



# Millersville University Presidential Search



Millersville University

SEIZE THE OPPORTUNITY

# Millersville University Presidential Search

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*Cover: Biemesderfer Center, The former Library  
and now home to administrative offices.*



## Welcome

Thank you for your interest in Millersville University of Pennsylvania's presidential search. As chair of the Council of Trustees, I can assure you that we will do our best to engage all of our community in the search. We are committed to keeping you informed throughout the process as we work with the national search firm Witt/Kieffer to find the best candidates for Millersville University.

We invite your input into this process, as we work with students, alumni, faculty/staff and the broader community to ensure that our new president is suitably qualified to lead us in continued excellence.

We are confident that we will attract an exceptional leader who will leverage the remarkable foundation that has been established under the extraordinary leadership of Francine G. McNairy. Millersville University provides an educational opportunity that is second to none and is poised for greatness as we continue into the 21<sup>st</sup> century.

Thank you for your support of Millersville University.

Michael G. Warfel '84  
Chair, Council of Trustees





## About Millersville University

Millersville University of Pennsylvania is a top-ranked, public university located in the northeast region of the United States. It is committed to offering students a high-quality, comprehensive university experience of exceptional value. Dedicated to providing nationally recognized programs that embrace the liberal arts, Millersville offers academic opportunities that are supported by outstanding faculty who are accomplished scholars and practitioners. Founded in 1855 as the first Normal School in Pa., Millersville University is one of 14 universities within the Pennsylvania State System of Higher Education.

Located on 250 acres in the heart of historic Lancaster County, Pa., Millersville University enjoys a tranquil campus featuring a pleasing mix of historic buildings and modern structures. Its central locale affords easy access to the culture and excitement of major East Coast cities such as Baltimore and Philadelphia. Millersville serves 8,729 students and 59,000 alumni. There are 328 full-time faculty and 562 full-time staff and administration.

In 2011 the university completed the purchase of a world-class performance facility in downtown Lancaster, Pa., to serve as a gateway from the nearby campus to the hub of the city. Now the home of The Ware Center, it is dedicated to innovation, engagement and creativity, and the facility offers space for academic and cultural events programs as well as elegant performance areas.

The new president will express a passion for the mission of public higher education and understand the important social and economic roles it plays in the region and state. An ability to articulate the institution's values will serve the president well as an advocate for the university at the state level and as a fundraiser with the university's many and broadly-based constituents.

In the process of completing a 20+ year facility master plan with the major renovation of the library, the university is now embarking upon new directions for campus facility planning. An important direction will be the consideration of future resident life facilities to renew and improve life on campus for residential students.



# The Promise and Institutional Identity

## The Millersville University Promise

Millersville University provides an educational opportunity that is second to none.

Millersville University is the best choice for people of Pennsylvania and beyond who are motivated to apply their native intelligence and a world-class education to the challenging and important work of guiding themselves, their families and their communities through times of changing opportunity. The men and women of the Millersville University **faculty** are highly-respected scholars, approachable teachers and active mentors who engage their students in the classroom, the office, the research lab and in the life of the campus. The faculty is thoroughly supported in its work by the men and women of the Millersville University **staff and leadership team** -- caring people of competence and integrity who share with their faculty partners a determination that Millersville graduates shall be as prepared to lead robust intellectual, professional and civic lives as the graduates of any of the nation's best-known institutions.

## Great Reputation

Millersville University has a great reputation. Founded as a beacon of academic opportunity more than 150 years ago, today's Millersville University is one of the most highly-regarded public universities in its region of the United States. We are home to a faculty of dedicated educators considered among the very best in their disciplines. Millersville University is distinguished by **intelligent, hard-working students** who embrace the life of the

Lancaster area and contribute substantially to its betterment. Our **graduates** are much sought after by employers, and many earn their way into the most rigorous programs offered by the finest graduate schools. Each Millersville University class sends well-prepared professionals and caring citizens into the communities of the Commonwealth, where they make substantive contributions to the future, establishing in each generation the values of their alma mater.

As an academic institution, Millersville University has earned its place among U.S. News & World Report's top 10 public universities in the North and in Kiplinger's Personal Finance magazine's "100 Best Values in Public Colleges."

## Deep Academic Resources

With a student population of 7,604 undergraduate and 1,125 graduate students, Millersville University offers all the advantages you would expect from a university: competitive programs, great facilities, a diverse student community and a variety of campus programming all offered in an accessible, intimate and close-knit atmosphere more frequently found at a smaller college. The average class size is 27.2 students and the student faculty ratio is an impressive 19.6:1.

While Millersville University began in 1855 as a teacher's college, it now offers a wide range of graduate and undergraduate majors in the areas of science and mathematics, education and humanities and social sciences. Undergraduate students may take their education one step further by applying to the Honors



College, a program that challenges them to raise their academic and professional sights beyond their original expectations.

The College of Graduate and Professional Studies offers more than 50 master's degrees and professional certifications in the arts, sciences, education and professional disciplines. New programs have been developed, such as the Master's in Social Work (MSW) and the Master of Science in Emergency Management (MSEM). Graduate programs are designed for adult learners and feature evening courses, on- and off-campus locations, and technology-enhanced delivery.

Overall, Millersville University has a reputation for graduating students who are well-trained and ready to offer valuable and competent skills to potential employers. In fact, a recent survey of Millersville University graduates indicated that 86 percent were employed and 8 percent were pursuing graduate degrees.

## Awakening the Intellect

Millersville University awakens the intellect. Our faculty and staff recognize that every student arrives with energy, intelligence and promise. With access to world-class educational resources, a solid liberal arts foundation, and a closely collaborative learning environment, our students are taught, mentored and inspired by professors who are attentive to the context of their students' lives beyond the classroom. Millersville University professors work with their students' individual talents and skills, encouraging in each a passion to know more and a hunger to achieve.

The educational community of Millersville University endeavors to awaken a sense of limitless possibility in its students, creating the conditions in which students can become conscious of their own intellectual capacity to explore these possibilities and of their own motivation to do so. This is Millersville's commitment to the education of the public it serves.

## Supportive/Enriching Community

Millersville University is a supportive and enriching community. From opening day in 1855, we have demanded the best from our students. At the same time, our faculty, staff and administrators have always found a way to give each and every student a helping hand or the extra push they needed to excel. In addition to academic opportunities, Millersville provides a broad-based support system to nourish body and spirit. Our experiential learning programs, athletic teams, and diverse clubs and organizations help our community, as well as our students, to grow and flourish. We are all enriched because the people who are Millersville – staff, faculty, students, parents, and alumni – believe that a good life begins with learning, that hard work leads to great things, and that caring leads to a better world.

# Strategic Directions

## Mission Statement

## Vision Statement

The Millersville University experience will empower students to make a significant difference in the communities where they will live and work. Millersville will be a premier comprehensive public university.

## Strategic Directions

Millersville University will be a premier comprehensive university of national reputation by pursuing six identified strategic directions that will drive our efforts in undergraduate and graduate education. We will offer students academic programs of national distinction. We will nurture a passion for learning and growth among all members of the university community.

We will foster an appreciation of the liberal arts as the foundation of all disciplines and professions and vital for success in today's society. We will help all members of our university community to grow by exposing them to a diversity of peoples and ideas.

We will prepare students to embrace the challenges of life and civic leadership. We will act as responsible stewards in growing and managing our resources.

## Creating Academic Programs of National Distinction

Accomplished faculty and students advance the university's reputation through scholarly activities, performances and community service.

## Nurturing a Passion for Learning

The experience of a learning environment is enriched through activities and programming that promote and advance free inquiry, scholarship and research.

## Fostering an Appreciation of the Liberal Arts

The arts, humanities, sciences, and social sciences vigorously complement students' majors and provide the core knowledge, skills and values that students need to be lifelong learners.

## Cultivating a Community of Diverse People, Thoughts and Perspectives

Through programs, workshops and training the university actively advances an atmosphere of mutual respect, tolerance, understanding and appreciation for the richness of human diversity.

## Developing Life and Leadership Skills that Promote the Greater Public Good

Dedicated faculty and staff actively prepare students to engage with communities within the Lancaster region, empowering them to assume the responsibilities of citizenship and civic leadership.

## Providing Responsible Stewardship

A commitment to strategies and procedures that effectively allocate existing resources, creatively expand resources, and that embrace and implement practices that contribute to a more sustainable environment.



## The Facts

### Students

Students: 8,729  
Undergrad: 7,604  
Grad: 1,125  
Student-faculty ratio: 19.6:1  
Average class size: 27.2

### Faculty & Staff

Faculty: 328 full-time  
Full-time instructional faculty with a Ph.D. or terminal degree: 97%  
Staff & administration: 562 full-time

### Alumni

59,000 alumni

### Where we are

Located in Millersville, Pa., population: 7,271 (2006 Census)

250 acres of gently rolling landscape at Millersville campus

Downtown Lancaster campus: The Ware Center is located at 42 North Prince St.

Millersville is located three miles from Lancaster City. Lancaster City's 2010 population was 59,322 (55% Caucasian, 16% African American, and 39% Hispanic or Latino origin).

1 1/2 hours from Philadelphia

2 1/2 hours from Washington, D.C.

3 hours from New York City

### Academic Offerings

Undergraduate:  
55 bachelor's degree programs  
3 associate degree programs

Graduate:  
22 master's degree programs  
39 certificates and certifications

### Academic Structure

School of Science & Mathematics

School of Education

School of Humanities and Social Sciences

Honors College

College of Graduate and Professional Studies

\*Corporate University

\*Nonprofit Resources Network

### Campus Life

Housing  
2,203 live in residence halls on campus.  
Coed, by wing or floor

1,174 live in local adjacent-to-campus housing

Theme areas: First Year Experience, Honors College, International, Service Learning and Leadership

4 percent of students belong to a fraternity/sorority (all non-residential)

### Student Programs

More than 130 organizations including service and leadership clubs, fraternities and sororities, campus musical groups, honor societies, religious organizations, special interest clubs, sports clubs and student media.

## Opportunities

Civic & Community Engagement & Research Project (CCERP)

CCERP is the primary vehicle at Millersville University to foster, focus and coordinate civic and community engagement and research.

## Featured Programs

- Walker Center for Civic Responsibility and Leadership
- Entrepreneurial Leadership Center
- Center for Public Scholarship and Social Change
- Experiential Learning and Career Management

## Global Opportunities

At present, Millersville University has 17 institutional partners in Australia, Chile, China, France, Germany, Japan, Northern Ireland, South Africa, Spain and the United Kingdom. Millersville is sending record numbers of its students and faculty abroad.

## First Year Experience

Millersville University's First Year Experience Seminar is based on a course model where each section of the course focuses on a different topic of strong interest to faculty and students. Seminars are designed to jump start the process of intellectual inquiry; students participate in a free exchange of ideas through discussion and oral presentations.

## Marine Science Consortium

Millersville University is a charter member of the Marine Science Consortium at Wallops Island, Va. The Consortium was established in 1968 to promote teaching and research in marine and environmental sciences.

## Costs 2011-12

Undergraduate Tuition and Fees (annual)  
\$8,361 (Pa. residents)  
\$17,900 (out-of-state residents)  
Room and board: \$8,732

Graduate Tuition and Fees (per credit)  
\$531.50 (Pa. residents, per credit: tuition, general fee & technology fee) \$749.50 (out-of-state residents, per credit cost: tuition, general fee & technology fee)

## Financial Aid (2009-10)

75% of students received \$126 million in financial aid

## 2011 Enrollment

### General Information

8,729 Total students  
7,604 Undergraduate students  
1,125 Graduate students  
Female: 58%  
Male: 42%  
Minority 14.9 %  
Pennsylvania residents: 97%

## Admission Statistics (Fall 2011)

6,974 applications  
4,023 offers of admission  
1,304 students enrolling

### 2011 Freshman Profile

SAT Score: 1069  
High School Percentile: 68.3

### Graduation Rates

Within 4 years:  
36.7% (MU) (22.0% National\*)

Within 5 years:  
61.3% (MU) (40.8% National\*)

Within 6 years:  
64.8% (MU) (47.2% National\*)

\* 2008-2009 CSRDE Report

## Operating Budget 2010-11

\$133.9 million  
28% from state appropriations  
47% from tuition  
22% from auxiliary sources  
3% from gifts, grants, contracts and other revenue  
Fundraising (as of 6/30/11)  
Gifts/contracts/grants: \$11.8 million  
Endowment value: \$22 million

## Athletics

19 intercollegiate varsity sports competing in NCAA Division II; Pennsylvania State Athletic Conference

### Men's:

Baseball  
Basketball  
Football  
Golf  
Soccer  
Tennis  
Wrestling

### Women's

Basketball  
Cross Country  
Field Hockey  
Golf  
Lacrosse  
Soccer  
Softball  
Swimming  
Tennis  
Track & Field (Indoor/Outdoor)  
Volleyball

Plus a diverse range of intramural and club programs.

Team Name  
Marauders

School Colors  
Black & Gold

Mascots  
Marauder and sidekick Skully





## Pennsylvania State System of Higher Education (PASSHE) and The Board of Governors

### PASSHE

The 14 Pennsylvania State System of Higher Education universities include Millersville University as well as Bloomsburg, California, Cheyney, Clarion, East Stroudsburg, Edinboro, Indiana, Kutztown, Lock Haven, Mansfield, Shippensburg, Slippery Rock and West Chester universities. PASSHE also operates branch campuses in Clearfield, Freeport, Oil City, and Punxsutawney; and several regional centers, including the Dixon University Center in Harrisburg.

PASSHE schools offer the lowest-cost, four-year baccalaureate degree programs in the state. Enrollment has increased steadily over the past decade to a record of 120,000 students, 90 percent of whom are Pennsylvania residents. Four of five students will remain in the Commonwealth after graduation. PASSHE universities make it easy for students to transfer seamlessly from community colleges and other institutions. More than one-fourth of all new students each year transfer from another school.

Nearly 500,000 PASSHE alumni live in Pennsylvania, serving as community leaders in the business, healthcare, public administration and non-profit sectors while generating an aggregate annual income of \$7 billion. PASSHE is the 13th largest employer in the state, with more than 12,150 professional and support staff.

The presidents of the 14 campuses that make up the State System report to the chancellor of PASSHE, Dr. John C. Cavanaugh. The chancellor meets monthly with the campus presidents and the presidents often communicate directly with each other. Presidents have significant autonomy to run their institutions.



## Dr. John C. Cavanaugh, Chancellor

The chancellor is the chief executive officer of the Pennsylvania State System of Higher Education. Appointed by the Board of Governors, the chancellor is responsible to the Board for overall administration of PASSHE. The Executive Offices are located at Dixon University Center in Harrisburg.

Dr. Cavanaugh became chancellor effective July 1, 2008. From 2002 to 2008, Dr. Cavanaugh served as president of the 10,500-student University of West Florida in Pensacola. He served as provost and vice chancellor for academic affairs at the University of North Carolina at Wilmington from 1999 to 2002. He also held various positions at the University of Delaware, including vice provost for academic programs and planning and associate provost for graduate studies.

Dr. Cavanaugh received a bachelor's degree in psychology with high honors from the University of Delaware in 1975. He also holds both a master's degree and a Ph.D. in psychology from the University of Notre Dame, and served as a postdoctoral fellow at the University of Minnesota's Center for Research in Human Learning and the Institute of Child Development.

## Board of Governors

A 20-member Board of Governors is responsible for planning and coordinating development and operation of the Pennsylvania State System of Higher Education. The Board establishes broad educational, fiscal and personnel policies, and oversees the efficient management of PASSHE. Among other tasks, the Board appoints the chancellor and university presidents, approves new academic programs, sets tuition and coordinates and approves the annual PASSHE operating budget.

Eleven Board members are appointed to four-year terms by the Governor of Pennsylvania. Their appointments are confirmed by the state Senate. Three students, selected from among the universities' student government association presidents, serve on the Board until graduation. Four legislators are selected by the majority and minority leaders of the state Senate and House of Representatives. The Governor of Pennsylvania or a designee also is a Board member, as is the state secretary of education or a designee.

The Board meets at least four times a year. Meetings of the Board of Governors are subject to the Pennsylvania Public Agency Open Meeting Law.



## Leadership Opportunity

Millersville University — one of the most prominent of the 14 universities of the Pennsylvania State System of Higher Education (PASSHE) — invites applications and nominations for the position of president. Millersville is a vibrant, comprehensive, teaching-focused, student-centered learning campus of 8,729 students located in suburban Lancaster, Pa. Millersville's 14th president will succeed Dr. Francine McNairy who will be retiring on January 30, 2013, after nine years of exceptional presidential leadership.

The university is seeking an experienced higher education leader with the vision and leadership qualities to build on the institution's reputation and take it to even higher levels of academic excellence and student success. The exceptionally qualified and committed faculty and staff are proud of Millersville's accomplishments, providing students with outstanding academic and life experiences.

The new president will express a passion for the mission of public higher education and understand the important social and economic roles it plays in the region and state. The ability to articulate the institution's values will serve the president well as an advocate for the university at the state level and as a fundraiser with the university's many and broadly-based constituents. Building on the success and leadership of the university, the new president will arrive at a time when the campus is poised for transformative actions to meet changing higher education paradigms and to sustain Millersville's mission and commitment to public higher education for the public good.

Millersville's next president will have the opportunity to lead a vibrant, stable university towards future successes, work directly with an outstanding senior leadership team, partner extensively

in the community, and reside in a beautiful region of central Pennsylvania.

For information regarding a nomination or expression of personal interest in this position, please see the section entitled "Procedure for Candidacy" near the end of this document.

## Campus Organization and Governance

Responsibility for the day-to-day operations of the university is entrusted to the president, who is the chief executive officer.

The executive deputy to the president/chief of staff, provost/vice president for academic affairs, vice president for finance/administration, vice president for information resources, vice president for student affairs, vice president for university advancement, and the assistant to the president for social equity/diversity all report directly to the president.

All employees, except for managers, are represented by one of five labor collective bargaining units. AFSCME represents the clerical, plant, and technological employees. APSCUF represents faculty and coaches. Smaller unions represent police, professional student services personnel and nurses. Collective bargaining negotiation with the unions is conducted at the state-wide level through the Office of the Chancellor in Harrisburg with labor relations coordinated and human resources managed at the university level under the direction of the respective vice presidents through the institution's chief human resources officer. Labor relations at Millersville have historically been positive and constructive and remain so today.

## The Role of the President

The president of Millersville University will be an engaged, inspiring leader with a demonstrated commitment to Millersville's heritage, mission and core values. The president will advance those values by building on the university's traditions and strengths, actively seeking consensus among all its constituencies, and exercising superb management and decision-making skills. The president will communicate effectively with both internal and external constituencies, articulating clearly and passionately Millersville's mission and strategic aspirations. She or he will work effectively with Millersville's Council of Trustees, the PASSHE Chancellor, and the PASSHE Board of Governors in pursuit of the strategic initiatives that will further strengthen the university and the community.

The president will embrace the faculty's commitment to excellence in teaching, underscored by quality scholarship, and understand the connections between the two. The president will strengthen and foster a vibrant and diverse community of students, faculty and staff, enhancing relationships with alumni, parents, and others closely associated with the university. Finally, the president will lead by modeling character, passion, integrity, and the pursuit of knowledge.

### The President's Principal Duties are to:

- Articulate the mission and core values of Millersville University;
- Ensure that the university pursues and achieves excellence in its academic endeavors, including but not limited to quality undergraduate and graduate academic offerings, regional and national recognition of scholarly and creative activities of the faculty and the achievement and success of its students;
- Lead faculty, staff and administrators to pursue focused goals in a clear, purposeful way, including those that address student needs, initiatives in teaching, aspirations in academic scholarship, programs of service and leadership, and the enhancement of faculty and staff;
- Promote unity and pride among the student body;
- Appoint such staff officers and administrative leaders as deemed necessary;
- Represent the university in policy discussions at the state level with the Chancellor, the Chancellor's office, and the PASSHE Board of Governors;
- Strengthen partnerships with other institutions of education, the business community, and residents of the local and regional communities;
- Encourage alumni involvement in the university and its activities;
- Raise funds from individual donors, private and nonprofit sources, government grants, and corporations and foundations.

## Opportunities and Expectations for Leadership

Beyond the management of a complex academic enterprise, the next president of Millersville University will be encouraged to place particular emphasis on several strategic imperatives that will continue to strengthen the university and add value to its students, faculty, staff and community.

1. **Develop and communicate a more distinctive identity for Millersville** – Over recent years Millersville has built – on its own merits – a much stronger reputation for academic quality, community engagement and the student experience. This enhanced image has been celebrated by its core stakeholders (faculty, student, staff, alumni and its immediate community partners) but needs to further penetrate broader constituencies in the interest of continued growth in enrollment, philanthropic fundraising, public support and regional/statewide/national recognition. A focused effort is currently underway to sharpen Millersville's brand, and the next president will arrive at a point when this work will be ready to be operationalized.



2. Serve as Millersville’s “Champion” in advocacy and relationship building – The president is increasingly looked to as the “face and voice” of Millersville in representing its interests to external partners. This expectation will continue to intensify, and the next president will serve the campus and its community by being active, engaged, visible and passionate about the value that Millersville brings to stakeholders both on and off-campus. At a time of decreasing state support for higher education, Millersville’s core message of “Public Higher Education for the Public Good” will be the key theme to be articulated by the president to community leaders and elected officials at all levels of government. In order to accomplish this, it will be essential for the president to build personal connections in these communities and to empower Millersville’s leadership team to be similarly engaged.

3. Build and steward Millersville’s resources – In light of declining state appropriations for public higher education and the desire to keep tuition increases at a

minimum necessary to sustain quality, the new president will be expected to improve enrollment management strategies to increase revenue from tuition; and generate new revenue streams that will be critical to maintaining the quality of Millersville’s academic and co-curricular programs, the depth of its faculty and staff expertise, and the attractiveness of its facilities. The next president will support this goal by committing sufficient time and energy to fundraising and stewardship. The generosity of the Millersville “family” will be a true asset here – the university is ready to celebrate the successful completion of an \$85 million capital campaign (one of the largest in PASSHE history and one that included more than \$3 million in employee contributions). The new president will lead the planning of efforts to build on this success through increased annual giving and by personally cultivating current and future donors.

4. Enhance Millersville’s reputation for academic excellence and student success – Millersville University has a deserved reputation as one of the highest quality



institutions within the PASSHE system. Through its dedicated faculty and staff, the university has more than fulfilled its obligations to providing students with access to a high-quality education in a setting that focuses on their intellectual and personal growth. Millersville's next president will be expected to demonstrate a firm commitment to extending these successes through innovations in curriculum, programs, and instructional delivery. The president should seek out and encourage "high impact" programs and practices that will more effectively respond to changing student expectations for academic content and delivery.

5. Foster a campus of inclusion and diversity – Although Millersville has worked effectively over the past two decades to significantly expand the diversity of its student population and the profile of faculty and staff, the need for continued progress remains an important goal. The new president must lend personal authority and passion to efforts underway to change this profile through targeted recruiting. Interestingly, the Lancaster region has undergone a major demographic shift in recent years with an influx of Latino residents, so it will be even more important for the university to present a campus profile that is aligned with its region.

6. Personally leading Millersville's Transformation Initiative Over the past year, President McNairy has launched a campus-wide program to expand Millersville's success in the years ahead. This is centered on the core theme that "Transformation at Millersville University is an

understanding of our past while we undertake a thorough or dramatic change – a metamorphosis – of this university at the start of the 21st century." This initiative will engage the entire campus, and will examine Millersville's opportunities for advancement in three key areas:

- *Student Success* – the goal is to make Millersville the institution of choice because of its commitment to more flexible delivery means and a more contemporary curriculum and pedagogy.
- *Increased Advocacy* – in order to gain the flexibility, capacity and agility to meet the learning and service needs of students, Millersville must more effectively shape its fiscal and political destiny through an enhanced advocacy effort.
- *Effective Structure and Services* – to better facilitate student success the university will transform its organizational structure and replace outdated and/or inefficient service delivery, and creatively enhance the effective utilization of its facilities.

This initiative is at an early stage of campus dialogue and reflection, and the next Millersville president will have ample opportunity to guide its continued development and ultimately its implementation.

## Qualifications and Qualities

The president of Millersville University will first and foremost demonstrate a living, active commitment to the university's mission and the people it serves.



The successful candidate will possess academic credentials sufficient to engender respect from the academy and the community at large. It is expected that the successful candidate will have an earned doctorate. In lieu of an earned doctorate or equivalent terminal degree, candidates must have a outstanding record of successful executive leadership and comparable credentials and/or experience sufficient to warrant the respect and complete confidence of the academic community. He or she must understand the central role of faculty and students within the university and embrace a shared governance environment. Ideally the president will demonstrate a successful record in senior-level leadership experience in higher education. The president will be a visionary leader and will also have outstanding administrative skills. An appreciation for the unique characteristics of public higher education (including collective bargaining) is desirable. The ability to work effectively within the Pennsylvania State System of Higher Education and the local Lancaster community is important to success. The ability to build relationships essential for fundraising and institutional advocacy and an unrelenting enthusiasm and skill for telling the university's story will be important qualifications.

In addition, the president should demonstrate:

- a strong intellect and appreciation for academic excellence, including a track record of supporting both teaching and scholarship;
- the highest possible level of personal integrity;
- the ability to listen, think strategically and make transparent, data-driven decisions;

- the personal courage and conviction to lead a campus through thoughtful changes designed to ensure its relevance and sustainability in the decades ahead;
- exceptional communication skills and the ability to articulate a compelling vision and goals;
- strong interpersonal skills and the ability to relate warmly and respectfully to people at all levels;
- a student-centered approach to education and administration;
- an understanding of trends and issues in higher education nationally;
- an understanding of and appreciation for the appropriate role of technology in higher education;
- a strong commitment to – and track record of – inclusion and diversity in the student body, faculty and the administrative staff;
- an eagerness to be an active and visible member of the Millersville community on campus and a strong advocate and emissary for Millersville off campus;
- the “street smarts” necessary to appreciate the political and external influences on a public university campus and how to effectively manage these;
- clarity of thought, self-awareness, and
- a sense of humor – an individual who takes his/her job seriously but not themselves.

## Opportunity Summary

The president of Millersville University will be presented with the opportunity to achieve the following professional and personal accomplishments:

- Lead one of the most respected public universities in Pennsylvania towards higher levels of success and distinction
- Draw from the support and expertise of a seasoned and high-performing senior leadership team
- Partner with a dedicated, energetic and collaborative faculty and staff;
- Participate in efforts to influence education policy at the state level;
- Be an active and influential leader of the Millersville community, and meaningfully impact the quality of life and the continued success of the greater Millersville – and Lancaster - region.

## Presidential Selection Process

According the PASSHE guidelines, the Millersville presidential search committee will oversee the process of recruiting and screening candidates. After initial confidential interviews, a small number of continuing candidates are invited to campus for a series of public and private meetings with Millersville constituents. The search committee is charged with recommending at least three qualified finalists to the Millersville Council of Trustees. After acting on this recommendation, the Trustees forward these names to the PASSHE Chancellor and the Board of Governors. After appropriate interviews in Harrisburg and in consultation with the Chancellor and the Millersville Trustee leadership, the Board of Governors will appoint the new president.

## Procedure for Candidacy

Nominations, expressions of interest, and applications are invited. Interested individuals should provide a letter describing

their interest in and qualifications for the position, a current curriculum vitae, and the names and contact information of five references. This material should be sent via email to the university's consultants, John K. Thornburgh and Elizabeth K. Bohan at: [MillersvillePresident@wittkieffer.com](mailto:MillersvillePresident@wittkieffer.com).

While electronic communication is preferred, documents that must be mailed may be sent to:

President  
Millersville University  
c/o Witt/Kieffer  
John K. Thornburgh and Elizabeth K. Bohan  
2015 Spring Road, Suite 510  
Oak Brook, IL 60523

This search will be conducted with respect for candidate confidentiality, which will be maintained until semi-finalists are invited to campus towards the end of the process. References will not be contacted without the candidate's prior knowledge and approval. To receive full consideration, applications should be received by September 1, 2012. Review of candidate materials will begin in early Fall 2012 with the goal of having the new president appointed by the end of 2012. Confidential inquiries and questions concerning this search may be sent by email to [MillersvillePresident@wittkieffer.com](mailto:MillersvillePresident@wittkieffer.com) or directed to John K. Thornburgh at (412) 209-2666 or Elizabeth K. Bohan at (630) 575-6161.

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Millersville University documents and personal interviews and is believed to be reliable. Naturally, while every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.



## Points of Pride

### Creating Academic Programs of National Distinction

- We now offer a Master of Science in Integrated Applications degree program.
- The Center for Academic Excellence promotes excellence in teaching and learning by promoting a campus environment that fosters teaching practices grounded in scholarship.
- The university is a founding member of the Marine Science Consortium, Wallops Island, Va.
- Millersville is one of 115 universities in the nation to be selected by the Carnegie Foundation for the Advancement of Teaching for its 2010 Community Engagement Classification.

### Nurturing a Passion for Learning

- Faculty members in all Schools publish a wide variety of academic books and extensively in peer-reviewed journals; serve as editors for journals in their disciplines, receive prestigious fellowships, and serve as leaders of their professional organizations at the state and national levels.
- Faculty and staff submitted more than \$23 million in grant applications; awards totaled \$3.1 million, including \$1.2 million from the National Science Foundation for math scholarships.
- Student teams placed first in the 35th Annual Association for Computer Machinery International Computer Programming contest.
- The Global Education and Partnerships program has established 17 partnerships with institutions from Australia, Chile, China, France, Germany, Japan, Northern Ireland, South Africa, Spain and the United Kingdom.
- The Engaged Scholars Program brings together faculty interested in service-learning and community-based research to build a community of practitioners that collaborate and support each other in the development of engaged public scholarship.

### Fostering an Appreciation for the Liberal Arts

- Robust service-learning programs annually provide student support to the local community valued in excess of \$3 million.
- The Walker Center for Civic Responsibility and Leadership provides student-centered educational and development projects and activities based on the premise that civic education equips students to become active leaders in civic affairs.
- The Center for Environmental Science promotes research, collaborations and novel approaches to regional environmental problems in the four major areas of air quality, land use, water resources and biological resources.
- The Center for Pennsylvania German Studies is a clearing house for information on the Pennsylvania German culture in America. The Center's activities include research, documentation and the gathering and dissemination of information.

### Cultivating a Community of Diverse People, Thoughts and Perspectives

- Our partnership with Overbrook High School in Philadelphia and Mayor Nutter creates a "college-going culture" for inner city students.
- The Annual Holocaust Conference is the longest-running event of its kind in Pennsylvania (33 years).
- In collaboration with the Lancaster Latino community, our students and faculty created mural installations on campus and in the city.
- The Migrant Education Program is the largest in Pennsylvania and provides educational support for migrant students and their families throughout a three-county geographic area.
- Millersville is one of seven national colleges and universities awarded a grant by the American Association of University Women to hold a conference for local middle school students and community forums on sexual harassment and cyber

bullying.

campus.

## Developing Life and Leadership Skills

- The Nonprofit Resource Network serves more than 100 regional nonprofit organizations in Southeastern Pennsylvania.
- The Corporate University provided workforce training for businesses throughout central Pennsylvania.
- The university was awarded the 2012 President's Higher Education Community Service Honor Roll with Distinction by Corporation for National and Community Service.
- The Center for Student Involvement & Leadership helps to connect students with involvement opportunities on

## Providing responsible stewardship

- We anticipate the successful completion of the \$85 million capital campaign by December 2012.
- With the \$35 million renovation of the Student Memorial Center, opening of the \$26 million Winter Visual and Performing Arts Center, and the renovation of the Library (by fall 2013), the university is nearing completion of the 20-year Facility Master Plan.
- Campus sustainability efforts were recognized by Princeton Review's 322 Green Colleges: 2012 Edition.

## Millersville University Council of Trustees

Each Pennsylvania state-owned university has a Council of Trustees, consisting of 11 members appointed by the Governor with the approval of the Senate. Primarily, the trustees are responsible to make recommendations to the chancellor for the appointment and dismissal of the president and to approve the university budget, new academic programs, contracts and fees other than tuition.

The trustees are an active, valuable supporting force for Millersville University. The president frequently consults with trustees on University issues, and they assist with public relations and advancement. Trustees further support the university by serving actively on the Strategic Planning and Resource Council, the capital campaign cabinet and the boards of affiliated organizations.

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# Millersville University

**SEIZE THE OPPORTUNITY**