Central Michigan University (CMU) invites applications and nominations for the position of Dean, College of Business Administration. CMU seeks an exceptional leader with a strong record of academic and professional accomplishment, as well as engagement with the business community, to serve in this key leadership position. The new Dean will have the opportunity to lead and engage the College in a significant era of education and service for both its students and its broader community within the setting of a dynamic university.

The University

The past decade has been a period of exciting progress. Over these years, the University has become one of the nation’s largest institutions and achieved Carnegie classification as a doctoral research university. The CMU community has strengthened excellence in undergraduate teaching and learning, in selective graduate programs, in service to the state and region, and in research and scholarship. CMU now seeks to build upon this success and positive momentum, and to achieve its vision of CMU as a nationally prominent university known for academic excellence, research and creative activity, integrity, and public service.

Established in 1892, Central Michigan University, located in Mount Pleasant, was originally founded as a school for teacher and business education. Today, this doctoral research university is the fourth largest institution in Michigan and among the 100 largest public universities nationally. CMU is a $380 million enterprise, offers more than 200 academic programs, including 12 doctoral programs, and has nationally recognized programs in entrepreneurship, journalism, music, audiology, teacher education, psychology, physician assistant, and physical therapy.

Central Michigan University has offered off-campus degree programs through its ProffEd unit to working adults for almost 40 years. The University operates a network of CMU Learning Centers in more than 60 locations throughout the United States, Canada and Mexico. CMU has awarded degrees through its off-campus programs to more than 60,000 students since its inception in 1971. Programs are offered at the undergraduate, masters, specialist and doctoral levels, including non-degree certifications. In September of 2008, the Board of Trustees voted to establish a medical school, citing the long-term benefits to undergraduate, graduate and doctoral programs in various academic divisions of CMU and
the institution’s responsibility to help Michigan prepare for an impending shortage of physicians. CMU also is the nation’s foremost university authorizer of charter schools with 60 schools educating 29,000 students in grades K-12. CMU’s Division I athletics program, a member of the Mid-American Conference (MAC), offers nine intercollegiate sports for women and seven for men. CMU Public Broadcasting operates 10 television and seven radio stations with the largest geographic reach of any Public Broadcasting system in the country. CMU is also home to the headquarters of Special Olympics Michigan.

CMU is accredited by the North Central Association of Colleges and Schools. The academic divisions are:

- College of Business Administration (www.cba.cmich.edu);
- College of Communication and Fine Arts (www.ccfa.cmich.edu);
- College of Education and Human Services (www.ehs.cmich.edu);
- The Herbert H. and Grace A. Dow College of Health Professions (www.chp.cmich.edu);
- College of Humanities and Social and Behavioral Sciences (www.chsbs.cmich.edu);
- College of Science and Technology (www.cst.cmich.edu); and
- College of Graduate Studies (www.grad.cmich.edu).

Students. Central Michigan University’s student enrollment is 27,357 in the current 2009-10 academic year, the fourth largest among Michigan’s 15 public universities, and includes 20,444 enrolled at the Mount Pleasant campus and 6,913 enrolled online and at more than 60 locations throughout Michigan and North America. The University enrolls 6,777 graduate students, representing nearly 25 percent of the combined on-campus and off-campus student body. The fall 2009 freshman enrollment at the Mount Pleasant campus was 3691.

CMU enrolls students from every county in Michigan and a total of 45 states are represented among on-campus students, with the greatest number of out-of-state students from Illinois, Ohio and Florida. CMU also enrolls 554 international students.

Students enjoy a number of programs unique to CMU. Among these are a robust volunteer environment, promoted by more than 250 registered student organizations and a nationally prominent student volunteer center. The Honors Program serves 900 superior undergraduates, offering them intellectual opportunities beyond those offered in a typical classroom. Finally, CMU’s Leadership Institute has a variety of initiatives, including a minor in leadership, to assist students in developing their leadership abilities inside and outside the classroom.

Faculty. The University’s faculty share a strong commitment to teaching, research and scholarship, in addition to engaging their students in research and creative activity. CMU is ranked among the top 20 most productive research universities of its size in the nation. There are 839 full-time faculty members (629 tenure track, 210 temporary) on the Mount Pleasant Campus, resulting in a 21:1 student teacher ratio. Approximately 39 percent of full-time faculty are women, 18 percent are minorities, and 83 percent have the highest degree in their field.
The Academic Senate is the primary internal academic governance structure and involves faculty, administrative leaders and student representatives (for more information, see http://academicsenate.cmich.edu/). The Central Michigan University Faculty Association (CMUFA) represents the economic and professional interests of CMU's faculty in collective bargaining and was the first collective bargaining agent among four-year public institutions of higher education in the nation.

**Staff.** There are 1420 full-time staff employees. Non-bargaining staff include senior officers (41) and professional and administrative staff (761). The balance of staff employees (618) are represented by five bargaining units. Of the total number of staff employees, 68 percent are women and seven percent are minorities.

**Governance.** Central Michigan University is established by the Michigan Constitution. Its Board of Trustees consists of eight members appointed by Michigan’s governor. Trustees serve eight-year terms, with two new Trustees appointed every two years.

**Strategic Planning.** Over the past decade, the campus pursued a strategic plan called “CMU 2010” to achieve its vision. The original vision plan is available from the CMU 2010 website at planning.cmich.edu. Led by the Institutional Strategic Planning Committee (ISPC), the University is currently in the process of gathering input to support the development of the emerging strategic directions that will move the University “Beyond 2010.” Additional information as well as updates are available at planning.cmich.edu/beyond2010/.

**Campus and Facilities.** The University's 480-acre main campus has 55 major facilities in an attractive park-like setting, including a number of major new facilities constructed over the past decade. Nearly 6,000 students live in CMU’s 22 residence halls. Five new residence halls have opened since 2003, providing students with apartment-style living. Each hall complex includes an academic adviser’s office, a 24-hour computer lab and a fitness center. Residence hall suites have separate bedrooms, study areas and bathrooms. Individual rooms are wired for high-speed internet access. The entire campus is linked by a high-speed wireless network and the majority of classrooms are mediated as the result of a multi-million dollar investment in information technology.

CMU also operates a biological station on Beaver Island in Lake Michigan, which is unique among North American biological stations because its insular location provides access to truly exceptional freshwater ecosystems within the Great Lakes basin. The Biological Station offers a diversity of academic courses during the spring and summer months, and provides research facilities throughout the year.

**The Community.** Central Michigan University is located in Mount Pleasant, centrally located an hour north of the state capital, Lansing, and two and a half hours northwest of Detroit. Mount Pleasant is an expanding mid-Michigan community with an immediate area population of more than 36,000 permanent residents. The city has retained its small-town flavor while embracing a wide variety of special interest groups and outdoor recreation opportunities. Please see www.mt-pleasant.org/ for more information.
CMU itself is an active cultural center featuring over 150 concerts, a full six-play theatre season, art exhibitions, and nationally known guest speakers and performers. CMU is the home of The Michigan Story Festival and the Central Michigan International Film Festival.

Additionally, Mount Pleasant is 25 miles from Midland, location of the headquarters of The Dow Chemical Company, a significant partner with the University in areas of research, teaching, employment, and economic development.

CMU and the Saginaw Chippewa Indian Tribe have a strong historic and cooperative relationship which has fostered educational initiatives, cultural events and speakers, and extensive Native American educational resources for the campus and tribal communities. The Saginaw Chippewa reservation is a short distance from the campus and adds to the community’s diversity and rich cultural heritage.

Additionally, CMU brings to the community and region a significant range of Division I athletics events and activities.

**The College of Business Administration**

*The mission of the College of Business Administration is to foster an active learning-centered environment and to provide innovative, high quality business-connected programs that respond to the changing intellectual needs of students and the Michigan business community.*

The College of Business Administration (CBA) with 77 tenure track faculty members and about 40 part-time faculty enrolls approximately 4000 undergraduate students and 250 graduate students. Undergraduate degree programs include the Bachelor of Science in Business Administration (BSBA) with 19 majors and an undergraduate major in Entrepreneurship on the Bachelor of Applied Arts (BAA) degree. The College offers three graduate programs: the Master of Business Administration (MBA) is offered in Mt. Pleasant, Midland, and on-line; and both the Master of Arts in Economics (MA in ECO) and the Master of Science in Information Systems (MSIS) are offered in Mt. Pleasant.

There are six academic departments: School of Accounting, Business Information Systems, Economics, Finance and Law, Management, and Marketing and Hospitality Services Administration. The College also houses three centers: The Institute for Management Consulting, The Labelle Entrepreneurial Center, and The Marketing Research and Planning Council. CBA’s 2009-10 operating budget approximates $25 million. The College’s programs, including the School of Accounting, are fully accredited by AACSB International since 1983. A regular Fifth Year AACSB Maintenance Review visit will occur in January, 2010. College staff include two Associate Deans (undergraduate and graduate programs) and two full-time development officers.

The Dean works closely with the Dean’s Business Advisory Council (DBAC) consisting of about 20 business leaders and alumni drawn from a wide range of banking, manufacturing, finance, marketing, distribution, and technology industries who are committed to CBA excellence. This group assists the Dean in strategic planning, ensuring relevancy of the college’s curriculum and programs, enhancing
CBA’s reputation, and supporting the College’s development efforts. The Accounting, Business Information Systems, and Entrepreneurship programs have active and effective professional advisory councils. The College also has an Alumni Development Board.

The College maintains a strong relationship with the business community. For example, the Dow Corning Executive in Residence program brings four to five executives to the College each academic year to visit with students and faculty over one to two day periods. One of the key annual college events is Dialogue Days, which attracts 60-70 business professionals to interact with students and faculty in business classes over a two day period.

In addition, the College continues to be committed to developing strong strategic relationships with the business community to develop relevant value based undergraduate and graduate curriculum and to place students in internships and career positions. For example, the College collaborated with Carew International, an international sales consulting firm, to develop the successful professional sales curriculum. The College also has benefited from a long-standing relationship with SAP to offer the latest software to CBA students.

Further, CBA students benefit substantially from the support of the business community. As examples, Dow Corning established an endowed scholarship that supports an MBA student and provides annual funding for The Dow Chemical SAP Award of Excellence to honor outstanding SAP students; several accounting firms, large and small, including PricewaterhouseCoopers, provide scholarships for accounting students; and Con-Way Freight has established a scholarship providing support for Logistics students.

CBA prides itself on a number of differentiated and niche programs at both the undergraduate and graduate levels. A few of these programs include:

- An SAP Program that is arguably one of the nation’s academic leaders in terms of varied course offerings, integration across the business disciplines, and offering TERP 10 certification.

- A growing and improved undergraduate program in Entrepreneurship with dedicated courses in the primary business disciplines, a required consultancy and internship, and a strong business plan competition with cash awards awarded to the best plans.

- One of the largest undergraduate Logistics Management programs in the country with very capable faculty leadership.

- New undergraduate programs include the Professional Sales concentration/minor, Law and Economics major, and the Real Estate Development major. A minor in International Business and Sustainable Development is currently being developed.

- A successful online MBA and graduate certificate program with an array of concentrations to better meet business needs and expectations.
The Personal Financial Planning major fulfills the educational component for obtaining CFP certification.

The Economics Department has a vibrant MA program which places its graduate students in top quality Ph.D. programs.

Approximately 96% of all CBA undergraduate students come from the state of Michigan, 2% from out of state, and 2% are international students. Approximately 72% of CBA’s undergraduate students begin as CMU freshmen and 28% transfer from other institutions. Approximately 52% of the CBA graduate students come from Michigan, 2% are from out of state, and 46% are international students.

The College also has a revised undergraduate business curriculum containing integrated components and stressing communication and teamwork skills. A number of excellent new faculty appointees in each of the academic departments provide new energy to the College. In addition, the College maintains a successful Business Residential College (BRC) where business students live and learn together.

Students also benefit from a strong professional student organization program which reinforces student competency in teamwork, leadership, and networking skills. Student organizations number over 20 and most are affiliated with international or national professional organizations. There are also two very active and popular professional business fraternities.

The emphasis of faculty research in the College is primarily in the areas of business practice and learning, although discipline-based research also is valued and active. Indeed, over the last five years, CBA faculty published over 400 peer reviewed articles in varied business journals.

For additional information, please see www.cba.cmich.edu.

Challenges and Opportunities

At this critical stage of leadership transition for the College of Business Administration (and the University), the College will need to address both opportunities and challenges over the next several years as it seeks to further strengthen its quality and service to its students, to the business community, and to the University. Several challenges and opportunities, noted below, particularly relate to the leadership role of the new Dean.

• **Envisioning the College’s Future.** The College will continue to need and benefit from clear and strategic thinking about its mission, programs, outreach, and services, as it tackles a competitive and challenging future. The new Dean will have a key leadership role to play, working with the entire CBA community.

• **Developing New Resources.** Realization of the College’s vision and key goals is challenged by limited state resources, particularly its (and the University’s) near-term support from the state. The next Dean will be expected to establish an outstanding record of
seeking and obtaining new private resources particularly through effective communications and fundraising with its alumni and growing revenue enhancing programs aimed at meeting the needs of the business community.

- **Sustaining and Further Building Relationships with the Business Community.** The College has greatly strengthened its ties with the business community and its alumni, through its distinctive educational and training programs described earlier, through internships and its more general outreach, and through the strengthened Dean’s Business Advisory Council. These strategic advantages and efforts will be crucial to what will be an increasingly competitive future in mid- and downstate Michigan in particular.

- **Furthering Academic Excellence.** The College will need to further enhance the quality and value of its academic programs in the years ahead. These efforts will benefit from the continued use of Key Performance Indicators in the College as a whole and in its academic departments, with accompanying recognition. Among others, opportunities for strengthening include: continuing to improve the core undergraduate curricula reflecting best practices; further adapting and delivering the online graduate certificate and MBA offerings; integrating new faculty with the College’s distinctive online programs; developing additional MBA concentrations; partnering with other University colleges and programs, including the new medical school; and finding new ways to support faculty in their scholarship and research.

- **Enhancing Scholarship and Teaching.** The University and the College value the centrality of both teaching and scholarship in its academic enterprise, but achieving the ideal balance between the two is challenging and dynamic. The new Dean will have the opportunity (and challenge) to clarify, support, and strengthen both of these key faculty roles.

- **Raising the Profile of the School.** The CBA operates in a highly competitive marketplace. The next Dean will be expected to determine appropriate strategies to raise the profile and reputation of the College and its programs both regionally and nationally. For example, as the University continues its movement toward national prominence, so too will the College seek to advance its faculty scholarship profile. This includes improved scholarship, placed in notable publication outlets, and research that has a strong impact on business practice.

- **Enrollment Management.** Despite strong current overall enrollments, the CBA will need to continue to think and act strategically in the years ahead, given the economy and challenges reflected in traditional student demographics in our region. Fortunately, the College is positioned to explore opportunities at both the undergraduate and graduate levels, and both on campus and online.

- **Strengthening Diversity.** The College recognizes that increasing the diversity of its student body, faculty, and staff is essential to fully realizing its aspirations as a learning
community. Additionally, significant numbers of international students are attracted to the College’s graduate offerings. The new Dean will need to further build the College’s commitment to diversity at all levels.

**Position and Qualifications**

The Dean serves as the chief academic and administrative officer of the College of Business Administration. The Dean provides leadership for graduate and undergraduate education both on- and off-campus and represents the College externally. Reporting to the Executive Vice President/Provost and serving on the Council of Deans, the Academic Senate, and the Academic Planning Council, and supporting the Dean’s Business Advisory Council, the Dean is expected to exercise broad responsibilities for both the internal and external dimensions of the position of Dean.

Key dimensions of the CBA Dean position include:

- Leads the process for establishing a strategic vision and agenda for the future of the College, with the collaboration and participation of colleagues both within and external to the College and the University;

- Provides leadership for the College’s academic, research, development and service activities;

- Provides leadership and support for the work of 77 full-time and approximately 40 part-time faculty, as well as 30 staff members;

- Oversees the development and strengthening of high-quality baccalaureate and master’s degree programs serving nearly 4,000 students;

- Works with the College development officers and College faculty to identify and obtain sources of revenue to support existing programs and services, and the creation of new ones;

- Establishes and maintains effective working relationships and outreach with the business community and alumni; and

- Serves as a member of a team of nine Deans and five other administrators who directly report to the Executive Vice President/Provost.

*Examples of Duties and Responsibilities*

- Promotes excellence in teaching, research, active scholarship, and service;

- Provides leadership and motivates faculty to develop, implement, and assess academic programs, to enhance student learning; and to strengthen their scholarship and research;
• Seeks and pursues opportunities to obtain new private and public sources of funding and support for the College, its programs and faculty;

• Oversees the activities and programs of three centers: The Institute for Management Consulting, The Labelle Entrepreneurial Center, and The Marketing Research and Planning Council;

• Prepares and manages the College budget and allocates funds among the departments and cost centers of the College;

• Recognizes, appreciates, and participates in the shared governance structure within the University and the College;

• Ensures student enrollment programs and plans, including recruitment of first-year and transfer students;

• Advances and facilitates a culture conducive to research, scholarship, and publications which is aligned with the mission of the University;

• Plans and coordinates program reviews and maintains AACSB accreditation;

• Develops community, industry, and government relationships that support College and University programs, students, faculty, and research;

• Supervises faculty and staff personnel and oversees faculty workloads; and

• Advances the University's commitment to diversity.

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The ideal candidate for the Dean of the College of Business Administration will have, and be able to demonstrate or show evidence of, the following professional qualifications and personal characteristics:

**Required Qualifications**

• Significant accomplishments in his/her career, with academic credentials, including a terminal degree, and professional experiences which warrant tenure at the full professor level in a department within the College of Business Administration;

• Strong commitment to high quality education at the undergraduate and graduate levels;

• High personal integrity and ethical standards.

• The capacity to think and plan strategically;
• The ability to manage a complex organization and work effectively with colleagues in the College, University, and community;

• The ability to encourage, foster and facilitate research and scholarship activities among faculty;

• An interest and success in generating external resources and developing alliances with the business community;

• An understanding of the role of emerging technologies;

• Substantial executive and fiscal management experience;

• An understanding of and appreciation for the values and principles of shared governance;

• Demonstrated commitment to diversity; and

• Excellent communication skills.

Preferred Qualifications

Strong candidates also may have the following attributes and characteristics:

• Background in the development of innovative academic programs on and off-campus and online;

• Leadership experience in the business sector;

• Strong publication record in an academic discipline;

• Experience working within a collective bargaining environment;

• Demonstrated commitment to global and international education and relationships; and

• AACSB accreditation experience.

Information for Applicants

Review of applications and nominations for the position of Dean of the College of Business Administration will begin immediately and will continue until an appointment is made. For best review, materials should be submitted by Monday, February 8, 2010. Interested candidates should submit: a letter of application, which may include a statement of the candidate’s philosophy on the role of the dean, a current resume, and the names and telephone numbers of five references.
Applicants and nominators are strongly encouraged to submit their materials by email and Word attachments.

Chuck Bunting, Steve Leo, and Traci Dove, with Storbeck/Pimentel & Associates, are providing support for this search. Please send all inquiries, nominations and applications, to:

CMU CBA Dean Search
Storbeck/Pimentel & Associates, LLC
1400 North Providence Road, Suite 6000
Media, PA 19063
(386) 586-3359 phone
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Questions may also be directed to Chuck Bunting at: c.bunting@storbeckpimentel.com, (802) 985-4987; Steve Leo at s.leo@storbeckpimentel.com, (703) 635-7373; or Traci Dove at t.dove@storbeckpimentel.com, (386) 586-3359.

Central Michigan University, an AA/EO institution, is strongly and actively committed to increasing diversity within its community (http://www.cmich.edu/aaeo/) URL’s also include: http://www.cmich.edu; http://www.diversity.cmich.edu/