MILLIKIN UNIVERSITY
PRESIDENT
Millikin’s next president will have much to build on. Under the leadership of its current president, Dr. Patrick E. White, and with the creative collaboration of faculty, staff, students, alumni and community members, Millikin has made significant progress on many fronts. Millikin has continued to build on its strong tradition of academic excellence and its commitment to Performance Learning. It completed the Transform MU capital campaign, having raised $94 million - well in excess of the campaign goal - and it has continued to mark strong fundraising with record Millikin Fund contributions and growth in endowed scholarships. It has stabilized and increased enrollment and has achieved growth in net-tuition revenue and student diversity. It has changed the face of the campus through creating new facilities that serve its students and the community in new and exciting ways. It has risen in the national higher education rankings and earned notice in a number of rankings of specific programs. Millikin has also increased the number and success of its athletic programs.

However, Millikin is also entering the next phase of its growth. The strategic plan, The Promise of Education, has come to conclusion; a new capital initiative is close at hand; Performance Learning must be taken to the next level; enrollment gains must be consolidated; and the University must plan comprehensively for long-term enrollment growth. The community is eager to create new partnerships with the University. To assist with this, the new president will have the strong and creative support of a faculty and staff eager to aspire to excellence; a seasoned leadership team; a student body that flourishes in the environment Millikin creates for them; and a Board of Trustees that is engaged, well-informed, eager to see Millikin move forward, and very supportive of a new president who brings the leadership and vision to make this happen.
**HISTORY & MISSION**

Founded in 1901 by James Millikin, Millikin University is one of the first comprehensive small universities in the nation.

Born in 1827 in Washington County, Penn., James Millikin was a successful farmer, banker, real estate investor and industrial developer. He began his collegiate education at Washington (now Washington and Jefferson) College and continued his studies at Wabash College. It was at Washington College that he decided that, if circumstances permitted, he would found a college that prepared students for the occupations, combining the literary orientation of his own education with the practical orientation of his life and work.

Throughout its history, Millikin has offered an education that reflects its founder’s vision. On the one hand, Millikin has a strong commitment to liberal education; on the other hand, it has an equal commitment to project-based or applied learning designed to prepare students for professional success. The combination of the two, Performance Learning, offers the opportunity to gain depth of knowledge in a discipline, but adds the flexibility of judgment and application required by actual performance. Performance Learning, therefore, affords students a deeper and richer liberal arts education, developing in them critical-thinking and problem-solving abilities as well as the ability to see the connections between the disciplines and the complexity and ambiguity of real-world applications. However, Performance Learning is also unabashedly practical in its goal of preparing students for professional success, citizenship in a democratic and global environment, and personal lives of meaning and value.

Performance Learning at Millikin, however, is more than an educational philosophy; it is a distinctive ethos among faculty, staff and students. Creativity and innovation are part of the culture. Faculty and students both have a certain nimbleness in developing new ideas and new programs. Students have a greater role and greater independence in designing their own education. What is more, applied learning connects students, faculty and staff to those whom they serve and has a strong service dimension. This applied creativity is also entrepreneurial and interdisciplinary. It is this culture that helps distinguish Performance Learning at Millikin from what occurs at other institutions.

**MILLIKIN’S MISSION AND ETHOS ARE GROUNDED IN ITS CORE VALUES:**

» COMMITMENT TO THE DISCOVERY OF KNOWLEDGE

» CIVIL DEBATE

» PASSION AND ENTHUSIASM

» DIGNITY AND RESPECT FOR INDIVIDUALS

» A DIVERSE AND INCLUSIVE COMMUNITY

» INTEGRITY AND RESPONSIBILITY

» ADVANCEMENT OF THE GREATER GOOD

It is these values that give definition and substance to Millikin’s understanding of professional success, democratic citizenship and meaningful lives.

The value of Performance Learning is evident in the lives of Millikin’s students. The stories of individual achievement both at Millikin and after are impressive and legion. Remarkably, 99.4% of Millikin students are either employed or pursuing further education six months after graduation.
Today, Millikin University is a comprehensive private university that offers over 50 baccalaureate degree programs, three master’s programs, a variety of certificates and a doctoral degree in nursing practice.

As of the fall of 2018, Millikin enrolled 1,986 undergraduates and 109 graduate students. These students were taught by 147 full-time and 131 part-time faculty, creating a 10.6:1 student-to-faculty ratio and an average class size of 16. Performance Learning is labor-intensive, and the ample support that students at Millikin receive from faculty creates not only a strong campus community, but also an educational experience that truly embodies the right blend of theory and practice. A diverse community, 76% of Millikin’s students come from the state of Illinois; the remainder come from 37 states and 35 foreign countries. Twenty-seven percent of its students are minorities, with African-American (14%) and Hispanics (7%) being the larger minority groups. Five percent of its students are international.

Millikin’s commitment to excellence is seen in the lives and accomplishments of its faculty and students and recognized nationally. Millikin is ranked 10th Best Regional College in the Midwest by U.S. News & World Report. Washington Monthly ranks it 29th in the nation and second in the state of Illinois. Millikin is perhaps best known for its fine arts programs; its musical theatre major is regularly ranked in the top ten nationally. Its NCAA Division III athletic program has several teams that are nationally ranked and several which have recently won conference championships.

Millikin’s strategic direction for the past several years is laid out in its strategic plan, The Promise of Education, begun in 2012. Millikin’s vision is to be “The National Leader in Performance Learning.” To achieve this, it has focused on providing the funding to support the various forms of Performance Learning, many of which are labor-intensive and involve costs and facilities in addition to normal instructional costs. To remain a leader, it has focused on providing the resources to faculty and staff to develop new and effective expressions of Performance Learning. To ensure that Millikin is nationally known for its accomplishments, the University has also devoted additional funding to marketing.
Millikin University consists of the College of Arts and Sciences, the College of Fine Arts, the College of Professional Studies and the Tabor School of Business.

Students in all of the colleges have a strong grounding in the liberal arts provided by the Millikin Program for Student Learning and their University Studies courses. In addition, there is a pervasive emphasis on Performance Learning tailored to the needs and opportunities of the various disciplines. While artistic performance, student/faculty research, internships and study abroad are the most obvious options, the possibilities are limited only by student and faculty creativity. There is a genuine commitment from faculty and staff across campus to find innovative ways to incorporate Performance Learning into all aspects of a student's experience.

Millikin offers a university-wide interdisciplinary Honors Program. Honors students take a 29 credit-hour curriculum and an Honors capstone course in lieu of the typical University Studies general education program.

The University also offers a variety of student support services reflective of its commitment to Performance Learning. The Center for Entrepreneurship offers both instruction in entrepreneurship and a broad range of entrepreneurial experiences that engage faculty, Millikin students, and community members. The Oberhelman Center for Leadership Performance provides facilities, speakers, and conferences for a variety of leadership development activities. The Center for Career Development and academic support have been combined into a single office, the Center for Academic and Professional Performance (CAPP). In addition, academic support is provided by the Math Center and the Writing Center.

**COLLEGE OF ARTS AND SCIENCES**
The College of Arts and Sciences includes 11 departments organized into three divisions: humanities, natural science, and social science. It is the largest of Millikin’s four colleges and bears the major responsibility for teaching the University Studies curriculum. In addition to the major programs it offers, the College of Arts and Sciences has dual-degree programs in a variety of different types of engineering with the University of Missouri-Kansas City and Washington University in St. Louis.

**COLLEGE OF FINE ARTS**
The College of Fine Arts consists of the Department of Art, the Department of Arts Technology and Administration, the School of Music and the School of Theatre and Dance. The Kirkland Fine Arts Center includes a 1,900-seat auditorium, music facilities, art studios, lecture halls and art galleries. It serves the University community as well as the community of Decatur through its world-class arts series which includes music, theatre and dance performances by internationally recognized performers.

**COLLEGE OF PROFESSIONAL STUDIES**
The College of Professional Studies consists of the School of Education, the School of Nursing and the Exercise Science and Sport Department. The School of Education offers degree programs leading to licensure in early childhood education, elementary education, middle grade education, and secondary education. To their course of study, students may add endorsements or certificates in bilingual/ESL, literacy, multicultural leadership, school nursing, and special education. The School of Nursing offers bachelor's and master's degrees in nursing and a doctoral degree in nursing practice. The Exercise Science and Sport Department offers majors in athletic training, exercise science, health promotion, physical education, and sport and recreation management. Students interested in the Master of Science in Athletic Training (MSAT) degree complete the first three years in the exercise science major, then participate in a secondary admission process to complete the MSAT program.

**TABOR SCHOOL OF BUSINESS**
Tabor School of Business is an ACBSP-accredited program that offers undergraduate degrees in accounting, business management, digital media marketing, entrepreneurship, finance, organizational leadership, international business and management information systems. It also offers MBA programs in management and healthcare administration.
Millikin is a residential campus, with 58% of its students living in University housing.

Students may choose from among Millikin’s four residence halls; The Woods at Millikin, a privately-owned apartment complex; and five Greek houses. Living Learning Communities for nursing students, business students, international citizens, students with commitment to the arts, future educators, Honors students or Long-Vanderburg Scholars present a housing option for students wanting to live among individuals with a common interest, passion or major. Thirty percent of MU students are involved in Greek life. Millikin hosts six sororities and five fraternities. There are well over 90 student groups and clubs, including the Decaturian, Millikin’s award-winning student newspaper; and WJMU, the award-winning campus radio station.

Intercollegiate athletic teams have been part of Millikin since its very beginning. The University’s NCAA Division III program is part of the College Conference of Illinois and Wisconsin, arguably the best small college conference in the nation. The University supports 23 teams, 12 men’s and 11 women’s, having just added women’s triathlon and men’s volleyball. Over 40 percent of the student body identifies as student-athletes. During its history, the Big Blue’s teams and individual athletes have garnered a variety of awards and accolades. Currently, softball, wrestling, and women’s volleyball are nationally ranked. Its newly established women’s triathlon team placed third in the nation. Of its many conference championships, the most recent are men’s golf, softball, and women’s volleyball. Since 1960, 75 of its student-athletes have been Academic All-Americans.

In addition to intercollegiate athletics, Millikin supports a robust intramural program and ample opportunities for individual health and wellness.
ENROLLMENT

The total enrollment at Millikin has dipped slightly over the past five years, from 2,191 in 2014 to 2,095 in 2018. Undergraduate enrollment has remained relatively stable, with a dip in 2016 and 2017. FLEX, the adult education program, has declined steadily from 213 to 124. Graduate enrollments, however, have risen from 79 to 109. First-year to second-year retention has averaged 75%; the six-year graduation rate has averaged 60% during that same period.

Ninety-nine percent of students receive financial aid. Millikin awards $32.2 million in institutional grant aid with a discount rate of 53%. Forty percent of the student body receives Pell grants.

Millikin has been pursuing a strategy of enrollment growth through investment in programs, people and facilities. As a result, both admissions and retention have been on an upswing for the past two years. The fall 2019 enrollment numbers, though not final, continue this trend and clearly indicate the strategy is working. Millikin enrolled 490 first-year students, a 4% increase over last year. This fall’s incoming class is not only larger, but more diverse. Millikin enrolled 116 international students, up from 95 the previous year, and 34% of the incoming class is from outside Illinois. This fall’s class also included 96 honors students. By present indications, retention will also show improvement.

FALL 2018
STUDENT PROFILE

| AVERAGE SAT SCORE | 1093 |
| AVERAGE ACT SCORE | 23.5 |
| AVERAGE HIGH SCHOOL GPA | 3.407 |
| AVERAGE HIGH SCHOOL CLASS RANK | 36.2% |

TOP COMPETING INSTITUTIONS IN ORDER

» ILLINOIS STATE UNIVERSITY
» UNIVERSITY OF ILLINOIS-CHICAGO
» UNIVERSITY OF ILLINOIS AT URBANA
» BRADLEY UNIVERSITY
» SOUTHERN ILLINOIS UNIVERSITY

FINANCIAL HEALTH

Millikin is a financially healthy institution that has pursued a successful investment strategy designed to increase enrollment and retention. The strategy includes renovating and expanding facilities, improving programs, hiring key people who can make an immediate difference, and the judicious use of financial incentives that will increase net revenue.

The cost of this strategy is borne by increased donor contributions, increased endowment draw and bonds. While this strategy has created a cash deficit, it has not had a significant impact on the endowment, which stands at $106 million. More importantly, the return on investment is evident in the enhancements to the campus, the reduction of deferred maintenance and, most importantly, the increase in fall 2019 admissions and retention. What is more, the increase in enrollment has not resulted in an increase in the discount rate, and net-tuition revenue has grown from $25.6 million in fiscal year 2018 to a projected $29.1 million in fiscal year 2020. However, this success must be continued over subsequent years in order for the University to receive the necessary return on investment.
The University’s advancement efforts have produced good results over the past several years.

Millikin’s last major campaign, Transform MU, began in 2010 and concluded in 2015. It exceeded its announced goal of $85 million, closing at $94 million. Since then, fundraising has continued on three major capital items: the University Commons and Staley Library (completed in 2017), the renovation and expansion of the Griswold Physical Education Center, and the Center for Theatre & Dance (to be completed fall 2020).

Over the past three years, Millikin has also consistently had record-setting totals in the Millikin fund: $5.5 million in fiscal year 2017, $6.5 million in fiscal year 2018 and $9.8 million in fiscal year 2019.

Millikin has 36,576 living alumni, 29,333 of which are solicitable. It has strong alumni groups in Central Illinois; St. Louis; Chicago; Indianapolis; Nashville, Tenn.; and New York City. Over the past 10 years, however, Millikin has seen a decline in the number of donors contributing to the University from some 3,700 in 2009 to 2,400 in 2019. During the same period, the number of new donors per year has declined from 686 to 453. Alumni participation has declined from 13% to 7%.
Millikin’s 75-acre campus is located west of historic downtown Decatur in a neighborhood of older homes and tree-covered streets. It is adjacent to the Oakwood area, a small section of Decatur devoted to locally owned shops and restaurants, many featuring the performing arts talents of the University’s students.

Millikin’s heritage buildings, designed in Elizabethan style, go back to the founding years of the University. Shilling Hall was completed in 1902 and has been expanded and renovated several times; Perkinson Music Center was completed in 1911, and also has been expanded and renovated since then; and Aston Hall, the University’s first residence hall, was completed in 1907. The Elizabethan style was continued through the 1950s with the addition of ADM-Scovill Hall. Kirkland Fine Arts Center and the Griswold Physical Education Center were added in the late 1960s.

More recently, the University has created, expanded and/or renovated several important facilities. University Commons, which incorporates the Staley Library, was completed in 2017, and has become the heart of the campus. Currently, funds are being raised for a renovation and expansion of Griswold Physical Education Center, and the Center for Theatre & Dance is under construction with a completion date of fall 2020. As an NCAA Division III institution, Millikin has been mindful of the need for excellent athletic facilities to recruit competitive student-athletes. In 2017, Frank M. Lindsay Field - home to the University’s football, soccer and track and field programs - was updated. Generous gifts from the Workman family supported the creation of two new on-campus athletic fields. The Workman Family Softball Field was competed in 2017, followed by the Workman Family Baseball Field in 2019. New fields and renovated and expanded facilities are a major part of Millikin's planned campus enhancements.

Millikin has a history of thoughtful campus planning that goes back to its inception. The campus facilities master plan was updated in 2018 in collaboration with architects Cordogan, Clark & Associates and includes a plan for facilities growth for the next 20 years.
Decatur, Ill., a town of some 74,000 located in central Illinois, is the county seat of Macon County. The town is situated around Lake Decatur, which provides many opportunities for recreation and water sports in addition to its scenic beauty.

Decatur’s major industries are food processing, manufacturing and healthcare. It has strong and effective business, community and political leadership, and passionate and hard-working citizens. As a result, it has continued to prosper and serves as a supportive and creative partner with the University. A family-friendly town, Decatur offers so much that makes the lives of its citizens rich and satisfying.

Steeped in Illinois history, Macon County was the home of Abraham Lincoln and his family when they first moved to Illinois in 1830. Decatur was the location of the first state Republican convention to endorse Lincoln for president. Surrounded by some of the finest farmland in the nation, Decatur is also a center of food processing. It was chosen in 1909 as the location for a new processing plant by A.E. Staley. Staley (now Tate & Lyle) became the second largest food processor in the United States, surpassed only by Archer Daniels Midland, which is also located in Decatur.

Decatur is also a center of manufacturing. Hieronymus Mueller - a German immigrant, machinist, and entrepreneur, who moved to Decatur in 1857 - developed a factory to produce water pressure valves and fire hydrants, which is still in operation today. Caterpillar International has a large facility in Decatur, which since 1991 has produced one of Caterpillar’s lines of large mining trucks.

Located along the Sangamon River, Decatur is a place of natural beauty. The 22 square-mile Lake Decatur was formed by damming the river. Decatur is 135 miles northeast of St. Louis and 180 miles south of Chicago. It is 40 miles from Springfield, the state capital and the home of the University of Illinois - Springfield, and 47 miles from Champaign, Ill., the home the University of Illinois at Urbana - Champaign.

Decatur is also a diverse community. The three largest demographic groups are white (72%) African American (23%) and Hispanic (2%). Decatur has sister cities in Japan, Germany and Cuba.
The community of Decatur provides an amazing number and variety of recreational and cultural activities, including museums, sports facilities, parks, a zoo, concerts and theatre.

Its public school system includes Montessori instruction through the eighth grade, several magnet schools and a K-8 school in Millikin’s immediate neighborhood that benefits from close collaboration with Millikin. In addition, there are a variety of church-related private schools. Decatur is also home to Richland Community College. Decatur’s healthcare facilities serve the region and are first-rate; Decatur Memorial Hospital was included on U. S. News & World Report’s 2018-2019 list of Best Hospitals. Its historic downtown offers an array of shops, restaurants and cultural and civic attractions. Nelson Park, situated along Lake Decatur is the home of a new 4,000-seat amphitheater, completed this year, and a water park, to be completed in 2020.

Decatur affords excellent employment opportunities. Currently the largest employers in Decatur are ADM, Decatur Memorial Hospital, Decatur Public Schools, Caterpillar International, St. Mary’s Hospital, Tate & Lyle, Ameren Illinois and the Mueller Company. Decatur affords excellent employment opportunities. In 2013, the Midwest Inland Port was created, making Decatur the hub of an extensive, rail-based logistics system.

Decatur is very much part of the Millikin community and Millikin is very much integrated into Decatur. The Kirkland Fine Arts Center provides an impressive schedule of fine arts events open to the public, and the University makes its facilities and its faculty available to the community in many, many different ways. Millikin also provides many educational opportunities that directly benefit Decatur, most recently adding an MBA with an emphasis in healthcare and creating the Macon Matters scholarship initiative for county residents. There are other programs on the drawing board at Millikin that would be of great value and interest to the Decatur community. At the same time, the Decatur community provides Millikin students with great opportunities for internships and employment after graduation, not to mention the funds directly contributed to the University.
The President is the chief executive officer of the University, reporting directly to the Board of Trustees.

In addition to providing effective, collegial leadership and efficient management, the new president will be expected to focus on the following priorities:

- **To develop and implement a new strategic plan.**
The Promise of Education was developed in 2012 as a five-year strategic plan. The new president will be expected to work with the Millikin community to assess the progress made and chart the strategic direction of the University for the next planning period.

- **To develop a strategic enrollment management plan.**
Closely integrated with a new strategic plan will be a strategic enrollment management plan. While enrollments have stabilized and shown modest growth over the past few years, there is need to put enrollment in the wider context of changing demographics, new programs that will be particularly helpful in meeting the needs of the community, financial aid, and the other relevant variables that affect enrollment in the longer term.

- **To prepare the University for a successful capital initiative.**
Transform MU officially began in 2010 and concluded in 2015 with a total of $94 million, well above the announced goal of $85 million. Fundraising for three capital projects continued after the close of the campaign. The new president will have to continue the process of preparing for a new major capital initiative.

- **To continue to promote and strengthen Performance Learning.**
Millikin’s emphasis on the necessity of a practical dimension to liberal education was well in advance of other institutions. However, more recently, higher education has followed Millikin’s lead. Consequently, the new president will need to increase the financial support, maintain the institutional focus, and nurture the creativity necessary for Millikin to remain a national leader.

- **To align budgetary resources with institutional priorities.**
The new president will have to ensure that the limited University funds are allocated to the priorities created by MU’s forward movement. This will include not only correctly prioritizing the allocation of current funds, but also increasing the sources of revenue available to Millikin.

- **To increase alumni engagement.**
Millikin does an excellent job of educating its students, who in turn speak very highly of their Millikin experience. However, MU alumni are not as engaged as they could be in support of their alma mater. The new president will have to lead a university-wide effort to reorient the thinking of Millikin students and alumni and create meaningful opportunities for them to support the University.

- **To increase the cooperation between Millikin and the community.**
Decatur is a strong partner with Millikin, and the two have found many ways to work together for their mutual advantage. These opportunities, however, have not been exhausted. The new president will have to be heavily involved in the community and able to recognize new opportunities for increasing the partnership.
Qualifications & Desired Characteristics

The ideal candidate to be Millikin’s next president will have:

- A doctoral (or other terminal) degree and collegiate teaching experience
- A record of successful administrative and leadership experience at least to the level of a dean or vice president—or the equivalent
- A demonstrated commitment to Performance Learning and Millikin’s Core Values
- Experience at a comprehensive liberal arts institution and the ability to articulate the nature and advantages of a liberal arts education based on Performance Learning
- A record of successful fundraising
- Familiarity with enrollment management and the ability to work with the vice president for enrollment management to create a strategic enrollment management plan
- Experience with strategic planning
- Familiarity with NCAA Division III athletics and an understanding of the requirements of a flourishing athletic program
- A demonstrated commitment to building equity, diversity and inclusion within a campus community
- A record of creativity and innovation
- The ability to build relationships with all members of the Millikin community
- A natural enjoyment of living in a medium-sized Midwestern community and the desire to participate fully in community life
- Strong oral and written communication skills
- The highest integrity

Nominations & Applications

TO APPLY, candidates must send a letter of application in which they address the leadership priorities and qualifications outlined in this prospectus, a curriculum vita and contact information (names, phone numbers and email addresses) for five references in a Microsoft Word or PDF document to:

MillikinPresident@agbsearch.com

For full consideration applications should be received by November 4, 2019

The search is being assisted by AGB Search. Inquiries and nominations should be directed to:

Robert Holyer, PhD
Executive Search Consultant
AGB Search
robert.holyer@agbsearch.com
804-708-0834 (o)
804-402-6736 (c)

All inquiries, nominations and applications will be held in the strictest confidence; references will not be contacted without the candidate’s expressed permission.

Millikin University is an equal opportunity employer. Candidates from traditionally underrepresented groups in this field are encouraged to apply. Beyond meeting fully its legal obligations for non-discrimination, Millikin University is committed to building a diverse and inclusive community where members from all backgrounds can live, learn and thrive.

millikin.edu