



THE SEARCH FOR A PRESIDENT

University of Mount Union

Alliance, Ohio

The Board of Trustees announces the search for the 12th president of the University of Mount Union, launched in response to Dr. Richard Giese’s decision to retire at the end of the 2014-2015 fiscal year. Dr. Giese’s impressive presidential tenure at Mount Union, beginning in 2005, will provide the next generation of leadership with a platform of unprecedented institutional strength from which to engage the University community in charting its future growth and achievements.



THE MISSION OF THE
UNIVERSITY OF MOUNT UNION IS
TO PREPARE STUDENTS FOR
FULFILLING LIVES, MEANINGFUL WORK
AND RESPONSIBLE CITIZENSHIP.

A DECADE OF CHANGE

Mount Union's ability to reimagine itself over the last nine years, from Mount Union College to the University of Mount Union, has been incredibly impressive. Change has been decisive and progress widespread, occurring in almost every aspect of the institution. As a result, the next president will accept responsibility for an accomplished independent university, strengthened through the following developments:

Academic Programs – The recent approval of a new Integrative Core is intended to ensure a well-rounded general educational learning experience for students and it has changed the University from a three-credit to a four-credit course model. The Core provides for the development of complex thinking and effective communication skills (www.mountunion.edu/integrative-core).

At the undergraduate level, new majors in Nursing, Mechanical Engineering, and Civil Engineering have boosted enrollments, while graduate work, the first in over 100 years, has been launched in Physician Assistant Studies (MS) and

Educational Leadership (MAEL). The University intends to launch a Doctor of Physical Therapy program in the fall of 2015, pending the appropriate approvals. A current goal at Mount Union is to enroll roughly ten percent or 250 total students in graduate programs.

Financial Equilibrium – A reassuring state of financial equilibrium has been achieved through a 5-year 32 percent growth in endowment to \$144M, enrollments of 2,200 students, reduction of institutional debt, an unbroken string of balanced budgets (now 60 years), and completion of over \$100M in campus improvements including:

- Renovation of traditional (6) and construction of new apartment and townhouse style (7) residence halls;
- Renovation and expansion of athletic and recreation facilities;
- Remodeling and construction of new fraternity housing;
- Construction and renovation of state-of-the-art spaces for pro-

grams in the health sciences, engineering, and business;

- Construction of a new performing arts center.

Faculty Governance – Engaging the pace and volume of change, the Mount Union faculty has developed new ad hoc committees that will enable the faculty's involvement in the planning and implementation of pending and future initiatives. Central to this engagement is the creation of the Executive Faculty Advisory Board (EFAB) which will provide an enabling resource for exercising effective shared governance practices. EFAB has begun work on a Faculty Governance Restructuring plan, to be followed by the articulation of a formal Shared Governance Agreement.

Planning – All of these elements of change have grown out of directions set in Mount Union's strategic planning, the most recent of which will expire in December 2015. This summer (2014), the University is undertaking a comprehensive review of its overall resource allocation and program effectiveness.

Using an outside consulting group, a steering committee of faculty, staff, students, and administrators will receive the recommendations of this outside counsel and draft an action plan recommending possible reallocation and restructuring. These efforts and many of the subsequent decisions will be made during 2014-2015 and the results will provide early direction for the next strategic plan.

MORE ABOUT MOUNT UNION

From its earliest beginnings in 1846 in an old Carding Mill, Mount Union and its founder, Orville Nelson Hartshorn, displayed forward thinking and an appetite for progress. Referring to his school as a “cosmic institution for the people,” he laid a strong foundation and established an educational experience that is grounded in the liberal arts tradition and affiliated with the United Methodist Church. Located in Alliance, a city of 23,000 residents, Mount Union is 70 miles from Cleveland and 80 miles from Pittsburgh.

A picturesque 123-acre campus and 162-acre Nature Center six miles south of campus make up Mount Union’s attractive physical setting. Chapman Hall and Miller Hall, both on the main campus are listed in the National Register of Historical Buildings, and the recently updated Mount Union Stadium, one of the oldest college stadiums in Ohio, will celebrate its 100th anniversary this fall.

Mount Union’s 2,100 undergraduates and 100 graduate students participate in an educational program that is fostered by a spirit of open dialogue and scholarly inquiry. In this environment, students develop the skills to think critically, communicate effectively, understand the various cultures and interdependence of the global community, and form moral and religious values that encourage them to address complex societal problems.

Academics – Mount Union’s undergraduate students are challenged through the four pillars of the academic program - - the major, the minor, the Integrative Core, and electives. Students can select from 62 broad-based and career-specific undergraduate majors and nearly 60 minors. The close interaction that students receive from faculty has long been a

hallmark of the institution, which boasts a 13:1 student-faculty ratio, an average class size of 19, and a curriculum delivered by dedicated faculty members, 90 percent of whom hold terminal degrees in their fields. Of 130 full-time faculty, 56 percent are tenured and 28 percent are on tenure track.

Learning beyond the classroom is an integral part of a student’s life, from on-campus leadership experiences to off-campus internships, study abroad, and other experiential learning settings. The 2013 NSSE results showed a greater percentage of Mount Union students engaged in high impact programs than were their counterparts from any of the comparison groups studied. As such, everyone on campus has a vested interest in ensuring an exceptional educational experience for students.

Students – Today’s student body is 50 percent women and 50 percent men, representing 30 states and 16 countries. Enrollment includes four percent international students and 13 percent American students of color. ACT scores average 22.6 and the average high school grade point average is 3.25. About 98 percent of students receive some form of

financial aid and more than 87 percent receive need-based aid.

Students find their niche in the opportunities provided by 80-plus student organizations including academic honoraries and social fraternities and sororities. Students are engaged in



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artistic, musical, and theatrical endeavors, regardless of their major fields of study. Athletic activities capture a high degree of student interest at Mount Union. With 23 NCAA Division III sports teams (including newly launched lacrosse programs for men and women) and its 11-time national championship football team, the tradition of successful intercollegiate sports at Mount Union is distinctive. Most recently added to these achievements is the Purple Raiders' first-ever national championship in men's outdoor track and field captured this spring (2014).

Community service is central to Mount Union's mission and for the seventh consecutive year, the University has been named to the President's Higher Education Community Service Honor Roll.

Alumni – Mount Union is supported by an alumni network of more than 17,000 located in all 50 states and 40 countries. Notable alumni include Congressman Ralph Regula '48, retired Director of the Secret Service Brian Stafford '69, children's book author Vanita (Bauknight

'63) Oelschlager, Mr. Coffee inventor Vince Marotta '48, Green Bay Packers Defensive Coordinator Dom Capers '72, Managing Director of ANNIKA Mike McGee '97, Tony Award nominee Carrie Coon '03, Cleveland Browns Chief Revenue Officer Brent Stehlik '99, Spire Institute founder Ron Clutter '80, and President of the American Association of Advertising Agencies Nancy Hill '79.

Sustainability – As a signatory to the American College and University Presidents Climate Commitment, Mount Union is dedicated to sustainable practices. With an approved Sustainability Plan, the institution's Sustainability Management Advisory Committee oversees the University's efforts and reports on campus progress. One of the first visible "green" projects on campus was the Gartner Welcome Center, a silver LEED certified building that houses Admissions and Financial Aid Services. All building projects are now constructed to meet silver LEED specifications. Mount Union has been included in Princeton Review's Guide to 322 Green Colleges.

ROI – Mount Union's education is an investment in the future and the satisfaction of students, alumni, and parents reinforces the notion that the University is making good on its promise to prepare students for rewarding futures:

- Over a recent eight year period, graduates have self-reported an average success rate of 97.7 percent in career searches and graduate school acceptances (2005- 2012)
- Current students' level of satisfaction with Mount Union is significantly better than national averages and 95 percent of alumni are pleased with their Mount Union experiences.
- Ninety-three percent of parents and 91 percent of alumni say a Mount Union education is worth the investment.
- In 2014, Mount Union was ranked by U.S. News and World Report as sixth among Regional Colleges in the Midwest and eighth in "Best Value" in the same category.

THE AGENDA FOR THE NEW PRESIDENT

At a time in higher education when colleges and universities aspire to claim a special niche, the Mount Union presidency offers a distinctive opportunity for success. Nurturing the University's current career oriented liberal arts curriculum to a place of increasing prominence will be important. So too will new leadership's ability to steadfastly maintain Mount Union's core values, articulate the centrality of liberal arts in all programs, and build vigorously on the potential for continued growth. The new president should be prepared to embrace this blend of institutional grounding and creative future, and to accept a dynamic agenda which includes the following:

Sustaining Institutional Momentum –

The progress and resulting good health of the University of Mount Union should not be interpreted as a desire to maintain the status quo. While evaluating the outcomes of recent change and analyzing the best ways in which to proceed, it is clear that Mount Union has stepped out in an extremely competitive landscape of Ohio independent colleges by creating an exciting, fresh profile, built around existing strengths. While changes in presidential leadership offer universities a special moment in which to consider the substance and style of the future roadmap, such consideration should not include sacrificing current institutional momentum at Mount Union.

The Next Iteration of Planning/ Strengthening the Campus Community

– Recognizing the scope of change in the last several years, the Mount Union community may need to reflect briefly before taking stock of future growth possibilities. With the conclusion of the most recent planning cycle and the impact of the expected reallocation decisions, fresh conversations to create the next strategic plan will fall into the hands of the new president. A better moment could not have been scripted for the introduction of new leadership to follow Dr. Giese's successful tenure.

If handled effectively, the planning discourse and other campus-wide conversations will offer the new president a chance to listen carefully, build relation-

ships, and strengthen a campus ethos that depends on mutual support among and between its many parts. A new president's commitment to quality teaching, learning, and educational purpose will reinforce the environment necessary for all constituencies to work together. The respect and trust that grows from such a commitment will enable new leadership to build consensus around additional new ideas while strengthening current programs. By communicating clearly, collaborating effectively, and making transparent decisions, Mount Union's president can embark on the next era of growth with a strong sense of community support.

By establishing this dialogue, new leadership can also optimize the value of Mount Union's emerging model of shared governance, thereby helping to replenish the sense of community among and between all constituencies.

Enhancing Resources – With an emphasis on planning and the allocation of resources, two critical revenue streams will require the president's oversight and engagement:

- *Philanthropic Support* – A new president's energy and engagement in further developing Mount Union's philanthropic culture will be essential. A seasoned advancement team is eager to support the next president in her/his role as Mount

Union's "chief fundraiser." Signals for continued success in this area are affirming. A long-term \$80M capital campaign was completed in 2010 at \$83M and a "mini-campaign" for construction of the Allied Health and Performing Arts centers raised \$28M against a \$25M goal between 2011 and 2013. Currently, gifts from all sources and for all purposes are averaging \$10M annually while unrestricted giving is roughly \$1.5M each year.

- *Enrollment Management* – Mount Union's enrollment has been relatively stable in recent years, thanks largely to the number of students





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attracted to the University's new undergraduate and graduate programs. It will be critical that the president appreciate the highly competitive landscape for Ohio's independent colleges, understand the elements of a sophisticated and contemporary enrollment program, and support its techniques, resources, and staffing needs. Market positioning, branding, and financial aid leveraging also play an integral part in creating Mount Union's distinctive appeal. New leadership will be called on to continue refining and improving all areas of the enrollment management program.

Maintaining Fiscal Stewardship -

Mount Union's financial equilibrium is central to the welfare of all the agenda items requiring the new president's attention. With an operating budget of \$52M and an A3 rating from Moody's, the business model at UMU has been driven by successfully meeting the objective of living within the University's means and balancing the operating budget. Fiscal stewardship will continue to need strategic management, especially with Mount Union's dependence on tuition (60%) as the main source of revenue

and its need to carefully subsidize its sticker price with financial aid (43% discount rate). The planned reallocation of resources, the size of revenue streams, and the demand for program, staff, and salary investments will call for nimble fiscal acumen on the part of the president.

Demonstrating Intercultural

Competence – A commitment to embrace diversity and inclusiveness in all its forms and provide a global outlook must be reinforced as a presidential priority. Leadership that demonstrates intercultural competence will engage Mount Union's entire population around issues of diversity while reinforcing the effort to increase the numbers of underrepresented groups on campus.

Retaining Town/Gown Relationships –

Mount Union is frequently characterized as the City of Alliance's "#1 economic development driver." The University's current involvement in the surrounding community will require the president's genuine attention. Nurturing partnerships and collaboration with schools, businesses, government, and other non-profit organizations will help the region and will bring reciprocal benefits to the University. This activity will be

especially important, since the larger community now celebrates widely the role that Mount Union plays in enhancing the region's quality of life.

Reflecting Student-Centeredness –

Through its rapid growth and program development, Mount Union has retained a strong sense of student-centeredness. New leadership will be asked to support and engage campus-based efforts that enhance the welfare of all Mount Union students. The president must be comfortable with the personality of the Mount Union campus and should be authentic in her/his ability to be a visible, accessible, and supportive member of the campus family.

Engaging the Leadership Team –

The next president will inherit a nucleus of talented vice presidents who will be instrumental in supporting new leadership. The president can build an effective team and extend her/his impact by listening openly, evaluating carefully, empowering clearly, and delegating appropriately, thereby having meaningful influence on the environment for all of Mount Union's human resources. The opportunity to engage the senior administrative team to work together under new leadership and on behalf of future plans is important.

DESIRED PRESIDENTIAL ATTRIBUTES

Building on stability and strength, grounded in mission, and eager to explore continued growth, Mount Union seeks a president with an understanding of the academy, significant academic accomplishment, a creative commitment to the liberal arts and sciences and their practical application, fiscal and planning acumen, and the strategic vision to lead the University successfully. Personal characteristics of integrity and authenticity are critical, as are an uncompromised work ethic and a genuine sense of humor. In addition, the successful Mount Union president will be:

- A visionary leader, who will build trust among and between Mount Union's constituencies and engage them in discourse about their future, while prioritizing complex issues and making difficult decisions;
- A strategic thinker, who values the creative process, who can lead by ideas, and who is committed to collaboration as a means of articulating and implementing plans;
- An effective fundraiser, able to inspire the philanthropic culture and build gift revenue at Mount Union;
- A person of financial acumen, who is comfortable in a demanding fiscal environment and who will further strengthen Mount Union's overall financial condition;
- A person who will strengthen the human resources at Mount Union, empower staff at all levels, and communicate expectations with clarity and enthusiasm;
- An eager public spokesperson, prepared to develop substantive institutional relationships for Mount Union at the local, regional, and national levels;
- A person of global perspective and intercultural competence, committed to cultural pluralism in its many forms;
- A person who values Division III athletics as a part of Mount Union's program, while never compromising academic integrity;
- An enthusiastic presence, actively engaging in the student-centered life at Mount Union and modeling traits that will strengthen collegiality and community on campus;
- A person knowledgeable about the national issues facing independent higher education including the complexities of enrollment management, the intricacies of shared governance, and the importance of academic marketing and branding.



THE APPLICATION PROCESS

The Mount Union Search Committee will be accepting nominations and evaluating application materials on a rolling basis through the summer of 2014, and will begin to narrow the candidate pool in late-August. Although applications will be accepted until the time that a new president is selected, candidates should submit materials by 5 p.m. on Friday, August 29, for the most favorable consideration. Final selection will be made late in the fall semester and the new president will be invited to begin work on or about July 1, 2015.

Dr. Thomas B. Courtice of AGB Search is assisting with this search. Nominators and prospective candidates may contact him at tbc@agbsearch.com or at 614/395-3229. Application materials should be submitted to:

**Mr. Allen Green, Chair, Presidential Search Committee
at UMUPres@agbsearch.com**

Materials should include a letter of candidacy that responds to the Agenda for the New President, a complete CV or resume, and the names and contact information (phone and email) for three references, none of whom will be contacted until a later stage of the search nor without the formal permission of the candidate. All inquiries and applications will be received and evaluated in full confidence.

The University of Mount Union is an equal opportunity employer.

