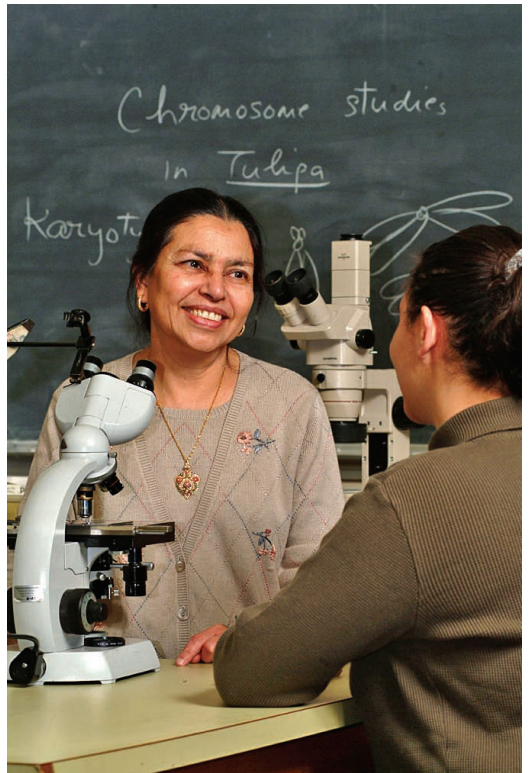




# EXECUTIVE SEARCH PROFILE

## CHANCELLOR



R.H. PERRY & ASSOCIATES  
SEARCH COUNSEL TO HIGHER EDUCATION





## THE OPPORTUNITY

The next chancellor of Montana State University Billings (MSUB) will lead the institution to new heights by serving as a senior leader in the University system and by encouraging the review of all existing and potentially new academic programs at the associate, undergraduate, and graduate levels to better serve an urban community. Understanding the university's unique and dynamic urban mission, he/she will continue to enhance the excellent relationship with the Billings business and non-profit communities, forge new public/private partnerships and raise significant funds for MSUB.

## THE UNIVERSITY

MSUB was founded in 1927 and was known as Eastern Montana Normal School and Eastern Montana College until 1995 when it became part of the reorganized Montana University System. Originally its role was that of a teacher college. Now MSUB is one of four institutions in the Montana State University family – the Bozeman doctoral campus, MSU Northern, MSU Great Falls College of Technology, and Montana State University Billings. MSUB is a comprehensive, regional urban university serving the Yellowstone and eastern state region. With over 5,000 students (4,100 FTE) it offers associate, baccalaureate and master's degrees. Billings is a diverse city of 104,000 and has the largest financial, medical, and retail center between Spokane (WA), Denver (CO), and St. Paul (MN).

MSUB has three campuses in Billings: the 90+ acre eastern main campus, located near the regional airport which is served by four airlines; the western campus, which is seven miles from the main campus and hosts the College of Technology – an evolving comprehensive set of two-year programs; and a downtown campus with several buildings supporting credit and non-credit courses and work-force initiatives.

Academically, the university offers 27 Associate degrees, 28 Bachelor's degrees, and 17 master's degrees. In the four-year/graduate programs some 92% of the faculty hold the highest degree in their field. The faculty and staff are student-centered and put teaching and mentorship first. Many have active research agendas, with some involving students in their scholarship. In fact, more than \$2.7 million was recently obtained for grant and research work.



## THE UNIVERSITY *(continued)*

Carnegie classifies MSUB as Master's M and the College of Technology as Assoc/Pub2in4. The Northwest Commission on Colleges and Universities accredits the institution. Its last full-scale evaluation was successfully completed in 2008 in which MSUB received a number of commendations, while serious concern about diminishing state revenues was expressed. MSUB has a number of specialized accreditations, including two particularly noteworthy—AACSB and NCATE.

As an urban university in the state's largest city, nearly 90% of the students are from Montana, with 55% from Yellowstone County. Sixty-five per cent of the students are women; Native Americans represent 5.1% and the growing Hispanic population is 3.5% of the student body. The majority of students are first generation college-going students. Many MSUB students work and 78% receive need-based financial aid.

Of all the institutions of higher education in Montana, MSUB has the largest offering of on-line courses, with over 9,500 course enrollments. MSUB offers 160 separate courses and nearly 40% of students take on-line coursework.

MSUB is the only NCAA Division II School in the state and fields 17 sports for over 275 male and female student-athletes.

MSUB has an annual budget of nearly \$80 million. There have been no tuition increases in the past six years as part of a statewide effort to control costs for students. Montana is one of only two states that is operating with a balanced budget for state government.

Recently MSUB successfully completed its first capital campaign, raising over \$30 million. Approximately \$2 million in federal grants have been awarded for workforce training. A new 50,000 square foot Health Science Building has been opened on the College of Technology campus.

## MISSION

*MSU Billings provides a university experience characterized by:*

- *Excellent Teaching*
- *Support for Individual Learning*
- *Engagement in Civic Responsibility*
- *Intellectual, Cultural, Social & Economic Community Enhancement*





## **VISION**

*Montana State University Billings will be recognized as a regional leader for:*

- *Teaching & Learning*
- *Translating Knowledge into Practice*
- *Researching for the Future*
- *Accepting Leadership for Intellectual, Cultural, Social & Economic Development Beyond University Boundaries*

## **CORE VALUES**

### ***Integrity***

*MSU Billings' actions are ethical & principled to assure dignity & equity for all*

### ***Educational Excellence***

*MSU Billings provides distinctive programs & challenging educational experiences for a diverse university community*

### ***Student Achievement***

*MSU Billings provides academic support & administrative services to foster academic & professional achievement of the university community*

### ***Community of Learners***

*MSU Billings respects & nurtures variety in intellectual contribution & scholarship enriching both the university & its extended community*

### ***Meaningful Engagement***

*MSU Billings supports all members of the university community in their individual growth toward confidence, individual sense of purpose & acceptance of civic responsibilities*

### ***Responsiveness***

*MSU Billings meets the changing needs of our learners with informed action & innovation based on current standards of educational & technical excellence*



## BACKGROUND

Dr. Ronald P. Sexton is the first chancellor of MSUB and has served for 16 years as the CEO. He is leaving office at the end of August and has agreed to work for the MSUB Foundation to raise funds for student scholarships during the next three years.

During Dr. Sexton's tenure much has been accomplished: student enrollment has grown, many new programs have been offered and on-line programs are reaching every county in Montana. Major renovations have been accomplished in the Liberal Arts Building and the College of Education. The University has acquired a College of Business building, has developed an on-campus child-care center and has built a new health-science facility at the College of Technology (COT). Additionally, Dr. Sexton has led the effort to fully develop MSUB as an urban university and has given leadership to the evolution of the COT as a comprehensive set of two-year programs as part of MSUB; he has developed a downtown campus; and has created tremendous outreach to Billings' for profit and non-profit entities. Dr. Sexton is highly respected for his integrity and down-to-earth approach to everyday life.

The chancellor reports directly to the president of Montana State University, Dr. Waded Cruzado. Dr. Cruzado assumed office in January 2010 as the President of Montana State University, and brought with her a broad view of the role of a land-grant university, its campuses and agencies. The next chancellor/CEO will join President Cruzado in using the uniqueness of the University's four institutions to serve as a single entity in serving the state's citizens in their pursuit of higher education.

## CHALLENGES

### **Major challenges for the next chancellor are:**

- Enhancing the identity of MSUB by making it an important participant in a strong four campus University system; building its brand as an urban university in Montana's largest city; and enhancing scholarship throughout the institution;
- Encouraging the review of all existing academic programs and development of exciting new academic programs at the associate, baccalaureate, and graduate levels to better serve the urban mission; encouraging the development of new academic signature programs in the sciences and health related areas; encouraging and supporting faculty scholarship;
- Leading a campus-wide strategic planning process that is tied to financial metrics; identifying the most important academic and administrative priorities for the future of MSUB and tying them to the strategic goals of MSU and the University System; partnering with other MSU institutions to offer joint programs; continuing to meet the expectations of the Northwest Association on implementing outcomes assessment;
- Assisting the MSU and University of Montana presidents in building a new statewide strategy for supporting higher education; building new resources for MSUB through fund raising, public/private partnerships, and other entrepreneurial programs; encouraging the governor, Legislature, and Board of Regents to more fully invest in higher education on a state-wide basis;
- Supporting the College of Technology to become an important part of the MSU comprehensive two-year program initiative; working with the president to better define this effort and to fully incorporate new efforts on the Billings campus;
- Initiating a strong new enrollment management program that will increase four-year enrollments at MSUB and raise retention rates throughout the institution; strengthening and growing graduate programs;



## CHALLENGES *(continued)*

- Enhancing diversity throughout MSUB; becoming colleagues with the seven tribal college presidents and inviting their graduates to attend MSUB; leading an effort to further build a strong Hispanic student population;
- Continuing to build strong linkages with leaders in the Billings civic, business and non-profit sectors; leading work force development in the community; supporting the downtown campus in these endeavors and identifying additional programs for implementation by the College of Technology; and,
- Building a cohesive senior administrative team; conducting a nationwide search for a new provost/chief academic officer: forging strong new relationships with a committed faculty.

## QUALIFICATIONS

**The president of Montana State University and the MSUB community seek a new chancellor who has unquestioned integrity, has demonstrated abilities as a strategic thinker, is a strong leader and entrepreneur, a person who thinks “outside of the box,” and who:**

- Has experience as a senior administrative officer with a proven track record in fund raising, public/private partnerships, and other important external activities; has outstanding non-traditional experience with an understanding of higher education experience as well;
- Possesses financial acumen, strategic planning/budgeting experience, political savvy, knowledge of two-year colleges, and is technologically sophisticated;
- Will become a team player and leader within the MSU community (experience within a university system is an added plus);
- Wishes to engage in major gifts fund raising, and has a substantial commitment to effective community, business and university relations; has a verifiable track record in these areas;
- Demonstrates strong public speaking, listening, and writing skills;
- Has a collaborative management style and manages change well; is adept at conflict resolution; is accomplished in interpersonal relations and team building;
- Is strongly committed to diversity throughout the institution and has a proven track record in recruiting and retaining minorities and women;
- Possesses credentials that would engender the respect of the faculty and higher education community; and,
- Has collaborated closely with faculty unions and understands and appreciates the concept of shared academic governance.



# KEY INDICATORS 2010

Net Investment in Plant Fund Balances:	\$38.5 million FY09	
Plant Replacement Insured Value:	\$224.7 million	
Cost of Operating Physical Plant:	\$10 million – 2010 operating budget	
Endowment:	\$15,000,000	
Budget:	\$77.63 million all funds	
Tuition:	\$3988 academic year Senior Campus; \$2472 academic year COT	
Student Enrollment for Fall, 2009:	Senior Campus (undergrads)	3141
	College of Technology	1406
	Graduate Students	494
	Total student enrollment	5041
Average ACT Score:	21.1	
High School Rankings	Top 10% = 11% ; Top 25% = 25%; Top 50% = 59%	
Freshman Retention Rate:	60% Senior Campus; 48% College of Technology	
Graduation Rate:	<u>2009 IPEDS</u> 6 years: 29% Senior Campus; 3 years: 36% College of Technology	
Living Alumni:	25,729	
Number of Full-time Faculty:	154	
Tenured:	54%	
Tenured Track:	27%	
Average Faculty Salaries: (Source: AAUP survey for 2009-2010)		
	Salary	Salary + Benefits
Professor:	\$65,988	\$85,580
Associate Professor:	\$58,251	\$76,426
Assistant Professor:	\$52,648	\$69,798
Student/Teacher Ratio:	Senior Campus: 20:1	COT Campus: 18:1
Degrees:	70	
Library Volumes:	500,000	
Athletics League:	Great Northwest Athletic Conference NCAA Division II	



## APPLICATION PROCEDURES

To be considered, candidates should e-mail, as PDF or MSWord attachments, a cover letter that addresses the challenges and qualifications listed above, a current curriculum vitae, and the names, phone numbers, and e-mail addresses of five references to **MSUB@rhperry.net**. Applications are due by **September 10, 2010**, when screening will begin.

## FOR FURTHER INFORMATION CONTACT:

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## POLICY

R. H. Perry & Associates is committed to the highest standards of professionalism in all dealings with candidates, sources, and references. We fully respect the need for confidentiality and assure interested parties that their background and interests will not be discussed without consent of the applicant prior to her or his becoming a candidate.

*MSUB is an affirmative action/equal opportunity employer.*

[www.msubillings.edu](http://www.msubillings.edu)

