

BOARD OF REGENTS
EASTERN MICHIGAN UNIVERSITY

SECTION: 31

DATE:

January 18, 2005

RECOMMENDATION

**APPROVAL OF THE REGENTS ADVISORY COMMITTEE REPORT AND
RETURN OF THE BOARD OF REGENTS' CONSIDERATIONS**

ACTION REQUESTED

It is recommended that the Board of Regents approve and place on file the Report of the Regents Advisory Committee. In return, the Board would like to give to the RAC the Presidential Search Considerations.

FISCAL IMPLICATIONS

None.

Jan Brandon, RAC Committee, Regent

January 18, 2005

Presidential Search Considerations

Eastern Michigan University

Prepared by the **EMU Board of Regents**
for the **Regents Advisory Committee**

January 18, 2005

A Message to the Regents Advisory Committee

It is with great respect and appreciation for your efforts that we, the EMU Board of Regents, convey these "Considerations" for your use in selecting the pool of applicants for the position of President at Eastern Michigan University. These "Considerations" were prepared by the Board of Regents based upon your report, derived from the approximately 250 hours you spent in Listening Sessions with over 1,000 members of the EMU community.

As outlined in the charge to you as a committee, it is our desire that you thoughtfully consider these attributes as you review applicants for the presidency.

It is important to note that we understand no candidate can perfectly embody all of these attributes, through their education or their life's body of work. We simply ask that you consider each of them as you assess the applicants and work diligently to select a pool of candidates, any of whom could be the right leader for EMU given the institutions needs at this time. We also ask that you consider and carefully weigh all that you heard during your Listening Sessions.

We understand, given the decreasing trends in average years of service of university presidents, that it may be unrealistic to find a candidate that will devote more than five years to the institution. However, it is our desire that you consider candidates with a long-term expectation of service to the institution.

We also ask that you consider as diverse a pool of applicants as possible to find the right fit for the university, based on the "Considerations" provided. We have no preconceived notions or biases and we ask the same of you.

Please take the time you need to find the very best pool of applicants. While it is our wish to have a president in place for the fall 2005, you may take the time you feel is necessary to complete your important work.

And, as you consider these applicants, we ask that you safeguard their privacy with the utmost care until such time that we, as a board, are ready to release information pertinent to the search process. You have our promise that no candidates will be introduced to the process outside of your consideration.

Once again, we thank you for your service to Eastern Michigan University. Your unprecedented efforts to make this search a success are greatly appreciated.

Eastern Michigan University Board of Regents

Presidential Search Considerations

Eastern Michigan University's next President must fully embrace the important mission of a public, comprehensive regional university.

Ideal candidates should possess an advanced, earned degree (Ph. D, Ed. D, MD, JD, or DDS) as well as the professional qualifications and personal characteristics that embody the University's mission, values and goals, and command the respect of the University community. The next president of EMU must exhibit courage, honesty, integrity, and the energy and willingness to engage stakeholders at all levels of the organization. In addition, leading candidates will demonstrate the following attributes:

Academic Leadership

At EMU, students come first. He or she must understand and demonstrate a commitment to undergraduate and graduate education, and professional education, as well as the students' campus experience outside of the classroom. They must respect and value good teaching and the importance of research; appreciate a diverse learning community of students from all social and economic backgrounds; be passionate about student success, and value the commitment and dedication of the outstanding faculty and staff of Eastern Michigan University.

Management

EMU serves nearly 24,000 students representing 45 states and 93 foreign countries; fields 21 Division IA NCAA athletic teams in the MAC conference; conducts research and public service through more than 20 institutes, programs and centers; employs nearly 630 tenure-track faculty, 100 full-time lecturers and over 1,300 staff members. (Ninety-four percent of faculty has doctoral degrees or terminal degrees in their field and the student to faculty ratio is 19:1.); and operates as a constitutionally autonomous institution within the state.

The next president must have demonstrated the ability to manage large, complex organizations and the people who guide them. A

proven track-record of managing the finances of an institution will be crucial, including budgeting, and negotiating among multiple constituencies with competing goals. An understanding of and respect for the collective bargaining process is essential.

In addition, the aging physical infrastructure of the university will be a challenge for the next president. He or she must be able to balance and manage enrollment and plan for the future of the university while dealing with extensive infrastructure needs and the state budgeting process.

Strategic Planning and Implementation

The next president must continue to guide the current strategic planning process at the university and be prepared to implement plans supporting the university's mission and institutional values while taking the planning process to its next stage of development. Recognizing the importance of actively including faculty and staff, he or she must be able to advance the university's mission as a public, regional institution while recognizing the needs of local and state constituencies.

Human Relations

He or she must possess: the ability to select and develop excellent staff; the ability to understand, respect and manage the collective bargaining process; and willingness to engage students, faculty and staff at all levels of an organization. EMU is an informal, friendly campus where the students value their close relationships with the faculty. The president must be comfortable with high levels of interaction with the campus and its constituencies.

Diversity is highly valued at the university. Accepting, embracing and advancing diverse environments and populations, including groups that vary by: age, race, ethnicity, culture, gender, religion, sexual preference, economic status, intellectual pursuits, talents and ability must be a proven attribute of the next leader.

Approachability, openness and an "innate sense of audience" will be key factors in their success. In keeping with this theme, the

importance of exceptional verbal and written communication skills can hardly be overstated.

Community Relations

While EMU students come from 45 different states and 93 different countries, a vast majority are from Southeast Michigan. While the university's role in the region is an important part of its mission, EMU's relationship with the Ypsilanti community is also critical. Building strong relationships in the region and the surrounding community while articulating the institution's mission, values and goals to these constituents will be vital to the next president's success. He or she must have a proven ability to foster these relationships.

The president must also value the 125,000 known EMU alumni and their relationship with the university and strive for their greater involvement in the university's future.

Resource Development

The future health of the university will depend on the leadership's ability to manage the finances of the institution, fund-raise and secure resources through state and federal funding. A knowledge of and demonstrated ability to fund-raise, and build partnerships with legislators, private-sector partners and alumni to acquire resources and advance the institution is critical.