

Presidential Search PROFILE



MINNESOTA STATE

Extraordinary Education. Exceptional Value.

OPPORTUNITY OVERVIEW



Minnesota State University, Mankato seeks a dynamic and visionary president with the experience and passion to lead a prominent institution to realize its ever-growing potential. Minnesota State Mankato offers more than 130 undergraduate areas of study, 75 graduate areas of study and 50 online programs, and welcomes students from all over the globe. The University boasts a strong foundation and is situated in a thriving community, offering the next president opportunity for prodigious success. The University is one of the largest institutions within the Minnesota State system, and is a key driver of the region and state's economy.

STRATEGIC THINKER, RISK TAKER & INSPIRATIONAL PRAGMATIST

Minnesota State Mankato is operationally sound and is well positioned to become an even more vibrant University. The University community welcomes an innovative and entrepreneurial president to lead them into the future. The higher education landscape is rapidly changing, and multiple challenges continue to emerge where a courageous and calculated plan will be necessary to meet those challenges and pursue opportunity. The presidential candidate should be able to be strategic in planning and able in execution, always keeping a University-centric mindset. The president's leadership should garner respect and be valued at both the University and System level.

DIVERSITY & INCLUSION

Minnesota State Mankato fosters an environment rich in ideas, beliefs and lifestyles, and is one of the most diverse entities in the region. The University community desires a president with an unwavering commitment to promoting diversity, equity and inclusion at all levels of the University. The presidential candidate should be genuine in leadership and action, setting clear expectations with achievable timelines to foster a learning environment that attracts a diverse student population and a work environment where differences are respected.

SHARED GOVERNANCE & CONSENSUS

Minnesota State Mankato has a long tradition of collaboration between all governing, advisory and bargaining units of the University. The University seeks a president who will uphold collective shared governance and who can use the energy of the stakeholders to bring together all under a common vision. The new president should have the ability and the desire to work with all levels, valuing listening and learning from within and without the University community. Additionally, the presidential candidate should prioritize transparency, demonstrating thoughtful capability in judgment and action.

ACADEMICS & STUDENT FOCUS

Minnesota State Mankato is strongly committed to supporting the educational and career goals of its students, and to developing programs responsive to the needs of the region. A president who embraces a culture of teaching and research excellence, understands new and innovative curricular and co-curricular programs, and prioritizes superior student services is desired. The presidential candidate should be on the front lines with students, engaging in student life and valuing the student voice. Additionally, the president should be a leader in the region, helping shape the economic and social agenda. Experience building partnerships to enhance research and student opportunity, and leveraging faculty expertise to serve the region is welcomed, as is an institutional leader who equally values liberal arts and professional education.

RESOURCE & COMMUNITY DEVELOPMENT

Minnesota State Mankato has been committed to helping students reach their dream of earning a college degree for over 150 years. To continue this commitment, the president will need to seek outside support to maintain the facilities, programs and scholarships to support the students and the campus. Further, new and emerging methods of program delivery may require enhanced resources. There is a need to form and nurture existing strategic alliances with businesses, local and state governments, and the University system which advocate for the needs of the University and the region. Additionally, the presidential candidate should engage alumni, donors and friends in ways that stimulate a lifetime of interest, loyalty and support.

BRAND ENHANCEMENT

Minnesota State Mankato community members have deep civic and institutional pride, citing value and excellence in teaching and innovative thought. The president will continue to enhance the University's brand to develop a competitive advantage in the region and state, articulating the value and communicating vision to build support for the University. The University is situated in a fast-growing regional hub with agricultural, manufacturing, food and healthcare industries, and the University is well positioned to become an innovation center for the area. The presidential candidate should be a champion of the University, with a personable persona that energizes others and builds upon the University's reputation.

MISSION, VISION AND VALUES

MISSION

Minnesota State University, Mankato promotes learning through effective undergraduate and graduate teaching, scholarship and research in service to the state, the region and the global community.

VISION

Minnesota State Mankato will be known as a university where people expect to go further than they thought possible by combining knowledge and the passion to achieve great things.

Our foundation for this vision is our heritage of both dedicated teaching and the direct application of knowledge to improve a diverse community and world. We will achieve it by actively nurturing the passion within students, faculty and staff to push beyond possibility on the way to realizing dreams.

CORE VALUES

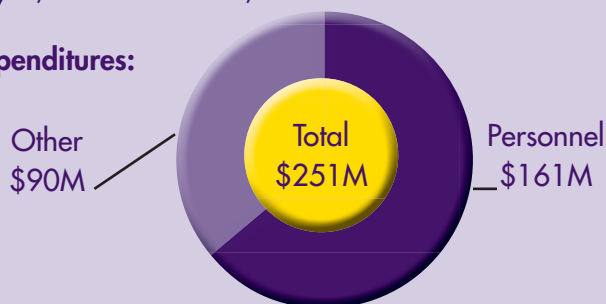
Minnesota State University, Mankato is an innovative, student-centered learning community that values:

- » **Integrity** and respect in the way we conduct ourselves;
- » **Diversity** in who we are and what we do;
- » **Access** to our programs and services that create opportunities for all to pursue their dreams;
- » **Responsibility** to those we serve by providing an education that inspires solutions to society's challenges; and
- » **Excellence** in our academic and non-academic pursuits.

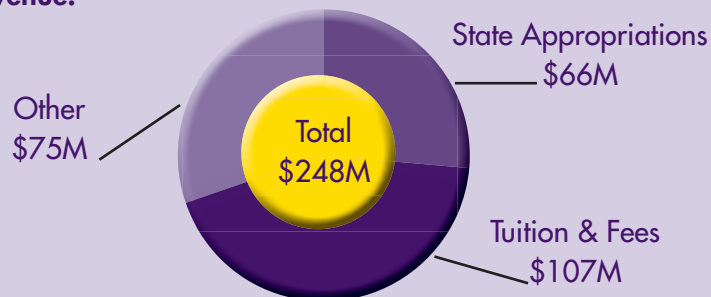
FINANCIALS

July 1, 2019 - June 30, 2020

Expenditures:



Revenue:



CAMPUS OVERVIEW

For more than 150 years, Minnesota State University, Mankato has been an institution where big ideas meet real-world thinking. It is the second largest public university in the state, serving close to 14,700 students seeking bachelor's, master's and doctoral degrees.

Many of those students choose to attend Minnesota State Mankato in part because of its focus on hands on, applied learning and the opportunities to engage in meaningful research as undergrads. The University is recognized by the Council on Undergraduate Research as one of the top 20 universities in undergraduate research in the United States.

In addition to its beautiful campus in Mankato, Minnesota State Mankato also serves students in the Twin Cities metropolitan area with more than 25 programs available there, including graduate education in business, educational leadership and nursing. At least 50 programs (degree and certificate) are also available either completely online or paired with some classroom study.

One of the most popular programs at Minnesota State Mankato is aviation. The University is the only accredited public, four-year institution offering a bachelor's degree in aviation in the state. The University has signed partnerships with both Delta Air Lines and Sun Country Airlines in recent years that create opportunities for our graduates within those companies.

The University is also known for its outstanding engineering programs, including the innovative Iron Range Engineering and Twin Cities Engineering programs. Both use a learning-by-doing model that incorporates real-world projects from industry partners into the curriculum.

The award-winning Department of Theatre and Dance also attracts attention. Each academic year, it produces 10 musicals and plays, two dance concerts, two touring productions, and four professional summer stock productions.

There are dozens of other outstanding programs offered at Minnesota State Mankato, where more than 130 total undergraduate programs of study and more than 75 graduate programs are available.

STUDENT SUCCESS AND DEMOGRAPHICS

ENROLLMENT

Despite the challenging circumstances surrounding the current pandemic, Minnesota State University, Mankato saw a 2.1 percent increase in total enrollment in Fall 2020—the second consecutive year with positive growth in enrollment.

The re-enrollment rate of 85.7 from Spring 2020 to Fall 2020 was the University's highest re-enrollment rate in 18 years, and the first-year retention rate of 78.1 percent was the highest in 13 years.

Some of that success may be attributable to efforts of the University's division of Student Success, Analytics and Integrated Planning, which was launched in 2019. The division provides leadership and direction for cross-divisional integration of student retention, completion and success initiatives with the development of action analytics and insights to inform student intervention strategies. Minnesota State Mankato's approach to student success centers on data-informed coordinated advising and support that provides meaningful connections and experiences for students.

STUDENT LIFE

In normal times, students enjoy a vibrant campus life at Minnesota State Mankato. There are more than 250 student groups, with something for almost everyone among the academic groups, intramural sports teams, leadership and religious organizations, honorary and professional fraternities and sororities and special interest groups.

The University is also home to the second university-based LGBT Center in the country, as well as a Women's Center, Veteran's Center, Multicultural Center and the Kearney International Center.

Student activities include concerts, movies, scavenger hunts and more. There are frequent art exhibits, musical performances and theatrical productions as well.

DIVERSITY AND INCLUSION

Minnesota State Mankato believes that a diverse campus is critical in order for our students, faculty and staff to be engaged and productive members of a global society.

The University remains committed to promoting diversity because it is an essential component of a quality educational environment. Diversity enhances the educational process, enriches us personally and professionally, fosters good citizenship and develops strong communities that maximize the potential of its members. Diversity promotes economic prosperity as it prepares globally oriented citizens who can compete successfully in an interconnected global economy and who can work effectively with persons of different backgrounds.

At Minnesota State Mankato, we care about diversity because we want to foster an actively engaged and inclusive learning and working community based upon civility, trust, integrity and respect. We care about diversity because each member of the University community needs a safe and respectful place to learn and work.

Fall 2020 Enrollment Figures (30th Census day)

Total Headcount 14,604

Degree seeking (undergrad) 11,844

Non-degree seeking 187

Graduate 1,839

Full-time Equivalent (undergrad) 12,765

FTE Grad & Undergrad 14,604

Female 8,179 (56.0%)

Male 6,337 (43.4%)

Unknown 86 (.06%)

Other 2 (0.0%)

Students of Color 2,650 (18.1%)

Minnesota Residents 11,352 (77.7%)

Counties Represented 87 (All MN counties)

Out of State/Non-resident 3,238 (22.3%)

States Represented 45

International Students 1,172 (8.0%)

Countries Represented 90

Students Living on Campus 2,334

New First-Time, First-Year Students Living on Campus 1,802

From 2019-20 Academic Year

Average Class Size 16.1

Student-to-Faculty Ratio 18.5:1

(based on Full Year Equivalent Students or FYE per Full Time Equivalent Faculty or FTEF)

Course sections <30 students 6,625

Course sections <50 students 1,065

Degrees Conferred in 2019-2020 Academic Year

. Total: 3,413

By College:

College of Allied Health & Nursing 704

College of Arts & Humanities 446

College of Business 435

College of Education 585

College of Science, Engineering and Technology 592

College of Social & Behavioral Sciences 651

STUDENT SUCCESS AND DEMOGRAPHICS *cont.*

MAVERICK STUDENT-ATHLETES

Our Maverick student-athletes compete at either Division I (men's and women's hockey) or Division II (all other sports) level—and have experienced a high level of success in recent years. The football team has played in two national championship games in the past five years, and women's soccer and men's hockey have been perennial contenders in postseason play as well.

Minnesota State Athletics have finished in the top 25 of the Learfield IMG Directors' Cup 18 consecutive years and since 2004-05, has had 10 showings in the top 10.

As competitive as they are in the sports they love, Maverick student-athletes have regularly demonstrated their commitment to academic success as well. Collectively, Maverick student-athletes ended the Spring 2020 semester with a 3.57 GPA—the best ever recorded, and the ninth consecutive semester with a GPA of 3.20 or greater. More than 50 percent—321 individuals—made the Dean's List in Spring 2020.

JOB PLACEMENT

More than 94 percent of Minnesota State Mankato graduates over the past five academic years report that they found employment within one year; this rate demonstrates both the strong industry partnerships developed by the University as well as the preparedness of our graduates. Almost 13 percent report that they had continued their education within a year of graduation as well.

THE MANKATO COMMUNITY

The Greater Mankato region includes Blue Earth and Nicollet counties (Mankato-North Mankato metropolitan statistical area), as well as the adjacent community of Le Sueur. It is located in the scenic Minnesota River valley approximately 80 miles southwest of Minneapolis-St. Paul. The combined population is more than 98,000.

Area businesses are well balanced between commercial, industrial and agricultural. Employment opportunities are offered in health care, education, high technology, manufacturing, printing, retail and service-related industries. Greater Mankato is a regional medical center that offers the services of more than 100 physicians and the care of a large medical center, Mayo Clinic Health System.



THE IMPACT OF MINNESOTA STATE MANKATO

The big ideas coming out of Minnesota State Mankato have had an impact locally, regionally, nationally and internationally for more than 150 years. The University has more than 125,000 alumni, nearly 70 percent of whom live and work in Minnesota. The remaining 30 percent are scattered around the country and even the world, including Kuwait, South Korea and Saudi Arabia.

Over its 150-year history, Minnesota State University, Mankato has been able to nimbly evolve with the ever-changing workforce needs, population and culture of Minnesota and Mankato, thanks to its many local and regional industry partners. Industry advisory boards help guide program development decisions and provide real-world projects for students. Those partnerships help the University remain ahead of the curve in developing academic programs that are responsive to industry trends and also lead to opportunities for students in high demand fields.

An example of the University's response to workforce need is the launch of three Professional Science Master's programs that were developed in recent years, as well as the new bachelor's and master's programs in health informatics and analytics and a new Master of Science in data analytics.

ECONOMIC IMPACT

According to an economic impact report completed by the Minnesota State system in FY17, Minnesota State Mankato generates an economic impact of \$781.5 million, including a direct impact of \$393.6 million and an indirect/induced impact of \$387.9 million. Operational and capital spending in the State of Minnesota generated \$452.1 million of the total impact; \$329.4 million was generated from student and visitor spending.

- » Minnesota State Mankato directly employs almost 1,600 people. Overall, the University supports more than 6,239 jobs (3,622 direct and 2,577 indirect/induced).
- » Minnesota State Mankato supports \$43.3 million in state and local taxes as a result of operations, capital spending, student spending and visitor spending.
- » Minnesota State Mankato's faculty, staff and students generate an estimated \$5.4 million in charitable donations and volunteer activities.



MINNESOTA STATE UNIVERSITY, MANKATO

FOUNDATION

THE MINNESOTA STATE MANKATO FOUNDATION

The Minnesota State University, Mankato Foundation was established in 1958 as a private, 501(c)(3), nonprofit organization dedicated to securing private gifts and grants that benefit Minnesota State Mankato. Each year, thousands of generous benefactors make gifts to help students, faculty and programs at Minnesota State University, Mankato.

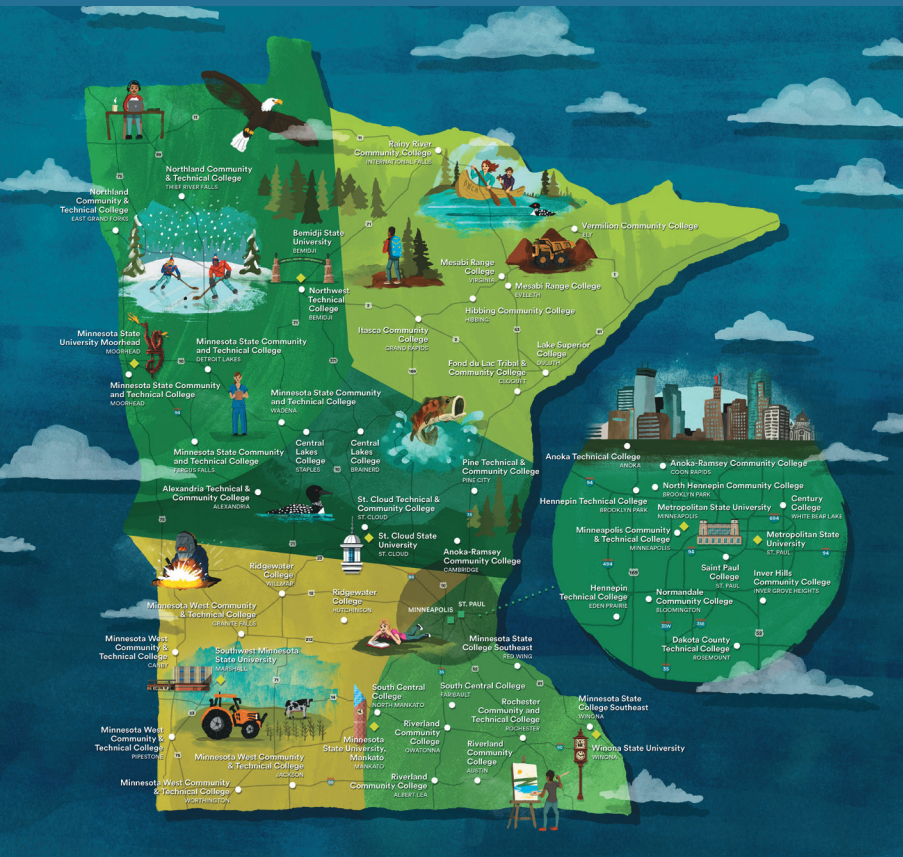
The Foundation is governed by a 20-member board made up of professional women and men—many of them alumni of the University—who share a commitment to the University and a willingness to invest their time, talent and resources for the betterment of Minnesota State Mankato through fundraising and advocacy.

In Fiscal Year 2020, the Foundation funded 845 scholarships for a grand total of \$1.1 million. The average award was \$2,014; the largest scholarship given was \$14,000.

The Foundation Endowment ended FY20 with a value of \$54,256,025.



WE ARE PART OF THE MINNESOTA STATE SYSTEM



Extraordinary Facts

Minnesota State serves 340,000 students annually and more students of color, first-generation college students and students of modest financial means than anyone else in the state, including:

- **63,000** Students of Color and American Indian Students
- **48,500** First-Generation College Students
- **84,000** Low-Income Students
- **95,000** Students Aged 25 or Older
- **8,800** Veterans and Service members

- » We offer the **lowest tuition** in Minnesota
- » Our colleges and universities have **54** campuses that are conveniently located in **47** communities throughout Minnesota
- » We provide more than **4,000** academic programs, including **743** offered entirely online
- » We award more than **38,000** degrees, certificates and diplomas annually
- » **89.5%** of graduates are employed in a field related to their degree program
- » Our colleges and universities produce **more graduates for jobs in critical, high-demand fields** such as health care and information technology than anyone else in the state
- » We employ more than **15,300** dedicated faculty and staff focused on student success
- » We provide **essential training and specialized certification** options for business, industry and professionals throughout Minnesota



MINNESOTA STATE

Extraordinary Education. Exceptional Value.

Minnesota State is the largest single provider of higher education in the state. With 37 institutions, including 30 community and technical colleges and seven state universities, Minnesota State serves 65 percent of the state's undergraduate student population.

Students and employers alike count on Minnesota State to provide extraordinary education. Our colleges and universities are accredited by the Higher Learning Commission, and many of the academic programs offered have received specialized accreditations.

The system employs more than 15,300 people, many of whom are represented by one of the several bargaining units and personnel plans. The bargaining units include:

- » Inter Faculty Organization
- » Minnesota State College Faculty
- » Minnesota State University Association of Administrative and Service Faculty
- » American Federation of State, County and Municipal Employees
- » Minnesota Association of Professional Employees
- » Minnesota Government Engineers Council
- » Middle Management Association
- » Minnesota Nurses Association

WE ARE PART OF THE MINNESOTA STATE SYSTEM

Equity 2030

In June 2019, we set a critical goal:
By 2030, Minnesota State will eliminate the educational equity gaps at every Minnesota State college and university.

Equity 2030 serves as the organizing principle across all campuses – for all our work, our operational structures, policies and procedures, and for the inclusive, safe and anti-racist organizational ethos we strive for.



It is both a moral imperative and the path to economic prosperity. Only by addressing systemic inequities in educational access and outcomes, can we build a better future for students, families and our communities.

As the pandemic crisis has magnified persistent racial disparities across the country and in Minnesota, we have doubled down in our commitment, advancing Equity 2030 with a strong sense of urgency and united resolve.

Our approach to meeting this goal coordinates key initiatives across Minnesota State focused on the following six Strategic Dimensions:

- » Enhanced Access
- » Student Academic Success
- » Student Success: Engagement and Support
- » Data-Guided Decision Making
- » Financial Resources and Support
- » Workforce Diversity

GOVERNANCE

The 15-member Minnesota State Board of Trustees is appointed by the Governor and has policy responsibility for system planning, academic programs, fiscal management, personnel, admissions requirements, tuition and fees, and rules and regulations. Learn more on the Board of Trustees page at MinnState.edu/board.

CHANCELLOR

Under the direction of the Board of Trustees, the chancellor is chief executive officer of Minnesota State and is responsible for providing academic leadership to the 37 colleges and universities of Minnesota State, ensuring effective and efficient management and operation of the system so that Minnesota State can meet the current and long-term educational needs of all Minnesotans. Learn more on the Chancellor's Office page at MinnState.edu/system/chancellor.

STRATEGIC FRAMEWORK

In January 2012, the Board of Trustees adopted a strategic framework for the future of Minnesota State. The framework emphasizes the essential role Minnesota State plays in growing Minnesota's economy and opening doors of educational opportunity to all Minnesotans. Minnesota State recently completed a multiyear self-examination and is now moving to operationalize the strategies in the Strategic Framework:

- » To ensure access to an extraordinary education for all Minnesotans;
- » To be the partner of choice to meet Minnesota's workforce and community needs; and
- » To deliver to students, employers, communities and taxpayers the best value and most affordable higher education option.



APPLICATION PROCESS

PRESIDENTIAL SEARCH QUALIFICATIONS AND CHARACTERISTICS

The successful candidate will demonstrate most, if not all, of these qualifications:

- » Strong leadership skills necessary to provide vision and direction to the colleges, community and Minnesota State
- » A reputation as a leader with vision for the future of higher education
- » Progressively responsible experience in higher education administration or other extraordinary leadership experiences at a complex organization
- » Experience and leadership with shared governance, demonstrating a collegial and collaborative management style
- » Experience in a collective bargaining environment
- » An appropriate combination of education, training and experience in program and curriculum development, fundraising, governmental relations, accreditation process, as well as budget and fiscal management
- » A record of actions reflecting concern for the success and well-being of students
- » Fosters and promotes public/private partnerships between education and business and industry, community leaders, and organizations
- » Demonstrated ability to lead in an innovative environment and encourage out-of-the-box thinking
- » Success in data-based decision making
- » Ability to lead the colleges in an authentic, collaborative and transparent manner with integrity and respect
- » Demonstrated experience advancing diversity and inclusion
- » Proven track record of being a visible, engaged and accessible presence with students, alumni, community leaders, and friends
- » Experience partnering with K-12 systems and community colleges
- » Exceptional oral and written communication skills effective with broad range of audiences
- » An earned doctorate is preferred but not required

How to Apply

Greenwood/Asher & Associates, Inc. is assisting Minnesota State University, Mankato in this search. Applications and nominations are now being accepted. Confidential inquiries, nominations and application materials should be directed to Greenwood/Asher & Associates. For a full application package please provide a cover letter, CV, and list of five references. Submission of application materials as PDF attachments is strongly encouraged. The search will be conducted with a commitment of confidentiality for candidates until finalists are selected. Initial screening of applications will begin immediately and will continue until an appointment is made.

Please direct inquiries nominations, and application materials to:

Betty Asher

Partner & Executive Vice President
email: bettyasher@greenwoodsearch.com

Lauren McCaghren,

Senior Executive Search Consultant
email: laurenmcaghren@greenwoodsearch.com



MINNESOTA STATE

Extraordinary Education.
Exceptional Value.





MINNESOTA STATE
UNIVERSITY
MANKATO



MINNESOTA STATE

Minnesota State University, Mankato
A member of Minnesota State