

**MINUTES  
MIDWESTERN STATE UNIVERSITY  
BOARD OF REGENTS**

**September 22, 2014**

The Board of Regents, Midwestern State University, met in special session in the J. S. Bridwell Board Room, Hardin Administration Building, Wichita Falls, Texas, at 1:30 p.m., Monday, September 22, 2014. Board members in attendance at the university were Mr. Mike Bernhardt, Vice Chairman; Mr. Kenny Bryant, Secretary; Mr. Caven Crosnoe; Ms. Nancy Marks; and Mr. Jesse Brown, Student Regent. Regents attending the meeting via teleconference connection were Mr. Shawn Hessing, Chairman; Ms. Tiffany Burks; Mr. Jeff Gregg; and Mr. Sam Sanchez.

Administrative staff members present included Dr. Betty Stewart, Provost and Vice President for Academic Affairs; Dr. Marilyn Fowlé, Vice President for Business Affairs and Finance; and Dr. Bob Clark, Vice President for Administration and Institutional Effectiveness. Other university personnel attending the meeting included Dr. Deborah Garrison, Associate Vice President for Academic Affairs and Dean of the McAda Graduate School; Mr. Barry Macha, General Counsel; Dr. David Carlston, Chairman of the MSU Faculty Senate; Mr. Bradley Wilson, Assistant Professor of Mass Communication; Ms. Dawn Fisher, Director of Human Resources; Ms. Julie Gaynor, Director of Marketing and Public Information; Ms. Cindy Ashlock, Executive Assistant to the President; and Ms. Debbie Barrow, Director of Board and Government Relations. Representing the news media were Ms. Claire Kowalick, *Times Record News*; Dr. David Gonzalez, KFDX-TV; and Mr. Ethan Metcalf and Ms. Lauren Roberts, *The Wichitan*.

Chairman Hessing called the meeting to order at 1:30 p.m. Ms. Gaynor introduced individuals in attendance. He reminded everyone that the meeting was being streamed live on the internet and asked everyone to silence their cell phones. He reported that Dr. Rogers had a previously scheduled out-of-town appointment and that he would not be able to participate in the meeting.

**Public Comment**

Mr. Hessing stated that in accordance with the Board of Regents By-Laws, MSU Policy 2.22, members of the public are invited to address the Midwestern State University Board of Regents through written and oral testimony. He noted that no one had signed up to speak.

**Presidential Search**

15-1. Mr. Hessing reported that the consultants from Academic Search spent two days the previous week visiting with faculty, staff, students, alumni, and community members regarding the search. He noted that approximately 180 individuals participated in the town hall meetings to discuss the search process and to comment on characteristics they would like to see in the next president. He indicated his belief that the consultants and the committee were pleased with the response from the university and local community. Mr. Hessing apologized that he could not attend the meetings owing to a previously scheduled out of town trip. He reported that following the town hall meetings the consultants met with the Presidential Search Advisory Committee to finalize the recommended leadership profile and advertisement for the position. These documents were then forwarded to the board and are recommended for approval (see Attachments 1 and 2).

Mr. Bernhardt moved approval of these items as presented. Mr. Bryant seconded the motion.

Mr. Hessing commented that a survey has also been placed on the MSU website for individuals wishing to provide input regarding the search. Mrs. Marks stated that she attended the forum that was geared primarily for faculty. She indicated she was very pleased with the turnout. She commented that the consultants responded extremely well. Mr. Brown stated that he attended the student and community forum. Mrs. Marks noted her belief that the attendees appreciated the opportunity to provide input and those who could not attend were pleased to have the opportunity to respond on line. Mr. Hessing commented that this would not be the last time people would have an opportunity to provide their opinions. He indicated that the board intended to make this search as transparent as possible.

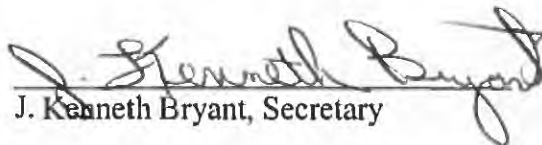
There being no further discussion the motion was approved.

Mrs. Barrow noted that following the final proofing of the documents ads would be placed in several on-line and print publications. The information will also be posted on the MSU Presidential Search webpage and the Academic Search website.

#### Adjournment

There being no further business, the meeting was adjourned at 1:37 p.m.

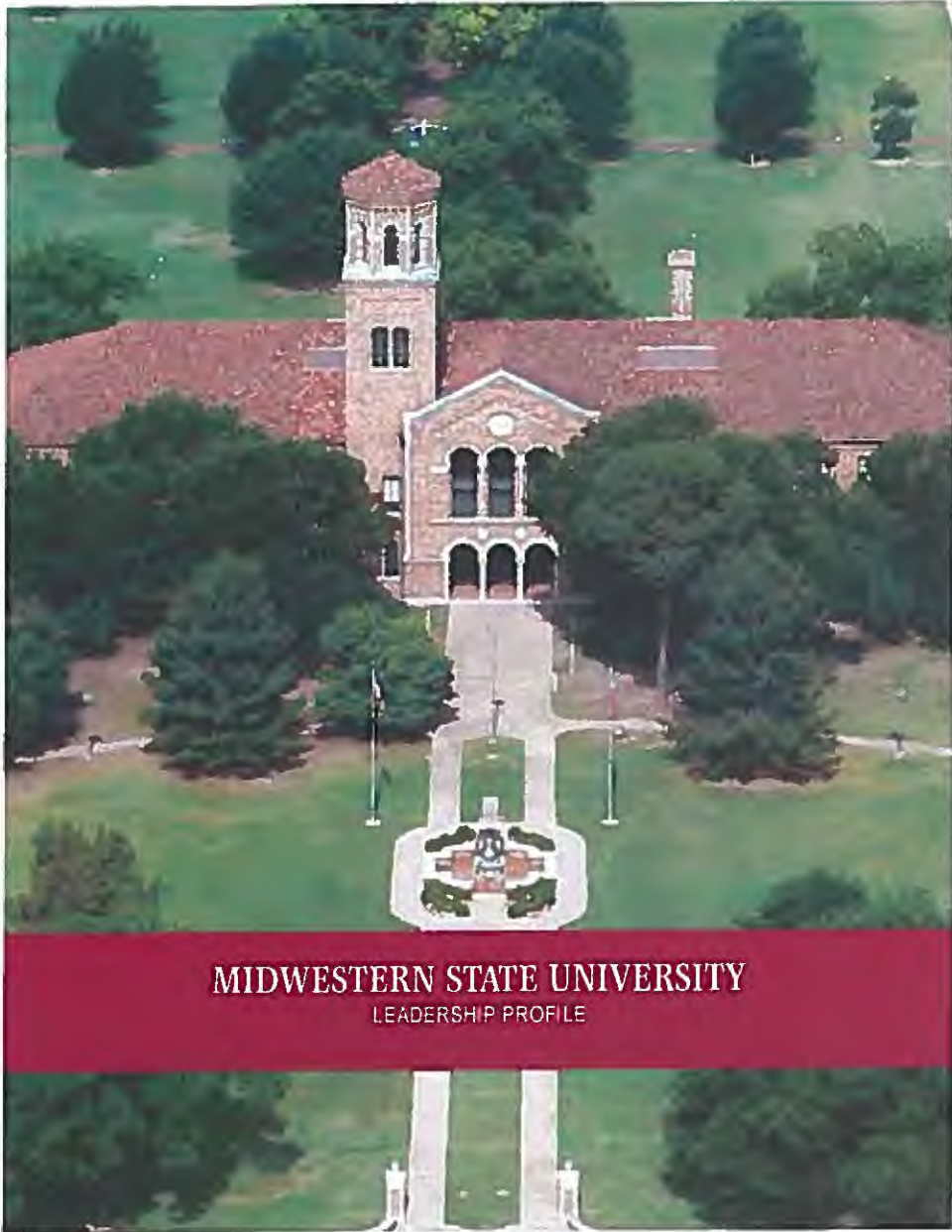
I, J. Kenneth Bryant, the fully appointed and qualified Secretary of the Midwestern State University Board of Regents, hereby certify that the above and foregoing is a true and correct copy of the minutes of the Midwestern State University Board of Regents meeting September 22, 2014.

  
J. Kenneth Bryant, Secretary

#### ATTACHMENTS:

1. Presidential Search Leadership Profile
2. Presidential Search Advertisement





## MIDWESTERN STATE UNIVERSITY

LEADERSHIP PROFILE

### PRESIDENTIAL SEARCH PROSPECTUS

The Board of Regents of **Midwestern State University** (MSU) invites applications and nominations for the position of president. The 11th president of Midwestern State University will take office in September 2015 and will succeed President Jesse W. Rogers, who will retire after 48 years of service to the university. He was named the 10th president of MSU in 2001 and has provided exemplary leadership.

Founded in 1922 as Wichita Falls Junior College, Midwestern State University in Wichita Falls, Texas, has grown into a liberal arts university with an approximate enrollment of 5,900 students. Those attending MSU choose from 46 undergraduate majors and 25 graduate programs. MSU students represent 45 states and 53 foreign countries.

The university provides excellent learning resources and a dedicated teaching faculty comprised of active scholars and experienced professional teachers. Midwestern State University is the only university in Texas to become a member of the Council of Public Liberal Arts Colleges (COPLAC) and, in 2009, was designated by the Texas Legislature as a public liberal arts university in the Texas Education Code. The university boasts small class sizes and a student-to-faculty ratio of 17 to 1, and offers study abroad programs in Spain, England, and France.



In addition to the quality education students receive at MSU, they also have opportunities to engage in the campus and local communities through 100 student organizations offered to enrich the university experience.





## MISSION

Midwestern State University is a leading public liberal arts university committed to providing students with rigorous undergraduate and graduate education in the liberal 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.

## STRATEGIC PLAN

In August 2014 the Midwestern State University Board of Regents approved a revised strategic plan, which will carry the university through 2019 and beyond. Various groups and individuals were asked to present their ideas of the goals for MSU in the future. This input was sought to identify themes that serve to unify all members of the MSU community. After careful assessment of MSU's internal and external operating conditions, the president and the cabinet proposed a strategic plan that identified five goals, and established discrete tactics to guide the institution in meeting those goals.

The current goals for Midwestern State University are:

- To increase enrollment and retention, and enhance the student experience
- To strengthen academic quality and reputation
- To expand, diversify, and maximize university resources
- To recruit and retain a diverse, high-quality faculty and staff
- To increase the university's visibility and enhance outreach and engagement with constituents on a local, regional, and state level

## THE UNIVERSITY

**Midwestern State University** is unique among public institutions in the state of Texas in that it is one of four independent public universities that are not part of a large university system. As such, MSU has an independent board of regents. This is one of the defining characteristics of the institution, and has helped maintain its commitment to public liberal arts education.

Since President Rogers took office in 2001, the university has raised more than \$80 million. These funds have been used for scholarships, faculty appointments, faculty development and research opportunities, campus infrastructure, and student life enhancements. Currently, funds held by the MSU Foundation, Inc. total \$17.9 million, the MSU Charitable Trust stands at \$25.7 million, and MSU endowments total near \$20 million.

MSU exceeds its peer institutions on most metrics of student success. The four-year graduation rate (based on the most recent data) is 24.3%, while the five-year rate is 41.9%, and the six-year rate is 49.4%. The first-year retention rate for the class entering in Fall 2012 was 67.7%. One-year retention for the Fall 2013 cohort was 72.5%. MSU awarded a total of 1,255 degrees in FY 2013, 174 of which were at the master's level.

Fall 2013 enrollment was 5,870, down slightly from 5,916 in Fall 2012. Roughly 8% of enrollees are transfer students or graduates of two-year institutions. Midwestern State University received 3,091 applications for undergraduate admission, with an acceptance rate of 71.7%, and an enrollment rate of 38.2%.

Midwestern State University is also a diverse institution. As of Fall 2013, 58.4 percent of the total student population identified their race/ethnicity as white, 6.6% identified as Hispanic, 13.0% identified as African American, and 2.8% identified as Asian. Finally, there is a robust international student body, with a particularly large contingent from the Caribbean.

Midwestern State University has a proud tradition of providing an excellent public liberal arts education at low cost to the student. Annual tuition and fees for resident undergraduate students in 2014 averaged \$7,764. The institution is also committed to







keeping the cost of education affordable, even in the face of changing budgetary pressures. MSU has not relied solely on tuition increases to alleviate financial difficulties, and the average annual academic cost rose only 1.7% between 2013 and 2014. MSU has been cited by numerous sources for its affordability. This year, the MBA program was named to the Top 50 Most Affordable MBAs by Top Management Degrees. Affordable Colleges Online named the university as a Top College for Return on Investment and named MSU as No. 12 on its Most Affordable Degree Programs. Midwestern State was also named as a Top 10 Texas institution with the highest first-year earnings, above the state median figures.

Many MSU undergraduates receive grant or scholarship aid. In FY 2014, 59% of enrolled undergraduate students received grants or scholarships, at an average of \$4,971; 36% received federal (Pell) grants, averaging \$3,830, and 49% received federal student loans, averaging \$8,242.

Midwestern State employs 231 full-time instructional faculty, 105 part-time faculty, and 413 benefits-eligible staff. The university also offers student employment and the College Work Study program. On average, the university employs 1,250 employees, including students and temporary employees.

Midwestern State University is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award baccalaureate and master's degrees. MSU's most recent reaffirmation occurred in December 2013, and the university is proud that no recommendations for improvement were issued. In addition, the Dillard College of Business Administration, the West College of Education, the Fain College of Fine Arts, the Gunn College of Health Sciences and Human Services, the Prothro-Yeager College of Humanities and Social Sciences, and the College of Science and Mathematics each house programs that are independently accredited by both national and regional accrediting bodies.

## ACADEMICS

Midwestern State University offers baccalaureate and master's degrees through its six colleges and its graduate school:



### DILLARD COLLEGE OF BUSINESS ADMINISTRATION

The Dillard College of Business Administration's focus is to prepare students for successful career entry and mobility in a dynamic global business environment. Lifelong learning and the ability to analyze and critically evaluate problems and opportunities are central to the college's vision and mission. The Dillard College of Business Administration is not only a degree-granting college, but one that plays a significant role in the economic development and vitality of the region. The college offers majors in Accounting, Economics, Finance, General Business, Management, Management Information Systems, and Marketing.



### LAMAR D. FAIN COLLEGE OF FINE ARTS

The Fain College of Fine Arts encompasses programs in Art, Mass Communication, Music, and Theatre. The primary purpose of the college is to equip students with the knowledge and skills necessary to pursue careers in these disciplines. To accomplish this purpose, emphasis is placed on applying classroom learning to process and performance. The college prides itself on ensuring that its students do what they study in its art studios, in its newspaper and television laboratories, and in its concerts, recitals, and dramatic productions.







## ACADEMICS (continued)

### ROBERT D. & CAROL GUNN

#### COLLEGE OF HEALTH SCIENCES & HUMAN SERVICES

The vision for the Gunn College of Health Sciences and Human Services is to be a premiere provider of health sciences and human services education on a state, national, and international level through a commitment to quality education for students and their communities. Programs are available in Athletic Training and Exercise Physiology, Criminal Justice, Dental Hygiene, Health Administration, Radiologic Sciences, Respiratory Care, Social Work, and Nursing.



### PROTHRO-YEAGER

#### COLLEGE OF HUMANITIES & SOCIAL SCIENCES

The Prothro-Yeager College of Humanities and Social Sciences offers degrees with majors in English, History, Humanities, International Studies, Political Science, Psychology, Sociology, and Spanish. The college also offers minors in these fields as well as French and Philosophy. The college affords students the opportunity to pursue advanced, specialized studies in the humanities and social sciences. In a larger sense the college provides all students with a broadly based liberal arts curriculum designed to empower the individual with the fundamental language and analytical skills necessary for a lifetime of learning and growth.



## ACADEMICS (continued)

#### COLLEGE OF SCIENCE & MATHEMATICS

The College of Science and Mathematics has as its major mission teaching of the highest quality at both the undergraduate and graduate levels. Through its faculty and programs, the College of Science and Mathematics provides students with the knowledge and skills for lifelong learning, the ability to understand the world in which they live, and to comprehend engineering, mathematical, and scientific advancements and their benefit to future generations. To further assist in the accomplishment of this mission, the college fosters research and scholarship of high quality among the faculty, undergraduate, and graduate programs. The college offers a Mechanical Engineering major through the McCoy School of Engineering, and offers additional majors in Clinical Laboratory Science, Computer Science, Mathematics, Biology, Chemistry, Geosciences, Environmental Science, and Physics. Pre-Medicine, Pre-Dentistry, Pre-Veterinary, Pre-Pharmacy, and Pre-Physical Therapy curricula are available through Biology and Chemistry.

### GORDON T. & ELLEN WEST

#### COLLEGE OF EDUCATION

The West College of Education offers undergraduate teacher education programs for elementary and secondary teachers as well as post-baccalaureate certification for persons interested in a career in teaching who already have a bachelor's degree. The college offers Master of Education degrees in Curriculum and Instruction, Educational Leadership, Educational Technology, Master Reading Teacher, Master Math Teacher, Special Education Diagnostician, Special Education Dyslexia, School Counseling, and Master of Arts degrees in Clinical Mental Health, Human Resource Development, and Training and Developments. In addition to the traditional Bachelor of Arts and Bachelor of Science degrees, the programs of the college include the Bachelor of Applied Arts and Sciences degree, with an emphasis in professional development and in an occupational specialty.







## ACADEMICS (continued)

### DR. BILLIE DORIS MCADA GRADUATE SCHOOL

The newly named McAda Graduate School offers master's degrees in 25 programs through five of the academic colleges. Degree options are available in business, science and mathematics, humanities and social services, education, and health sciences and human services. MSU offers the first discipline-specific Master of Science in Radiologic Science (MSRS) degree of its kind in the United States, and the Master of Arts in Clinical/Counseling Psychology (MACCP) program is one of only two nationally accredited master's degree programs in this field in Texas.



### QUALITY ENHANCEMENT PLAN: UNDERGRADUATE RESEARCH

As a part of the university's reaffirmation process with the Southern Association of Colleges and Schools Commission on Colleges in 2013, MSU presented a quality enhancement plan that provides opportunities for undergraduate students to engage in high-quality research and creative activities with faculty. The result has been the development of the Office of Undergraduate Research that oversees EURECA (Enhancing Undergraduate Research Endeavors & Creative Activities) and UGROW (Undergraduate Research Opportunities & Summer Workshop) programs. The goal of the office is to promote the dissemination of undergraduate research to broader audiences. These programs provide students with opportunities to receive funding to support research projects, present and share experiences at undergraduate research forums, attend academic conferences to present research projects with faculty, enhance resumes in a significant way, and explore beyond the classroom.

### ENRICHMENT EXPERIENCES

In addition to the emphasis on undergraduate research, MSU also provides a number of enrichment experiences for its students including the President's Distinguished Scholar Program, the Redwine Honors Program, study-abroad experiences, and custom-designed internships. Business students use the STAR (Security Trading and Research) Lab, students in the health sciences gain valuable experience in clinical settings, and education majors receive hands-on training in school systems.



### STUDENT LIFE

Midwestern State University features a vibrant student life, with more than 100 student organizations encompassing student government, recreational sports, and special interest programs. Additionally, the university hosts 14 nationally affiliated fraternities and sororities. The Office of Student Development and Orientation serves as the organizing body for student life at MSU, and provides social, cultural, educational, leadership, and service programming which fosters student learning and cultivates connections between students, their MSU community, and beyond.







## ATHLETICS

The MSU Mustangs compete in NCAA Division II athletics, fielding five men's and eight women's varsity teams in the Lone Star Conference.

- MSU's football program has posted consecutive winning seasons since the start of the 2000 season, and posted its first unbeaten regular season in school history with a 10-0 mark in 2011.
- The MSU basketball program has a proud tradition of success. Since joining the Lone Star Conference in 1997, the men's basketball team has won more conference championships than any other league member. The men advanced to the NCAA Division II Elite Eight for three consecutive years from 2010 through 2012.
- The women's basketball team claimed 26 wins and an appearance in the NCAA Division II Sweet 16 in 2013.
- Last year, the women's tennis team won the Lone Star Conference Championship, while the men's tennis team advanced to the 2014 NCAA Division II elite eight.
- In 2011, the women's softball team was a NCAA Division II national semifinalist, and the men's soccer team was a NCAA Division II national semifinalist in 2010.
- MSU has won four LSC championships in cross country and advanced to the NCAA Division II Nationals in 2008, 2010, and 2011.



## HISTORY

Since its founding in 1922, Midwestern State University has grown from a local junior college to a state university serving a wide and varied public.

Created in 1922 as Wichita Falls Junior College, the second municipal junior college in Texas, its earliest home was in Wichita Falls High School with which it shared both the building and faculty. Later, a legislative act and a vote of the people of Wichita Falls set up a separate tax district to support the junior college.



In 1937, the college acquired a new, 40-acre campus of its own on the south side of town. Also in that year the college was renamed Hardin Junior College in honor of Mr. and Mrs. John G. Hardin. During World War II, the establishment of Sheppard Field, later renamed Sheppard Air Force Base, added to the college's public. Since that time, air base personnel and their families have been continuing participants in campus academic programs.

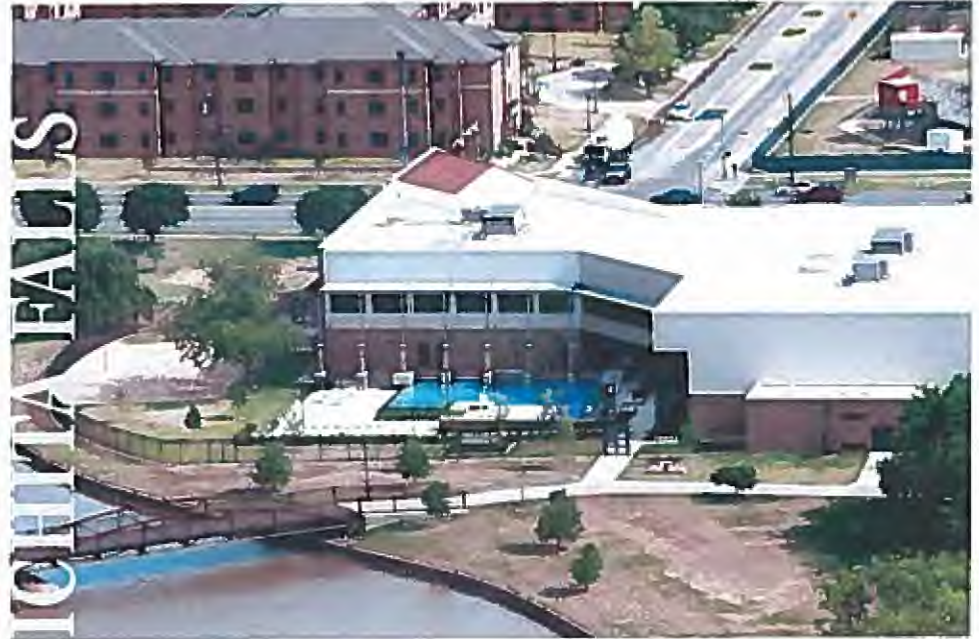
The post-World War II years brought more change in the school's mission and in its name. In 1946, the senior college division was added and accordingly the name was altered to Hardin College. In March 1948, the university became a member of the Association of Colleges and Secondary Schools and in January 1950, the name changed to Midwestern University, the junior division remaining Hardin Junior

College. In January 1959, the university added a graduate school, which received full approval from the State Board of Education in August of that year.

A further change in the school's status came September 1, 1961, when by action of the 56th Legislature of the State of Texas, Midwestern University became a part of the Texas Colleges and Universities System and the junior college division was dissolved. In 1975, the Texas Legislature changed the name to Midwestern State University.

From its beginnings as a municipal junior college housed in a high school building, Midwestern State has become a state university that offers a wide variety of academic programs in liberal and fine arts, mathematics, sciences, business, and applied sciences.





### CAMPUS AND WICHITA FALLS

MSU's 255-acre campus is nestled among the city's residential area, and comprises 70 buildings, numerous playing fields, and an outdoor recreational facility near Sikes Lake. The campus community has access to the Redwine Wellness Center and outdoor aquatics center, Sikes Lake and 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 1,500 students live on campus. Three traditional residence halls and three apartment complexes provide on-campus housing for students.





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

The campus is also home to the Wichita Falls Museum of Art at Midwestern State University. 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.

Midwestern State University is located in Wichita Falls, Texas, which is situated midway between Oklahoma City and the Dallas/Fort Worth metroplex. Wichita Falls offers all of the attractions of a major metropolis and all of the charm of a small town. Wichita Falls, a city of 104,000, is the population center for North Texas and Southern Oklahoma. The city is home to Sheppard Air Force Base. Each August, the city plays host to the Hotter 'N Hell Hundred, the largest sanctioned bicycle ride in the United States.



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## REQUIRED AND PREFERRED QUALIFICATIONS

The next president of Midwestern State University will inherit a university with a sound foundation. He or she will be expected to enhance and expand that foundation, continuing the tradition established by President Rogers. The 11th president of Midwestern State University must possess an established record of significant and successful leadership as a senior administrator and display a passion for the mission and constituents of Midwestern State University.

It is strongly preferred that the incoming president will hold a terminal degree and have scholarly experience. Other preferred qualifications include:

- A demonstrated commitment to and understanding of the residential, liberal arts university experience, as well as a commitment to the mission of a Council of Public Liberal Arts Colleges (COPLAC) university.
- An understanding of the higher education environment in the state of Texas and the ability to work with Texas lawmakers.
- A record of financial stewardship, including both the ability to manage fundraising activities and to provide budgetary oversight.
- Strong community skills; involvement

with the Wichita Falls community will be vital to the success of the next president. He or she will work toward the integration of the university with the community of Wichita Falls. This should include the ability to communicate well to external stakeholders and the ability to market the institution.

- Strong interpersonal and communication skills and the ability to relate to multiple constituencies, including the board, faculty, staff, students, alumni, and external constituencies. The next president should be visible on campus and throughout the community.
- The ability to lead, to provide vision, and to be collaborative and decisive.
- An appreciation for and understanding of student co-curricular activities, including athletics, Greek Life, student government, and other organizations and programs.
- An understanding of the contribution that on-line education and professional and graduate schools bring to a public liberal arts university.
- Knowledge of higher education and accreditation practices and policies.

The incoming president may negotiate tenure and faculty rank during the appointment phase of the search process.



## APPLICATION PROCESS

The search is being assisted by Academic Search, Inc. Candidates should submit a cover letter demonstrating an understanding of and commitment to the values and mission of a public liberal arts university and Midwestern State University's strategic goals (see page three of this document), and appropriate experience relating to the required and preferred qualifications; a curriculum vitae; and the names, phone numbers and email addresses of five professional references. References will not be contacted without permission. Nominations and applications must be submitted electronically to [MidwesternStatePresident@academic-search.com](mailto:MidwesternStatePresident@academic-search.com). To assure full consideration please submit a cover letter addressed to Regent Shawn Hessing, Chairman of the Search Committee, as well as a curriculum vita and the contact information for five references by January 7, 2015.

Confidential discussions about this opportunity may be obtained by contacting Jessica Kozloff, President of Academic Search, at [jsk@academic-search.com](mailto:jsk@academic-search.com), or Eric Richtmyer, Consultant, at [eric.richtmyer@academic-search.com](mailto:eric.richtmyer@academic-search.com). To inquire by phone please contact Dr. Richtmyer at 202-263-7485.

*Midwestern State University is committed to promoting equal employment opportunity and affirmative action throughout the institution.*

## ACADEMIC SEARCH

For more than three decades, Academic Search has offered executive search services exclusively to institutions of higher education. Academic Search was founded on the principle of strengthening higher education leadership through professional search services. We are the only search firm in the nation with a formal relationship to a premier leadership development program. As the subsidiary of the American Academic Leadership Institute (AALI), Academic Search provides substantial financial support to a number of leadership identification, development, and support programs across all sectors of public and private higher education. For more information, visit [www.academic-search.com](http://www.academic-search.com).





## PRESIDENT

The Board of Regents of Midwestern State University (MSU) invites applications and nominations for the position of president. The 11<sup>th</sup> president of Midwestern State University will take office in September 2015 and will succeed President Jesse W. Rogers, who will retire after 48 years of service to the university. He was named the 10<sup>th</sup> president of MSU in 2001 and has provided exemplary leadership.

Founded in 1922, Midwestern State University is a master's degree-granting, public liberal arts university located in Wichita Falls, Texas. MSU is one of four independent public universities in the state of Texas with its own Board of Regents. Midwestern State University has grown from a local junior college to a distinguished university that is committed to providing liberal arts education of superior quality to a wide and varied public. It is the only university in Texas to hold membership in the Council of Public Liberal Arts Colleges (COPLAC), and it takes pride in the fact that it was the first public institution in Texas to establish a core curriculum. Its beautiful campus of 255 acres and 70 buildings houses a wide variety of programs in liberal and fine arts, mathematics, sciences, business, and applied sciences. Current enrollment is approximately 5,900 undergraduate and graduate students. With 231 full-time faculty members, Midwestern State University boasts a student-to-faculty ratio of 17:1. More information about MSU can be found at [www.mwsu.edu](http://www.mwsu.edu).

### Qualifications and Application Procedures

The 11<sup>th</sup> president of Midwestern State University must possess an established record of significant and successful leadership as a senior administrator and display a passion for the mission and constituents of Midwestern State University. It is strongly preferred that the successful candidate will hold a terminal degree and have scholarly experience.

The search is being assisted by Academic Search, Inc. A complete prospectus, including all preferred and required qualifications, is available at <http://academic-search.com/data/files/MidwesternStatePresidentProfile.pdf>. Nominations and applications must be submitted electronically to [MidwesternStatePresident@academic-search.com](mailto:MidwesternStatePresident@academic-search.com). To assure full consideration please submit a cover letter addressed to Regent Shawn Hessing, Chairman of the Search Committee, as well as curriculum vita and the contact information for five references by January 7, 2015.

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