The Search for a President
The Board of Trustees and its Presidential Search Committee invite nominations and expressions of interest for the position of President of Muskingum University. This leadership position offers an extraordinary opportunity to build on the University’s positive momentum created during the presidency of Dr. Anne Steele, who will retire next year after 16 years of outstanding leadership as president. We anticipate that the next president will assume office on or around July 1, 2016.

ABOUT MUSKINGUM UNIVERSITY

Muskingum College was founded in 1837 when the Ohio legislature granted a college charter to a group of citizens in the farming village of New Concord. The mission, values, and character of the new institution were strongly influenced by the Scots-Irish Presbyterian heritage of its founders. Women were admitted on an equal basis with men in 1854; following the Civil War, Muskingum experienced steady growth. In 1877, Muskingum became formally associated with the Synod of Ohio of the United Presbyterian Church and still maintains its relationship with the Presbyterian Church USA. Today many different religious traditions are welcomed and represented throughout the campus.

The name was changed to Muskingum University in 2009 to reflect more accurately the growth and diversification of academic programs, faculty, and students that had occurred and to emphasize the institution’s commitment to addressing the educational needs of its region for both undergraduate, graduate, and adult learners. Today, this once frontier classical college has evolved into a modern university that educates more than 3000 undergraduate and graduate students each year.

Muskingum retains its commitment to developing the whole person through its liberal arts curriculum that provides students with the critical thinking, problem solving, and communications skills needed to succeed in today’s changing global work environment. Offering 64 different traditional undergraduate majors with 14 new majors in the past decade, the University combines strong classroom curricula and an emphasis on the pursuit of academic excellence with uncommon opportunities for fieldwork, independent study, and experiential education. Approximately 30% of traditional undergraduates indicate they came to Muskingum because of these new majors. Muskingum refers to its traditional undergraduate student core of the institution as Sector I in order to differentiate it from the robust growing adult undergraduate, graduate and continuing education programs referred to as Sector II.

At the same time the traditional undergraduate program expansion has occurred, Muskingum has continued to grow its graduate and continuing education programs as an integral part of its mission. In the past 15 years, the University has added 13 new graduate programs, launched the Muskingum Adult Program (MAP), and begun
offering four new degrees including the Bachelor of Science in Nursing; the Master of Information Strategy, Systems and Technology; the Master of Arts in Teaching; and the post-master’s Education Specialist degree, using a combination of on-line and traditional classroom-based instruction for delivery of Sector II programs.

Muskingum’s Sector II is a model of adaptability and responsiveness in program development. Building on the institution’s strengths, the University has responded rapidly to marketplace needs with high quality programs ranging from corporate education and training partnerships to addressing state teacher licensing requirements ahead of other Ohio schools. As a result, Sector II significantly contributes to the financial health of the University and will continue to be a key component of the University’s core strategy going forward.

Muskingum has been continuously accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools since 1919, with its last renewal in 2012. Other accreditations include the National Council for Accreditation of Teacher Education (NCATE), the National Association of Schools of Music, and the Commission on Collegiate Nursing Education, among other memberships and affiliations. In addition, Muskingum’s library greatly benefits from participation in the statewide shared OhioLink catalog of books and other resource materials and from membership in OPAL (Ohio Private Academic Libraries). These consortia tremendously expand the resources available to students and faculty.

The beautiful 245 acre campus is located in the village of New Concord in the rolling hills of east central Ohio. The campus provides a secure and relaxed environment with easy access to large city attractions. Nearby cities of Zanesville and Cambridge offer shopping, dining, and a variety of entertainment options. Columbus is an hour’s drive away, while both Cleveland and Pittsburgh are approximately two hours away. Outdoor activities such as cycling, hiking, and golfing abound in the area around New Concord.

Muskingum University has invested more than $85 million in improvements of its facilities over the past fifteen years without incurring long term debt. During this time, seven new facilities have been constructed and a number of other campus renovations and improvements completed. Each campus constituency cites the quality of the University’s facilities as one of the Muskingum points of pride.
Among these facility improvements are:

- The Roberta A. Smith Library, a transformation of the existing library and addition of 15,000 square feet to create a state-of-the-art library and teacher preparation program facility to be completed during the 2015-16 academic year.
- Philip and Betsey Caldwell Hall, a 31,000 square foot building to house speech, electronic journalism, theatre, and digital media design;
- Otto and Fran Walter Hall, a 28,000 square foot building that houses music, world language, and the PLUS program;
- The Paul Hall renovation to create new space for 2-dimensional art program of painting, photography, and printmaking;
- The John and Ruth Neptune Art Center, a 2,400 square foot space for 3-Dimensional art in ceramics, sculpture, and other media;
- The Louis O. Palmer Art Gallery, a space to showcase student, faculty, alumni/ae, and guest artists’ works;
- The Walter K Chess Center, a 20,000 square foot student center located within the residential complex sector of campus.

In addition, a new president’s house is under construction in a lovely residential neighborhood near the campus. Fully funded by Board member support, it will be completed by the arrival of the next president.

As a result of its successes in growing enrollment, the generosity of its alumni/ae, and careful fiscal management, Muskingum has an enviable financial position among its peers. It has the lowest costs for attendance in comparison to its Ohio peer institutions and a 42.6% discount rate, also among the lowest of its peers. The endowment this past year was approximately $70 million with a Board policy of a maximum 4.5% draw. Operating revenue from both Sector I and Sector II remain strong, but with the most growth in Sector II that now accounts for approximately 18% of the operating revenue. And as noted above, there is no long term debt. Like pride in the investment of facilities, each Muskingum constituency notes the institution’s fiscal strength as a great asset. They also understand that the external environment continues to shift, and today’s successes do not guarantee the same fiscal strength in the future.
Of the approximately 1350 undergraduate students, 88% are from Ohio and approximately 32% are first generation college students. In addition, 4% are international students representing eight different countries, and 11% percent represent racial-ethnic minorities with an institutional commitment to increase these percentages. The student/faculty ratio of 14:1 allows Muskingum’s dedicated faculty and students the ability to pursue academic interests together both inside and outside the classroom, an advantage often noted by Muskingum alumni/ae.

In addition to its many strong undergraduate and graduate programs, Muskingum has gained recognition for its PLUS program, a program designed explicitly to provide comprehensive support for capable students with learning differences. Targeted primarily to students with learning disabilities and ADHD, the program was first initiated in 1983. The Muskingum Adult Program (MAP) effectively serves the needs of a different clientele – adult students in the region who desire to complete a bachelor’s degree.

Students report a co-curricular environment that makes it easy to get involved in the life of the campus. With more than 90 campus groups including varsity athletics, intramurals, honor societies, Greek organizations, and music and religious organizations, there are opportunities for involvement that match the interests and needs of each student. Muskingum is a member of the NCAA Division III Ohio Athletic Conference, offering approximately 20 different varsity sports for men and women.

Muskingum University also boasts an impressive array of alumni/ae and friends who have made significant contributions in their chosen fields. The 32 member Board of Trustees represents a wide range of professions and geographic locations. They are strongly committed to the university and well-versed on issues facing higher education today.

**MISSION**

The mission of Muskingum University is to offer quality academic programs in the liberal arts and sciences in the setting of a residential, coeducational, church-related university and in the context of a caring community where individual fulfillment is encouraged and human dignity is respected. Its primary purpose is to develop – intellectually, spiritually, socially and physically – whole persons, by fostering critical thinking, positive action, ethical sensitivity and spiritual growth, so that they may lead vocationally productive, personally satisfying and socially responsive lives.
THE LEADERSHIP AGENDA

All major constituencies of the University were engaged in discussions aimed at defining the major needs, opportunities, and hopes for Muskingum and its next president. The following leadership priorities emerged from these conversations:

**Build a clear and cohesive strategic direction for Muskingum’s future:** Working with the faculty, staff, and the Board, the next president must clarify and articulate the Muskingum vision and establish a clear strategic direction that allows internal and external constituencies to engage with that direction and support Muskingum’s focus and brand. This includes the ability to assess the environment, develop strategies to maximize Muskingum’s potential, and to lead the implementation of those strategies.

**Lead Muskingum in identifying its unique niche in the broader higher education environment and in clearly articulating its distinctiveness and brand:** The new leader needs to utilize the power of advanced marketing techniques to communicate the unique qualities of Muskingum University and to lead the institution to develop a more diverse student, faculty and staff campus community. This will include identifying specific areas of distinction that set Muskingum apart from its peers and building upon those within the context of Muskingum’s strategic direction.

**Provide leadership for the role technology plays in Muskingum’s future:** Educational technology is increasingly important for attaining Muskingum’s goals. The next president needs to engage the issues of how on-line and other technologies can best be used in the teaching and learning process and which investments in campus technologies are most important for Muskingum’s strategic direction.

**Enhance and maintain Muskingum’s record of sound fiscal management:** Muskingum’s fiscal strength is a point of pride that is not taken for granted. Candidates should demonstrate a record of sound financial management experience coupled with an entrepreneurial vision of potential financial models for the future as the higher education environment continues to change.

**Continue the growth of financial resources:** Fundraising will be a major focus with the need to grow the endowment to provide stronger support for the University’s future development, operations, and cost of education for students. The University also must continue its successful efforts to tap new markets and creatively identify other new revenue sources that will help secure the institution’s future.

**Value, retain and develop Muskingum’s human resources:** Muskingum has benefitted from strong presidential leadership as well as from leadership within the university community. The next president will continue to build this leadership base as impending transitions occur and delegate many internal operations to these leaders, while holding each campus constituency accountable to high standards of excellence. He/she will value and enhance the sense of community that makes Muskingum a great environment for faculty, staff, and students. Supporting and enhancing this sense of community includes attention to opportunities for professional growth and ways to recognize and reward individual and group accomplishments.

**Build and enhance institutional relationships:** Muskingum has an extensive array of external relationships including the New Concord community and its region; two-year institutions, corporations and school districts; the Presbyterian Church USA, and ties with its alumni/ae. The next president must enjoy and be adept in friend- and fundraising, strengthening relationships with these and other critical external constituencies.
LEADERSHIP CHARACTERISTICS

In order to lead Muskingum University into the future effectively, it will be important that the next President possess the following characteristics:

✧ An appreciation for Muskingum University’s unique history and traditions and a commitment to the ideals of the liberal arts and sciences in an institution that prepares undergraduate, graduate, and continuing education students in a wide range of fields. This includes a commitment to Muskingum’s mission and the values of a church-related institution.

✧ A strategic thinker and planner who can focus the institution’s energies around a challenging but pragmatic vision of its future

✧ A collaborative and consultative leadership style with a bias for action.

✧ An understanding of the finances of higher education and acuity in managing the institution’s resources.

✧ Entrepreneurial skills that will enable Muskingum to continue to build on its successes in developing creative programs to meet the emerging needs of the marketplace.

✧ Outstanding communication skills that enable the President to be the face of the University, articulating a clear and compelling vision for its future. These include articulate speaking skills, effective written communication, and excellent listening skills.

✧ Energy, enthusiasm, and enjoyment of interacting with people that will result in the President’s ability to actively engage with the myriad of constituencies critical to Muskingum’s future success.

✧ An appreciation for the value and balance of academics, athletics, and other extracurricular activities for students and for the importance of students’ engagement in the life of the institution both inside and outside the classroom.

✧ Genuine enjoyment of students and of interacting with them in both the curricular and co-curricular aspects of their university experience.

✧ A commitment to a diversity of culture and ideas in an educational institution.

✧ Integrity in all aspects of the role.

✧ Demonstrated skill in working with a Board of Trustees.
NOMINATIONS AND INQUIRIES

Nominations and expressions of interest may be submitted electronically to:

Mr. Robert Patin, Chair
Presidential Search Committee
Muskingum University
MuskingumPres@agbsearch.com

Candidates are asked to submit the following electronically (MS Word or PDF):

1. A letter of interest reflecting on the leadership agenda and characteristics noted above,
2. A resume,
3. The names, e-mail addresses and telephone numbers of five references. References will not be contacted without first securing the permission of the candidate.

To assure full consideration, materials should be received on or before Friday, November 27, 2015.

Dr. Saundra J. Tracy of AGB Search, Inc. in Washington D.C. is assisting with the search. Interested candidates or nominators may contact her at:

Dr. Saundra J. Tracy
812-272-3149
sjt@agbsearch.com

Additional information about Muskingum University may be found at www.muskingum.edu

Muskingum University is an affirmative action/ equal opportunity employer.