accepted. For a full application package, please submit a cover letter and CV.

Submission of application materials as PDF attachments is strongly encouraged. The search will be conducted with a commitment to confidentiality for candidates until finalists are selected. Initial screening of applications will begin immediately and will continue until an appointment is made.

Inquiries, nominations, and applications should be directed to Jim Johnsen and Ann Bailey with Greenwood Asher & Associates:

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