An invitation to apply
for the position of:

President
The University of Missouri System

The Search

The University of Missouri System (UM System) seeks a new President to provide clear, strong, and enduring leadership to Missouri’s only state-wide educational system. The University has a budget of $3.1 billion, educates more than 77,000 students, and with 32,000 employees is the state’s second largest employer. It has four campuses, each with a distinctive identity.

The University has built attractive, classic campuses, exceptionally well located, in each of the state’s two largest cities, the University Missouri-St. Louis (UMSL) and the University of Missouri-Kansas City (UMKC). It contains two historic campuses: the University of Missouri-Columbia (MU), the state’s only AAU, public research intensive university; and the Missouri University of Science and Technology in Rolla (S&T), a hi-tech, high-growth technological University. The campuses are linked programmatically and economically to ten research and technology parks that are distributed statewide.

The University is a land grant university, and Extension at Missouri is one of the nation’s largest and most creative efforts, with a physical and programmatic presence in every one of Missouri’s 114 counties, urban and rural, and the City of St. Louis. University of Missouri Health Care is an expansive and sophisticated system, growing rapidly in service to central Missouri, and measurably improving the care of large segments of the population.

The UM System has grown organically from historic roots. All of its campuses and Extension and the health system are dedicated to research excellence and serve the state as generators of new knowledge in every part of the state’s life. Simultaneously, the System and its parts are broadly open to citizens seeking an education. In admissions and cost, the campuses provide multiple avenues to gain a high quality and relatively low cost education in institutions with a first-tier
scholarly ranking. The University is explicitly inclusive, opening the doors of opportunity to Missourians of every geography, class, and race.

In the last few years, the System and its campuses have lived, like many other universities in the nation, through racial tension, student protest, and leadership turnover, especially at the University of Missouri-Columbia campus. Important grievances surfaced and the University has moved deliberately to address them.

The Board of Curators believes that new and strong leadership has the potential to galvanize the people of the state, who are eager to see the University succeed. The University is an essential engine of prosperity and serves the deepest aspirations of all the people of the state. The role is consequential for Missouri and even more broadly, as the UM System constitutes one of the most important drivers of intellectual and economic growth in the Midwest and stands among the nation’s true, critical university systems. Missouri has all the core challenges for higher education. It intends to build research and scholarly excellence that generates new knowledge and guarantees the quality of education for undergraduates. It has committed to access for both rural and urban populations, especially first generation students, across every category of economic status, ethnicity, gender, sexual orientation, age and race. It must manage cost, price, access, and research productivity, and simultaneously deliver healthcare and extension statewide.

It is and must remain a singular and vital institution for Missouri and concurrently a beacon for an emerging nationwide movement of simultaneous inclusion and excellence. The Curators believe that this is a consequential presidential role for Missouri and for public higher education everywhere.

Geography and History

The state of Missouri sits squarely in the center of the United States. It was created out of the Louisiana Purchase in the Maine-Missouri compromise of 1820. From the beginning, it faced both North and South and East and West. It was a border state that never chose a side. Both before the Civil War and after, it was the gateway from the developed East to the frontier West. In the late 19th century, Kansas City and St. Louis were integral to the American industrial revolution inspired largely by the Northeast and the industrial Midwest but facing the nation. Today, large, vital multi-national corporations with their origins in that time call Missouri their birthplace and home.

Many areas of Missouri are resolutely and prosperously agricultural as they have been since the state’s founding. Agriculture remains the single largest part of the state’s economy and rural counties are critical to Missouri.

The state contains all of the diverse parts of the country, urban and rural, agricultural and industrial, with all the highly varied, ethnic, and racial populations of the nation. Missouri is a microcosm of the nation at the center of the nation.

The University of Missouri-Columbia was founded in 1839, not long after Missouri became a state. It was the first publicly supported university established in the Louisiana Purchase territory.
and took inspiration from Thomas Jefferson’s success in establishing the University of Virginia. It was conceived as an essential institution for the state of Missouri and remains a foundational institution today.

In 1870, the state created the School of Mines and Metallurgy in Rolla, today’s Missouri University of Science and Technology. It grew from and helped to fuel the industrial revolution of the time. It remains an essential partner to the technological economy of our time and has grown by over 50 percent in the last ten years, a direct response to Missouri’s technological economy. In the same period, in the 1870’s, the state took advantage of the Morrill Act and gave land grant responsibility to the University of Missouri, a role that was and remains essential in a state where sophisticated agriculture is still the dominant economic activity.

In 1963, the state of Missouri, following national trends, created a powerful university system to serve the whole state. It combined the flagship University of Missouri-Columbia and the Missouri University of Science and Technology with two new, urban campuses in the state’s two large cities, St. Louis and Kansas City. In Kansas City the state acquired a private university, with an attractive urban campus that had been chartered in 1929 through the activity of the city’s leading citizens and with the strong support of local government. In St. Louis, the state created an entirely new, and now very attractive, suburban campus, readily accessible through the transportation network, to all parts of the metropolitan area.

Today, the University serves 77,000 students, 57,000 from within the state, and an additional 20,000 who cross the borders to attend. It has 563,000 living alumni, with 253,000 living in Missouri. The System has maintained a relatively low tuition, high access model. Average tuition ranges from $9,687 for in-state undergraduate tuition to $24,884 for non-resident undergraduates across the four campuses. As Selective institutions, students who achieve a score of 24 or better on the ACT or an equivalent score on the SAT are automatically admitted, while students below may be admitted on a case-by-case basis. Both UMKC and UMSL take large numbers of transfers from community colleges. Transfers are reasonably common at MU as well. Enrollment grew substantially in the decade of 2005 to 2015. The UMSL campus grew 8%, UMKC 17%, S&T 59%, and MU 27%. Admission policy emerged organically, but has become a mission commitment to educate the maximum number of Missourians at a cost that students and their families can afford, while retaining and constantly improving the academic excellence of teaching and scholarship.

The UM System derives revenue from highly varied sources. The state contributes $434.5 million or approximately 15%. Despite current controversies, the legislature has just approved a net appropriation increase of $21 million for fiscal year 2017, which includes $17 million appropriated to the UM System through a state performance funding increase. And while the Governor recently signed a $3.8 million reduction to the UM System budget for 2017, support for individual campuses has been left intact and they continue to benefit from an annual performance-based reward system.

Patient medical services supply 26.2%, the single largest source of revenue, followed by net tuition and fees at 21% and auxiliary services at 18%. Grants and contracts account for 10.7%, followed by other income – including private gifts – at 9.5%.
The UM System invests the endowments of MU, UMSL, S&T, and a portion of the UMKC endowment, through one investment office. The total, combined endowment is $1.4404 billion, developed over the years by strong alumni support. The MU campus is in the midst of a $1.3 billion capital campaign, whose main goals are to increase the campus endowment to more than $1 billion, to support signature centers and institutes, and to support facility renovation projects. To date, the campaign has raised more than $735 million.

The UM System is governed by a Board of Curators, made up of nine members, appointed by the Governor with the advice and consent of the Senate. Curators serve six year terms, with three positions expiring every two years. The Board is constitutionally comprised and carefully balanced in partisan terms. No more than five Curators can be from the same political party, with at least one, but no more than two from each of Missouri’s eight congressional districts. Importantly, the Curators are also advised by a student representative from one of the four UM System campuses. There are currently three vacancies on the Board with pending gubernatorial appointments.

The Leadership that the Board of Curators will expect from a new President: The Opportunities and Challenges for the University of Missouri System

• **Create a compelling vision for the University of Missouri System that articulates the whole as mission-critical to the state while emphasizing the distinctive value of each of its parts.**

The next President, serving the Board of Curators, and together with the broad University of Missouri System community and its many constituents, will craft a lasting vision for the University of Missouri System. It will emphasize the UM System’s commitment to educate Missourians from every region and every economic stratum. It will emphasize the distinctive identities of each of the System’s four campuses, its extension program and its health care system and will highlight—in a coherent and cohesive way—their service to the diverse regions of the state in which they reside. The President must build the case that the whole system, as a sum of its parts serves the foundational needs of the state of Missouri.

• **Create an enduring social compact with the citizens of the state of Missouri and their elected officials**

With a carefully crafted vision in hand, the next President will partner with the 563,000 alumni of the System, the citizens of Missouri, and their elected officials to generate a shared appreciation for, and commitment to, the value of public, land-grant higher education. S/he will promote a shared understanding of financial and budgetary issues, tuition, access, diversity, affordability and the economic benefits of a robust public university system. S/he will emphasize the impact that the UM System has for the future of Missouri’s rural and urban citizens and on the state of Missouri through its programs and partners. It educates its citizens, supports its farmers, conducts extension in all 114 counties, cares for its patients, and fuels the most productive elements of the economy. It is the hope of so many Missourians and their families.
The President will serve as a tireless champion for public higher education and will align the System with Missouri’s deepest aspirations and its unique history and culture. S/he will ensure that the UM System and its campuses contribute in lasting and significant ways, both through efficient operations and through the generation of knowledge and its many applications, to the state’s ongoing economic, intellectual, physical, and cultural vitality.

• **Lead a statewide conversation about the value of diversity, inclusion, equity, and respect for all of Missouri’s diverse citizens through open and equitable higher education**

The President will continue the critical work of promoting and expanding access to top-flight public higher education for students from every part of the state, including first generation students, those from urban, suburban, and rural areas, and under-represented minorities. The President will advocate broadly for a shared understanding of the importance of diversity, including diversity of thought as essential components of the intellectual and economic growth of the state of Missouri. S/he will develop new strategies to recruit more women and other individuals diverse in economic status, ethnicity, sexual orientation, age, and race to faculty and staff leadership ranks and develop support structures to promote their continued excellence. S/he will build on a strong and ever-growing commitment to inclusion and respect, embodied in the Systems’ robust Title IX program. S/he must strive not only to strengthen the UM System’s commitment to, and promotion of, diversity, but also sustain and further enhance the positive changes in inclusion and equity.

• **Assist each campus in authoring and especially in executing a business and strategic plan that enables each campus to develop its unique and appropriate mission and allows the whole System to thrive**

Each of the four campuses of the UM System has a distinct identity and highly-varied sources of support. Each receives state support, has an enrollment strategy, collects tuition revenue, and possesses industry partnerships, raises philanthropy, and utilizes intellectual property for revenue. They devise graduate and undergraduate programs that attract students and tuition both in-state, out-of-state, and internationally. Each campus operates under individual strategic plans with distinct levers, mechanisms, and rewards, which the next President will assess, modify, and enhance in close collaboration with campus Chancellors. And s/he will work at the System level to ensure that the overall strategic direction of the campuses align with the goals and aspirations of the System and the constituents of the state of Missouri that it serves now and in the long term.

As a steward of the System’s future, the President must recognize the distinctive strengths of these unique campuses. Together with the campus Chancellors and UM System administration, the President must hold campuses accountable for execution on well-constructed business and strategic plans.

• **Enhance the scholarly and research capacities of each of the campuses and of the collective enterprise**
The state of Missouri requires a university system that competes nationally and internationally for the most productive scholars whose path-breaking research will drive the next generation of new knowledge and economic, social, and artistic development. Investment in research is essential to student success, faculty productivity, and to the pride of the state of Missouri.

The President and his/her staff will continue to build research support infrastructure System-wide and the capacities to translate scholarship to the marketplace, and will ensure through strategic planning and fundraising that the System and its campuses can invest for the future.

- **Constantly improves student success throughout the System**

  Students arrive at the campuses of the UM System eager to advance in life, wisdom, and career. Far too many, in this public system, like every other across the nation, leave unable to overcome the obstacles to success. The President, working with each campus, must build plans and execute resolutely to improve student retention, graduation, and career success in measures that constantly improve the quality of the educational experience and the certainty of the outcome.

- **Steward the resources of the University to promote the mission in a responsible, equitable, and efficient manner that maximizes value to the taxpayers of the state of Missouri**

  The next UM System President will oversee a tremendously complex enterprise whose yearly revenues exceed $3 billion and which educates more than 77,000 students who form the core workforce of the state of Missouri. The UM System and the campuses already achieve significant savings through shared services and constant budgetary review, considerably more than in most systems. The President will constantly improve the entire System’s capacity to save money, increase efficiency, and reallocate to strategic imperatives, ensuring that the citizens of the state of Missouri are confident that their tax dollars have the greatest impact on the lives of students and on transformative scholarship.

- **Assemble, develop and empower an excellent team of leaders**

  The next President will enter the UM System at a pivotal moment, and will have the opportunity to work with a talented group of committed administrators who have served it loyally. The UM System also has some key vacancies and the President will have the opportunity to build a skilled and forward-thinking leadership team to carry the UM System into the future.

- **Engage and Support the work of a committed and highly supportive Board of Curators**

  Curators are appointed by the Governor, with approval of the Senate, to the Board for six year terms and represent all eight congressional districts and the diverse needs of their many constituents. One third of the Board is new every two years. The President serves the Curators and partners with them to support their commitment to the System and to find appropriate means to engage emeritus Curators as friends of the
System. Through strong and visionary leadership that promotes excellence across the UM System, the President creates the setting for their productive mutual service to the state of Missouri.

Qualifications and Experience desired in a new President of the University of Missouri System

No single candidate will possess in full every useful experience but the Search Committee ideally seeks a person with the following qualifications:

- Fluency in, and a passion and respect for, the culture of public higher education and the System’s unique mission;
- An abiding interest in the development and success of students, faculty, and staff, with sincere respect and honor for their contributions;
- A fundamental commitment to the importance of research and the pursuit of academic excellence;
- The acumen necessary to cultivate key political, civic and business relationships essential to leading a public university system; demonstrated success in securing resources and support from public sector agencies;
- A deft command of communications and public relations that enables the broad dissemination of the System’s vision to the broader communities it serves;
- A multi-culturally competent individual with a demonstrated awareness and sensitivity for all people and who will foster and create a supportive climate and internal systems to evidence the same;
- Ability to create an enduring social compact with the citizens of the state that generates a deeper understanding of, and commitment to, the critical importance of University of Missouri System to the economic viability and success of all Missourians;
- A tireless advocate and relationship builder, attentive to many highly varied constituents as well as the ability to appreciate institutional memory while moving the institution forward;
- The ability to communicate effectively across numerous audiences, with a demonstrated capacity to listen actively, engage constructively, and motivate others to action through a compelling vision he or she can articulate broadly;
- A strong executive leadership record in a complex organization, with a demonstrated ability to develop and drive strategy, and appropriately steward resources to ensure education remains affordable;
• Demonstrated business judgement to foster continuous performance improvement and accountability, and to guide the operational effectiveness and organizational efficiencies within an organization; and,

• The experience and talent to assemble and empower an exceptional leadership team and to work with a committed Board of Curators.

Applications, Inquiries, and Nominations

The University of Missouri System has retained Isaacson, Miller, a national executive search firm, to assist in this search. All inquiries, nominations, and applications, should be directed in confidence to:

John Isaacson, Monroe Moseley, Vijay Saraswat, and Micah Pierce
Isaacson, Miller
263 Summer Street
Boston, MA 02210
www.imsearch.com/5783

Electronic submission of materials is strongly encouraged.

Equal Opportunity is and shall be provided for all employees and applicants for employment on the basis of their demonstrated ability and competence without unlawful discrimination on the basis of their race, color, national origin, ancestry, religion, sex, sexual orientation, gender identity, gender expression, age, genetic information, disability or protected veteran status. This policy shall not be interpreted in such a manner as to violate the legal rights of religious organizations or the recruiting rights of military organizations associated with the Armed Forces or the Department of Homeland Security of the United States of America.
Appendix: Components of the University of Missouri System

The University of Missouri-Columbia (MU)

The University of Missouri-Columbia (MU) was founded in 1839 as the first public university west of the Mississippi River. MU is a comprehensive public research university and one of the 62 members of the prestigious Association of American Universities (AAU). It is both a major public land-grant institution with a statewide mandate to serve the citizens of Missouri, and the state’s largest research university, overseeing upwards of $210 million in externally sponsored research expenditures each year, the majority of which comes from federal funding agencies such as the National Science Foundation, Department of Energy, the National Institutes of Health, and the U.S. Department of Agriculture. Its economic impact across the state is significant; MU creates jobs, attracts and fosters an entrepreneurial culture through programs supported by the Kauffman Foundation and others, and its students and faculty generate dozens of patents, invention disclosures, and new technology licenses each year that help to encourage innovation across the state. Its Intercollegiate Athletics program yields over $200 million to the state yearly. And the Mizzou Advantage initiative brings together faculty, staff, students, and industry partners across the state to address issues of critical importance to the health and well-being of Missouri, including: food security, medicine and healthcare, and energy production and distribution.

MU is the largest and most programmatically diverse of the University of Missouri System’s four campuses. Its 35,000 students—including 27,000 undergraduates, 7,000 graduates, and 1,000 professional students—work towards completion of over 300 degree and certificate programs enabled by its 11,000 employees including more than 3,200 faculty members. Its yearly operations and revenues total $1.3 billion, and its endowment as of FY 2015 stood at $850 million. It is home to 11 major research centers and the world’s first journalism school. Its designation as a land-grant university allows it unparalleled access and public service state-wide to support the citizens of Missouri. It engages in collaborative activities with industrial, educational, and agricultural partners across Missouri and abroad through its schools and colleges, MU Health, its network of Agricultural Research Centers, and its statewide MU Extension program which each year provides outreach to over two million Missourians.

For more information about MU, please visit: http://missouri.edu/

University of Missouri-Kansas City (UMKC)

The University of Missouri-Kansas City (UMKC) began its origins as a private university, chartered in 1929 known as the University of Kansas City, which later incorporated existing prominent dental and pharmacy colleges, along with a music conservatory. Its expansion throughout the 20th century has been marked by partnerships and collaborations with existing, influential professional institutions throughout the city that have been formalized over the years into 12 current schools and colleges. In 1963, the University of Kansas City officially joined the UM System as the University of Missouri-Kansas City (UMKC), and it is today a public research
university with a critical presence in the city’s professional ecosystem. Importantly, the
University benefits from its deep involvement with a number of privately-supported, advanced
research institutes throughout the city, including the Stowers Institute for Medical Research,
which together contribute heavily to the economic vitality of the greater Kansas City region.
UMKC’s total enrollment approaches 12,000 students, with 1,200 faculty and 2,100 staff. Its
yearly operations and revenues totaled $373 million in FY 2015, and its yearly research
expenditures exceed $30 million. Its six-year School of Medicine is known throughout the area
for advancing community health through research and application, direct service in the
community, and through economic development. The School of Law is one of four law schools
in Missouri. And the UMKC Conservatory of Music and Dance is internationally recognized as a
center for artistic excellence, innovation, and engagement with its communities.

For more information about UMKC, please visit: http://www.umkc.edu/

Missouri University of Science and Technology (Missouri S&T)

Missouri University of Science and Technology (Missouri S&T) is one of the nation's top
technological research universities and a critical contributor to innovation and economic progress
across the state. Founded in 1870 as the Missouri School of Mines and Metallurgy, the school
took advantage of the land-grant opportunities offered by the federal government through the
Morrill Act. Known as the University of Missouri-Rolla following the establishment of the UM
System in 1963, the university changed its name in 2008 to broadcast more clearly its position as
a leading STEM-focused university dedicated to discovery, creativity, and innovation to benefit
the citizens of Missouri, the nation, and the world. Its renowned elementary and secondary
teacher education program provides Missouri with highly qualified educators in schools
throughout the state. Its experiential learning programs propel students beyond the classroom
lecture and basic skills to the application of material to problem solving real world challenges.
And Missouri S&T is leading the way in building industry partnerships across the state to fuel
Missouri’s growing high-technology workforce.

Missouri S&T enrolls 6,200 undergraduate and 1,250 graduate students from 50 states and 55
countries, who are encouraged and inspired by its nearly 500 faculty members and 1,000 staff.
The University offers over 55 degree programs in engineering, science, computing and
technology, business, social sciences, the humanities, and the liberal arts. Missouri S&T has 15
accredited undergraduate engineering programs, three times the average number found at U.S.
universities, and ranks third among national universities for percentage of degrees granted in the
STEM disciplines. Its yearly research expenditures approach $35 million and are climbing
steadily, and its total operations and revenues amount to $210 million.

For more information about Missouri S&T, please visit: http://www.mst.edu

University of Missouri-St. Louis (UMSL)

OPEN - PRES SEARCH COMM - 1-13
May 4, 2016
Established in 1963 and spread across 470 acres in suburban St. Louis, the University of Missouri-St. Louis (UMSL) is the largest public university in eastern Missouri. It is a metropolitan research and teaching institution that is consistently recognized for its strong programs across disciplines, and is considered a primary driver of the St. Louis economy, providing industries with educated and capable employees and leaders. While UMSL graduates can be found in all 50 states and throughout Missouri, their greatest impact is felt in St. Louis, which is home to more than 65,000 UMSL graduates powering the region’s economy and contributing to its social fabric. The UMSL campus is also home to ExpressScripts, one of Missouri’s leading companies, and it maintains strong ties to other significant manufacturers and industry leaders in the St. Louis region, such as: Anhueser-Busch Inbev, General Motors, Boeing, and Wells Fargo Advisors.

With just over 17,000 total students, UMSL provides excellent learning experiences and leadership opportunities for a diverse student body whose influence on the region upon graduation is immense. Led by 900 faculty across 10 schools and colleges, UMSL offers an array of options to traditional and non-traditional students and continuing and adult learners, including 15 doctoral degree programs, numerous certificate programs, and the only professional optometry degree in Missouri. Its yearly research expenditures are over $24 million with total operations and revenues amounting to $201 million.

For more information about UMSL, please visit: http://www.umsl.edu

**University of Missouri Extension (MU Extension)**

For over 100 years, the University of Missouri Extension's (MU Extension) distinct land-grant mission has been to improve lives, communities, and economies by producing relevant, reliable, and responsive educational strategies that enhance access to the resources and research of the University of Missouri. Initially, the extension program concentrated on working with farmers and their families, which comprised the majority of the nation's population, to improve their quality of life and standard of living. In more recent times, the MU Extension has built a strong presence in Missouri’s urban population centers through involvement in after-school youth leadership programs, nutrition education initiatives, and distance learning. MU Extension faculty advise small business owners; help displaced workers find new jobs; provide education for families to make better financial decisions; prepare young people with skills for the future workforce; and work with local leaders to help them make wise decisions for their communities.

Every year, more than two million Missourians annually turn to MU Extension. Today it focuses on workforce development, and its Business Development Program has attracted nearly $650 million in investments, $979 million in government contracts, and more than $20 million in research awards in the past three years. Its 4-H Center for Youth Development reaches nearly 300,000 youths ages five to 18, and 4-H’ers are 70 percent more likely to attend college than their peers. And the ExCEED Program has helped reinvigorate local economies throughout Missouri through developing leaders, creating entrepreneurial cultures, and retaining local wealth, helping to create over 2,100 new jobs and generating nearly $300 million in new business investments.
University of Missouri Health Care (MU Health)

University of Missouri Health Care (MU Health) is a comprehensive academic health system on the Columbia campus that includes MU Health Care, MU School of Medicine and its University Physicians Practice Plan, MU Sinclair School of Nursing, and MU School of Health Professions; and it maintains a critically important presence across mid-Missouri. Its mission is to provide exemplary patient and family-centered care, education, and research to improve the health, well-being, and productivity of the people of Missouri and beyond. MU Health is among the most critical components of the University of Missouri System and has an enormous economic impact on the state, each year driving approximately $2.3 billion dollars into the state’s economy.

MU Health has annual revenues exceeding $780 million, and over the years has consistently been one of the highest performing elements of the University of Missouri System from a financial perspective. Its strengths lay in its statewide presence and partnerships with community-based clinics throughout Missouri; the system is composed of five hospitals and a network of more than 50 primary and specialty clinics located throughout Missouri, as well as the Ellis Fischel Cancer Center, which is the only academic health system affiliate of the M.D. Anderson Cancer Center, the Missouri Orthopaedic Institute, the Missouri Psychiatric Center, the Women’s and Children’s Hospital, and the University Hospital, all in Columbia. Its strong, modern clinical footprint—the MU Health has completed more than $400 million in new construction and renovation since 2010 and is opening a number of new buildings in 2016—contribute to excellent outcomes for the more than 600,000 patients served annually. And the School of Medicine’s 662 faculty engage in transformative research in the clinical and basic sciences with the aim of making Missouri a transformational leader in improving health.

For more information about MU Health, please visit: http://www.muhealth.org/about/health-system/