

NATIONAL SEARCH PROSPECTUS

President



MIDWESTERN STATE UNIVERSITY

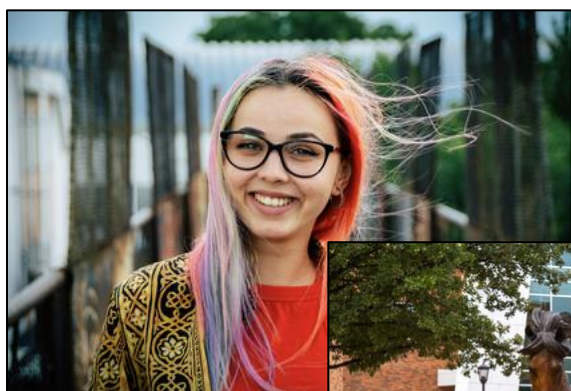
A Member of the Texas Tech University System

THE POSITION

Midwestern State University (MSU Texas), the newest component institution of the Texas Tech University System (TTU System), is searching for a dynamic, effective, and forward-thinking leader to serve as its 13th president. Having just celebrated its centennial in 2022, MSU Texas will welcome its next President at a pivotal time in its history as the university seeks to maintain its reputation as a leading liberal arts institution in Texas, build pathways for increased student enrollment, strengthen community partnerships, and fully leverage its new partnership as a member of the TTU System. The TTU System Board of Regents and Chancellor Tedd L. Mitchell, M.D., invite nominations, inquiries, and applications from inspiring, visionary, and strategic leaders.

The President serves as the chief executive officer of MSU Texas and is responsible for the executive management of the university's operations. The President provides overall leadership in the planning and management of the academic, administrative, athletic, community outreach, fiscal, international, operational, and auxiliary enterprise missions of MSU Texas.

The President is appointed by the Board of Regents of the TTU System with a recommendation from the Chancellor (the chief executive officer of the TTU System). The President reports directly to the Chancellor and is a peer-direct report with the Presidents of Texas Tech University, Angelo State University, Texas Tech University Health Sciences Center, and Texas Tech University Health Sciences Center El Paso. The performance of the President is evaluated annually by the Board and the Chancellor.



Keith Lamb, Ph.D., vice president for enrollment management and student affairs and chief strategy officer at MSU Texas, was appointed interim president in January 2023. His appointment follows the departure of the previous president who accepted the position of president at her former institution where she had served for 30 years in higher education.

Requirements

Midwestern State University seeks an innovative and visionary leader with the following:

- Earned doctorate or equivalent professional degree from an accredited institution.
- Extensive professional, administrative, or public experience including experience relating to higher education administration or a university college.
- Demonstrated exceptional leadership and integrity in an academic and/or service environment.
- An exemplary record of scholarly, professional, and individual credentials.
- An established record of forward-thinking vision and innovation with proven record of growth and success.
- An alignment with the university's values-based culture.
- A commitment to and proven record of community partnership and interprofessional collaboration.
- A commitment to and proven record of engaging and collaborating with faculty, staff, and students.

Responsibilities

The President is responsible for providing transformative leadership, focus, and strategic vision for Midwestern State University (MSU Texas) in collaboration with the university's executive leadership team, and the Texas Tech University System (TTU System) Chancellor and the Board of Regents. The primary duties and responsibilities of the President position include the following:

- Oversees the development, administration, and coordination of all operations and programs of the institution.
- Establishes a clear vision for the institution and outlines appropriate strategic objectives and priorities, as well as the means to successfully achieve goals.
- Serves as an academic leader for MSU Texas, with support from the university's provost, to ensure that MSU Texas provides a high-quality educational curriculum and talented faculty for the benefit of its students and teaching mission.
- Develops and implements plans and policies to ensure that MSU Texas remains in compliance with any accreditation requirements appropriate to the university.
- Provides leadership in growing the university's student enrollment while maintaining excellence in teaching and advancing creative scholarship.
- Champions innovative student learning and student success across the academic enterprise and

- university experience, including making meaningful, engaging connections with students.
- Fosters a sense of belonging through a commitment to a diverse student body, faculty, and staff.
- Actively works to ensure that the institution acquires the necessary public and private resources for successful achievement of the university's goals and objectives.
- Drives fundraising activities by cultivating and stewarding donors that increase the university's philanthropic support and address the needs of MSU's colleges and programs.
- Understands the importance of and provides proper oversight of MSU Texas intercollegiate athletics programs and the Department of Athletics to support competitiveness and ensure NCAA and athletics conference compliance.
- Works closely and fosters relationships with internal and external stakeholders including students, faculty, staff, alumni and donors, community leaders, and military and regional partners.
- Understands the importance of the governmental process and possesses the skills to ensure that legislative goals on the local, state, and federal levels are identified and met.
- Possesses the ability to work effectively in partnership with other university presidents, system administration, and other partners.
- Carries out other leadership duties and responsibilities as assigned by the Board and the Chancellor.



Desired Leadership Attributes

Traits and abilities that are key to the success of the President:

- Unquestioned integrity, high energy, and demonstrated leadership and administrative abilities who can shape, articulate, and implement the dynamic mission of MSU Texas.

- Understands, embraces, and can represent the unique and ideal culture of the MSU Texas and Wichita Falls community.
- Compelling and energetic personality with a demonstrated history of strategizing, charting a vision, engaging multiple stakeholders, setting appropriate and reasonable fundraising goals, and meeting those objectives with personal integrity and sound financial management.
- Possesses an outstanding reputation for executive-level management with documented ability to administer and coordinate all operations and programs of the institution and to lead and manage change and growth.
- Merits broad-based respect to inspire institutional accountability, efficiency, fiscal responsibility, and the ethical and effective performance of all leaders and divisions of MSU Texas.
- Ability to communicate clearly and effectively to ensure efficient operations throughout the organization while fostering growth in enrollment, supporting creative and scholarly productivity, and upholding high academic standards.
- Successful record leading a financially complex institution to ensure proper administration of the financial affairs of MSU Texas.
- Understanding of the workings of a large university system along with knowledge of and/or experience with the business operations of large and comprehensive organizations.
- Innovative and forward thinking with the ability to bring the right people to the table, from all levels of the organization, to focus on successful achievement of common goals and objectives.
- Possesses a sincere commitment to student engagement, student life, and student success.
- Is a deliberate, approachable consensus builder with a broad vision, and the ability to move to action and be an active and engaged listener.

OPPORTUNITIES FOR THE NEXT PRESIDENT

As President, there are many opportunities to elevate MSU Texas. They include, but are not limited to, the following:

Visionary & Lasting Leadership

MSU Texas is at a pivotal point in its history. It has celebrated its centennial anniversary and has recently joined the TTU System. The new President should understand the university's legacy, liberal arts mission, and trajectory, and possess the skills and will to capture the current momentum and take MSU Texas to a new level of prominence. To that end, there will be an opportunity to make strategic hires in key leadership roles. There will be the opportunity to make key strategic hires and place leadership roles. Through long lasting, professional, and dynamic leadership, the President – and the university's leadership team and campus community – can create a culture of trust and excellence by organizing and mobilizing teams to learn from one another, generate new ideas, and work together to benefit the institution.



Commitment to Growth, Innovation & Success

While student enrollment at MSU Texas has held steady in recent years, the university is committed to and understands the importance of growth. The next leader of MSU Texas will benefit from having a mindset and proven record of fostering growth, innovation, and success in the enrollment, retention, and graduation of students. Beyond enrollment, the President should advocate for the cultivation of employee talent, diversity within the campus community, and necessary growth in other areas of the university.

Collaboration Across the TTU System

Officially joining the TTU System in September 2021, MSU Texas has an unprecedented opportunity to develop collaborations with its fellow member institutions: Angelo State University, Texas Tech University, Texas Tech University Health Sciences Center, and Texas Tech University Health Sciences Center El Paso.

The next President will lead the institution's continued transition as a member of the TTU System and has the opportunity to build the university's academic, research, and engagement opportunities by leveraging this new partnership. The TTU System is one of only nine higher education institutions in the nation to offer programs for undergraduate, medical, law, nursing, pharmacy, dental, and veterinary education, among other academic areas, which allows for pipeline opportunities for preprofessional students.

Community Partnerships & Engagement

MSU Texas is vital to the Wichita Falls community and North Texas region. The next leader should value connections and be accessible, visible, and an integral part of the MSU Texas family, as well as the broader Wichita Falls community. Key partnerships and agreements with

local high schools and Sheppard Air Force Base merit exploration and expansion. Recently, approximately \$290 million in bond issuances were approved to support schools in Wichita Falls Independent School District, and Sheppard Air Force Base is the largest and most diverse training base in the Air Education and Training Command.

Alumni and Donor Relations

The next President will work in coordination with the Vice President for University Advancement and Public Affairs to further enthusiasm for fundraising and passion for the university's mission. The new leader should sustain the successful precedent for fundraising, following the university's first comprehensive capital campaign, and build community and alumni support. There is an opportunity to lead the development of a long-term, sustainable philanthropic strategy to grow and diversify the base of brand loyalty and financial support.



THE UNIVERSITY

Established in 1922 as Wichita Falls Junior College, MSU Texas has grown into a comprehensive regional university with 5,800 students at its main campus in Wichita Falls, Texas, and a distance learning support center in Flower Mound, Texas. MSU Texas became the fifth member of the TTU System in September 2021, a testament to the growth and exceptional reputation of the university throughout the state.

Those attending MSU Texas choose from 49 undergraduate and 27 graduate programs, including its first doctoral program beginning in 2021. MSU Texas students represent 44 states and 55 foreign countries. The university provides excellent learning resources and a dedicated teaching faculty of active scholars and experienced professional teachers. MSU Texas is the only university in Texas to become a member of the Council of Public Liberal Arts Colleges (COPLAC) and, in 2009, was designated in state statute by the Texas Legislature as a public liberal arts university. The university boasts small

class sizes and a thriving undergraduate research program and offers study abroad programs in Spain, England, France, Germany, and Grenada West Indies. In addition to the quality education students receive at MSU Texas, they also have opportunities to engage in the campus and local communities through 100 student organizations and 13 NCAA Division II sports offered to enrich the university experience. In 2022, MSU Texas commemorated 100 years since its inception. With the theme “Spirit Always Bold,” the centennial year honored the rich history of the university, celebrated its vibrant present, and envisioned an exciting future for MSU Texas.

Mission

Midwestern State University is a leading public liberal arts university committed to providing students with rigorous undergraduate and graduate education in the arts and the professions. Through an emphasis upon teaching, augmented by the opportunity for students to engage in research and creative activities alongside faculty and to participate in co-curricular and service programs, Midwestern State prepares its graduates to embark upon their careers or pursue advanced study. The university’s undergraduate education is based upon a comprehensive arts and sciences core curriculum. The understanding that students gain of themselves, others, and the social and natural world prepares them to contribute constructively to society through their work and through their private lives.

Values

In the fall of 2021, the MSU Texas community worked to identify the core values that unite the campus community. A two-day Values Summit was held with more than 100 students, faculty, staff, and community members. Several town hall gatherings were held to provide an opportunity for constituents to give input on the identified core values: People-Centered, Community, Integrity, Visionary, and Connections. Read more about the values at: msutexas.edu/about/values-journey/.

Strategic Plan

The university’s strategic plan, approved in 2017, was developed following a year of campus review and discussion. The campus developed strategies and tactics to meet the four initiatives. This plan served as the foundation for the university’s preparation for reaffirmation of accreditation from the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) in 2023.

The strategic initiatives for MSU Texas were:

- Promote a strong university community.
- Aggressively pursue new student populations.

- Create a destination residential university.
- Stimulate a culture of engagement.

Academics

MSU Texas is a vibrant academic institution and offers strong academic programs. With a student-to-faculty ratio of 16:1, the individual attention provided through smaller class sizes allows students and faculty to make meaningful connections. MSU Texas offers baccalaureate and graduate degrees through its six colleges and its graduate school.

- Dillard College of Business Administration
- Lamar D. Fain College of Fine Arts
- Robert D. & Carol Gunn College of Health Sciences & Human Services
- McCoy College of Mathematics, Science & Engineering
- Prothro-Yeager College of Humanities & Social Sciences
- Gordon T. & Ellen West College of Education
- Dr. Billie Doris McAda Graduate School

In addition, each of the six colleges house programs that are independently accredited by both national and regional accrediting bodies.



Enrichment Experiences

As part of the university's current reaffirmation process with the SACSCOC, MSU Texas has developed a quality enhancement plan (QEP) designed to prepare new students for academic success and engagement. The First-year Mustangs Adventure program will meet these goals through a zero-credit hour first-year seminar that helps students take responsibility for their educational journey through a curriculum focusing on academic engagement and community-building. The university's previous QEP resulted in the development of the Office of Undergraduate Research which oversees EURECA (Enhancing Undergraduate Research Endeavors & Creative Activities). This office promotes and facilitates undergraduate research by providing incentives and a support system for undergraduate students to engage in high-quality research endeavors and creative activities in an interdisciplinary environment. In addition to the emphasis on undergraduate research, teaching, and learning take place through a variety of programs and student enrichment experiences including the Redwine Honors Program, study-abroad experiences, and custom-designed internships as well as residential living-learning programs.

Flower Mound Distance Learning Support Center

As a public university, MSU Texas also serves its community, particularly when it comes to providing a trained workforce in critical areas. The Flower Mound Student Learning Center located in the Dallas-Fort Worth metroplex was designed to address the needs in workforce education for adult learners. Emphasizing select online programs to attract working adults who are seeking career advancement, the center is steadily making progress in meeting this need in a larger market. The center enrolled 501 students in the fall of 2022.

The Priddy Scholars Program

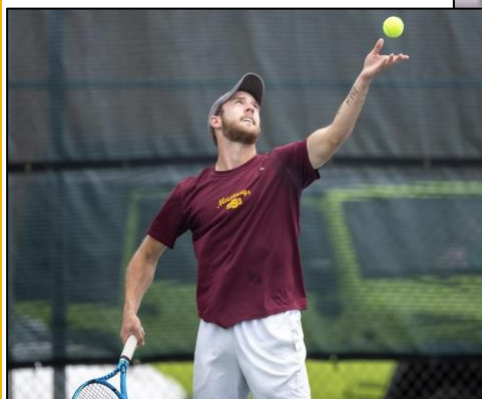
The transformational Priddy Scholars program provides full cost of attendance, including housing and dining, for up to 60 first-generation students for four years. In addition to supporting these students throughout their four years of education at MSU Texas, the program's opportunities include student success workshops, career planning assistance, and study abroad.

Student Life

Midwestern State University features a vibrant student life atmosphere with 100 student organizations encompassing student government, recreational sports, and special interest programs. Additionally, the university hosts 13 nationally affiliated fraternities and sororities. The Office of Student Leadership and Involvement serves as the organizing body for student life at MSU Texas and provides social, cultural, educational, leadership, and service programming, which fosters student learning and cultivates connections between students, their MSU Texas community, and beyond. Supporting the diverse student population at MSU Texas, the MOSAIC Cross Cultural Center provides resources, advocacy, and multicultural opportunities for the campus community that promotes self-awareness, identity, and culture.

Athletics

More than 330 MSU Texas student-athletes bring a competitive spirit to 13 athletics programs participating in the Lone Star Conference. The Mustangs strive for excellence in the classroom, the field of play, and as servant leaders on campus and in the Wichita Falls community. In 27 years as a member of NCAA Division II, the Mustangs have claimed 13 regional championships, 47 conference titles, and an individual national championship, boasting a total of 119 NCAA postseason appearances. Since 2019, MSU Texas Athletics has finished in the top 25 in the nation among all NCAA Division II programs for service to the community with tennis, volleyball, cross country, and track finishing in the top 10 among their counterparts. That spirit of service was recognized with the NCAA Division II Award of Excellence in 2019, the top award for community engagement efforts.



The Campus

Midwestern State University's 255-acre campus is nestled among the city's residential area and includes 70 buildings, numerous playing fields, and an outdoor recreational facility near Sikes Lake. The campus community has access to the Redwine Wellness Center, Sikes Lake and Shipley Trail, special collections at Moffett Library, and the Vinson Health Center. Red-brick buildings, uniform architecture, and sculpted archways give the campus a collegiate feel.

More than 1,300 students live on campus. Three traditional residence halls, two apartment complexes, and one living-learning community residence provide on-campus housing for students.

Throughout the year, MSU Texas offers more than 200 events to the campus and Wichita Falls community, including sporting events, guest lecture series, theatre productions, concerts, the MSU-Burns Fantasy of Lights, and several festivals.

The campus also is home to the Wichita Falls Museum of Art at MSU Texas. The museum is a cultural resource for the North Texas and Southern Oklahoma communities and beyond and supports the university's liberal arts mission and its educational, research, and service goals. The museum's permanent art collection, exhibitions, and educational programs provide interdisciplinary and multicultural explorations of human creativity.

State of the University

For the last century, **Midwestern State University** has educated generations of leaders and served as a beacon for higher learning. During this time, the university has emerged as a leading regional university in the state of Texas, and beyond, and is primed for continued growth and development as it enters its second century.

Fall 2022 enrollment was 5,784, 83% undergraduate and 17% graduate. Recognized as a First-gen Forward Institution, 52% of undergraduate students identified as the first in their families to attend college. MSU Texas also is a diverse institution; 47% of the total student population identified their race/ethnicity as



white, 22% identified as Hispanic, 15% identified as Black, and 3% identified as Asian. Additionally, there is a robust international student body, with a particularly large contingent from the Caribbean.

The university has a proud tradition of providing excellent and affordable education to students. The average annual tuition and fees for resident undergraduate students for 30 semester credit hours is approximately \$10,376. The institution is committed to keeping the cost of education affordable, even in the face of changing budgetary pressures.

MSU Texas is well positioned for continued and future success. The university celebrated its Centennial in 2022 while in the final stages of its first comprehensive capital campaign. The *Boundless Opportunities Campaign* was launched in 2016 with a goal of \$50 million. The university exceeded its goal in the first 29 months and raised more than \$89 million in six years. The campaign is finishing strong in August 2023. In spring 2023, MSU Texas holds more than \$81 million in endowed funds divided between the MSU Foundation and the Texas Tech University System.

More than 43,000 MSU Texas alumni reside in all 50 states while another 300 alumni live in countries outside of the United States, extending the university's reach around the globe.

THE TTU SYSTEM

The TTU System was formed in 1996 and formally established by the State of Texas three years later in 1999. Since its inception, the TTU System has emerged as one of the top public university systems in the nation and is a dynamic force in higher education. Today, the TTU System consists of five component institutions and operates at multiple campuses and academic sites across the state and globe.

Focused on advancing higher education, health care, research and outreach, the TTU System is headquartered in Lubbock, Texas, and provides its universities with the resources needed to meet the global challenges of today and the future.

Whether it's contributing billions of dollars annually in economic impact or being the only system in Texas to house an academic institution, law school, and medical school at the same location, the TTU System continues to prove that anything is possible.

THE LOCAL COMMUNITY

Situated midway between Oklahoma City and the Dallas-Fort Worth metroplex, Wichita Falls offers the attractions of a major metropolis and all of the charm of a small town. A city of 104,000, Wichita Falls is the population center for North Texas and Southern Oklahoma and is home to Sheppard Air Force Base.

As a vibrant community on the rise, Wichita Falls features short commute times, affordable housing options, inviting neighbors, and a rich history. A business-friendly environment has helped to encourage local expansion and recruitment.

The university collaborates with Downtown Wichita Falls Development to promote activities and events in the revitalized downtown to engage students, faculty, and staff in the local community. The downtown district is a must-visit destination offering a little something for everyone, including innovative restaurants, coffee shops, and urban wineries. A bit of adventure is also on the list with mountain biking and the Wee-Chi-Tah Trail.

Each August, the city plays host to the Hotter' N Hell Hundred, the largest sanctioned bicycle ride in the United States. With multiple community festivals each year, there is plenty of opportunity for engagement.

KEY ATTRACTORS TO THE ROLE

- An opportunity to lead a distinctive university and have a meaningful impact on the lives of students, their families, employees, the greater community, the region, the state of Texas, and beyond.

- Talented, caring, and cooperative faculty and staff who understand the need for continuous improvement and change.
- A diverse campus community where students feel seen and heard by faculty, staff, and peers; a community where there is a palpable sense of optimism and goodwill.
- A supportive Board of Regents, Chancellor and TTU System Administration that appreciates the president's role and the university's autonomy, while providing supportive oversight and leadership.
- Wichita Falls is close enough to big cities (90 miles from the nearest MSA) without the frenzy of living in one while offering quality schools, a variety of dining and retail options, excellent healthcare, easy access to airports, and more.
- An involved and caring community that welcomes collaboration and supports the university and student success.
- A great place to live, work and raise a family with a relatively low cost of living and an official residence of the university's presidents – the Sikes House.



NOMINATIONS & APPLICATIONS

The Search Committee invites letters of interest and nominations to be submitted directly to the search firm, Anthem Executive. Correspondence should include a curriculum vitae and a letter of interest describing relevant experience and interest in the position. Submit materials to Michael Ballew, Scott Watson, JR Wheless, or Florene Stawowy at:

MSUPresident@anthemexecutive.com

While applications and nominations will be accepted until a president is selected, interested parties are strongly encouraged to submit their materials as soon as possible to assure consideration. Expressing interest is the first step in receiving consideration and does not make one an applicant for the position.



AnthemExecutive.com

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