



Maryland University of Integrative Health Presidential Search POSITION PROFILE



The Board of Trustees of Maryland University of Integrative Health (MUIH) invites nominations and applications for the position of President.

AN EXCEPTIONAL OPPORTUNITY

MUIH seeks an accomplished, compassionate leader who will serve as the respected head of the university while partnering with the Board in implementing a progressive and evolving strategy for excellence and growth.

The new president will possess the experience, skills, and drive required to help shape the future of this innovative and progressive institution, while exemplifying the character and ethics expected in a highly visible and trusted university and community leader.

THE CONCEPT OF INTEGRATIVE HEALTH

In ways that could not have been imagined a few decades ago, the field of integrative health, often called complementary or alternative medicine, is shifting the landscape of healthcare. Driven by consumers and increasingly accepted by conventional medical providers, this new medicine is anchored in prevention and education, and placing increased focus on outcomes, cost, quality of life, and patient satisfaction. It is collaborative and respectful of all disciplines and modalities and recognizes the mind-body-spirit connection in healing. Maryland University of Integrative Health is perfectly positioned as a leader in the education, research, and practice of natural medicine and is an eager partner in this movement.

THE UNIVERSITY

Maryland University of Integrative Health is a regionally accredited, private, non-profit graduate school that sits on 12 wooded acres in Laurel, Maryland, mid-way between Baltimore and Washington, D.C.

MUIH holds prominence as one of only a handful of universities in the U.S. that are completely dedicated to natural medicine. For more than 40 years, MUIH has been educating and practicing in this rapidly growing field. Today, nearly 1,500 graduate students from throughout the nation and across the globe study on campus and online in one or more of the university's master's, doctoral, and certificate programs.



ACADEMICS

Academic disciplines include Acupuncture and Oriental Medicine; Health and Wellness Coaching; Health Promotion; Herbal Medicine; Nutrition; and Yoga Therapy.

Degrees and certifications offered include:

- Doctor of Acupuncture, Doctor of Oriental Medicine, and Doctor of Clinical Nutrition.
- Master of Acupuncture, Master of Oriental Medicine, Master of Arts in Health and Wellness Coaching, Master of Science in Health Promotion, Master of Science in Therapeutic Herbalism, Master of Science in Nutrition and Integrative Health, and Master of Science in Yoga Therapy.
- Post-Master's Certificates in Clinical Herbalism, and Nutrition and Integrative Health,
- Post-Baccalaureate Certificates in Chinese Herbs, Health and Wellness Coaching, and Herbal Studies.
- Areas of Concentration (within master's degrees) in Health Education, Workplace Wellness, Clinical Herbalism, Herbal Product Design, Human Clinical Nutrition, Community Nutrition Education, and Herbal Medicine.
- A Naturopathic Doctor program (ND) is currently under development.



MUIH is unique and distinct among its peer (and non-peer) institutions in a number of ways including:

- Academic programs intentionally offer a balanced approach that includes evidence-based and evidence-informed knowledge as well as traditional wisdom.
- Academic programs draw from centralized departments for science and healing philosophy which allows for quality control, consistency, and efficiency.
- Many academic programs share a philosophical underpinning that includes elements of personal transformation.
- A new and growing emphasis on interdisciplinary knowledge and collaboration in both academic and clinical programs.
- Institutional agility and adaptability enable the organization to shift direction and focus as needed to respond to marketplace demands and health and wellness trends.



FACULTY

MUIH employs 189 faculty members, including 24 ranked faculty or full-time faculty. The remaining 165 faculty serve as adjunct faculty, guest lecturers, or clinical supervisors—many while maintaining their own professional practice in their field.

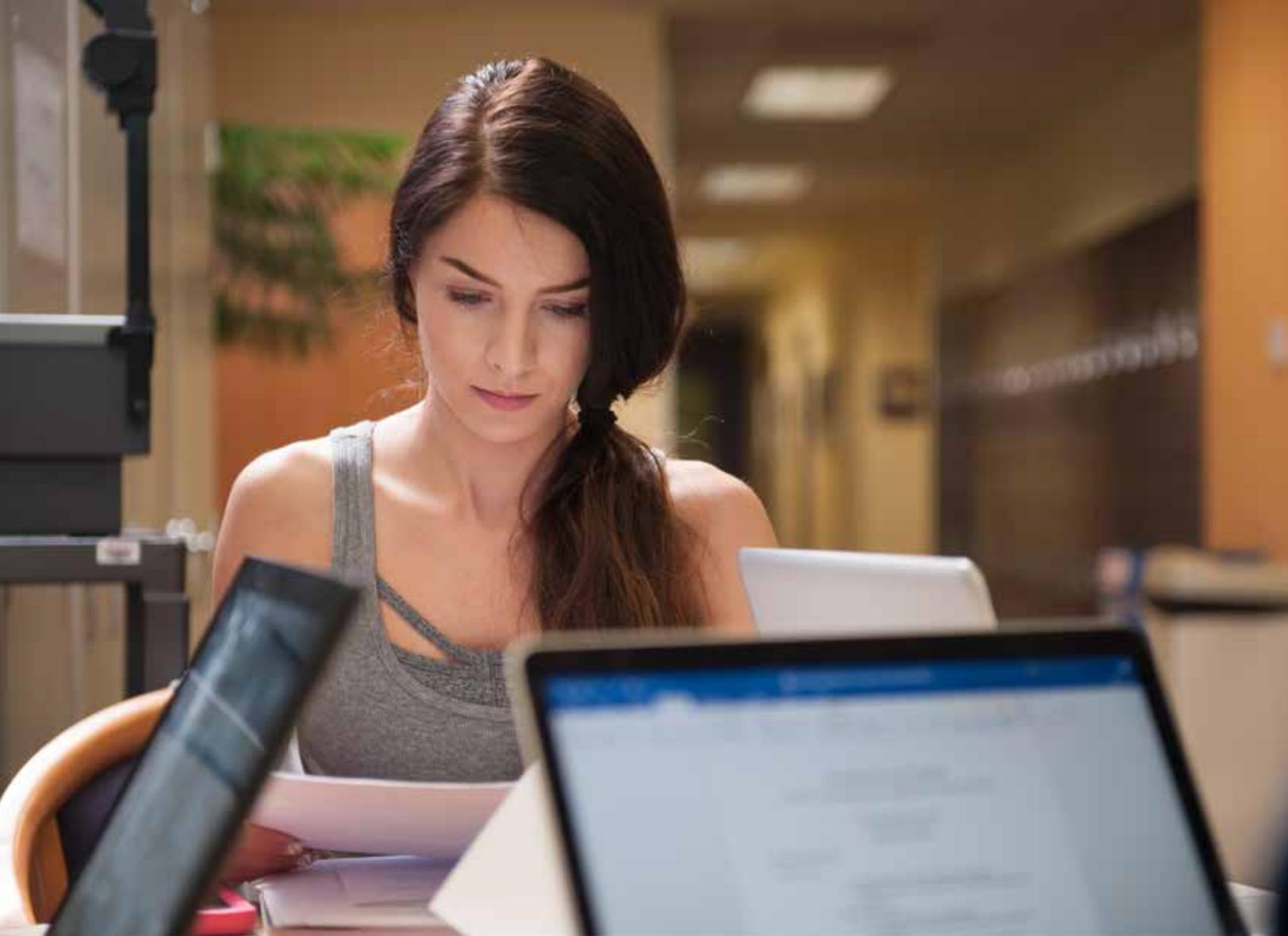
Faculty members are practitioners and scholars in their disciplines who embrace a culture of excellence in teaching, as well as the need for innovation and change in higher education.

STUDENTS

Students at MUIH range in age from 21 to 73 years old, and average 40 years old. While an increasing number of students move into MUIH programs directly from undergraduate school, the majority of are seeking a career change or a way to enhance their current career, with an increasing number preparing for their “encore” career after retirement. Nearly 90 percent of students are women. The current student body, as of September 2016, self-identifies as 18% percent African-American, 5% percent Asian, and 3% percent Hispanic/Latino students. Half of students receive federal financial aid.

STAFF

MUIH employs 162 staff, most of whom work full-time and primarily on campus.



FINANCES

Like most specialty institutions, MUIH's budget is enrollment driven. The administration is very aware of the dangers in depending on tuition increases to solve financial problems and is taking steps to ensure MUIH is competitive within its market niche while simultaneously exploring alternative revenue streams.

The good news is that the university has increased enrollment by nearly 200% in the past five years (100% since launching online learning in 2013) and revenue has almost doubled. Discounting is negligible. There is very little in the way of deferred maintenance.

The current university leadership inherited debt from the previous administration - the founders and leaders for more than 35 years. Desiring to move past the Department of Education's requirement that MUIH post a letter of credit to remain qualified for federal financial aid, MUIH is vigorously carrying out its plan to retire all debt except building bonds in 10 years. During the past six years, debt has been reduced by 15%. Historical concerns over cash flow have been replaced with budgets that generate a surplus. Identification of funding for faculty development, student career development, IT improvement, and employee retirement matches is underway.





OPPORTUNITIES AND CHALLENGES FOR THE NEXT PRESIDENT

Guide the Growth of an Evolving Integrative Health University

The world of healthcare is changing rapidly. People demand greater control over their health. Traditional medicine is slowly coming to accept a more integrative and inclusive model of health. Alternative approaches to health and wellness are being embraced as a way to improve public health and lower costs. MUIH is at the forefront of this movement and has great opportunity to influence the future of healthcare in the U.S. and abroad.

The next president will embrace this future and provide leadership that is both practical and inspirational to MUIH and the greater community.

Accept and Address Challenges in Higher Education

Much of MUIH's recent growth has been attained through creation and expansion of online programs. Online education is evolving rapidly and the competition for students is becoming more intense. MUIH will need to simultaneously maintain its competitive niche and move beyond a zero-sum game, adding new programs and drawing new students from outside the pool of expected candidates.



Rapid change has been the hallmark of MUIH over the past five years. This has offered educational opportunities to many more students. It has improved university finances. It also has taken its toll on faculty and staff, who have been asked to do more while adapting on-the-fly to changes.

Given that rapid change has become the norm at MUIH and throughout higher education, the next president must be prepared to compassionately champion MUIH's commitment to adult learners and its commitment to quality education, all the while being responsive to the needs of the human beings who serve, teach, and learn.

Oversee a Unique Academic Environment

While MUIH has begun ranking faculty in a more traditional manner over the past five years, there is no tenure. Administrative faculty function as heads of programs, hiring and training associate faculty while teaching courses themselves. Much of the teaching is done by adjunct practitioners and scholars.

The average student age is 40, so the motivation is different than in traditional undergraduate or even graduate residential programs. Cash, time, and convenience are considerations in decisions to enroll and persist through to a degree or certificate. There is also an element of passion about the healing disciplines



for a majority of these students. In a 2014 survey, 90% of students reported that MUIH was their first choice for graduate school, primarily because of the unique academic programs.

The next president will possess a true affinity for academe, an appreciation for non-profit higher education, and the roles teaching and research play in achieving student learning.

Working through the provost, the next president must be prepared to coordinate a complex, multifaceted academic operation where change is the norm rather than the exception.

Standing alone, the next president must be prepared to earn and maintain the respect of a talented and innovative faculty with high expectations for their leadership.

The new president of MUIH will understand what students expect from their educational experience and use that knowledge as a touchstone in implementing the MUIH mission and values.

Promote Shared Governance

The university's five officers function as the president's cabinet. The officers hold the primary responsibility for the organization's public face and internal and external perspective, for implementing and adapting the strategic direction and priorities, and maintaining fiscal accountability for the university's assets and responsibilities.



The university's Executive Management Committee exemplifies shared governance, with officers, administrative leaders, and academic leaders working side-by-side to create and implement strategic initiatives, prioritize organizational resources, and develop and support the university's faculty and staff. This university-wide collaboration manifests in a strong commitment among leadership and staff to advance and support the University's vision and mission.

MUIH has developed and is currently implementing a strategic plan that is "intentionally dynamic, collaborative, inclusive, instructive and enduring." University leadership is committed to and has an action plan to engage all constituencies, to listen, and to share information.

The next president will be comfortable working with a progressive leadership team that seeks collaborative solutions to the issues confronting MUIH, both those generated within the academy and those resulting from outside forces – predictable and unforeseen.

Manage the Budget

Moving forward, MUIH will need to continue to grow enrollment and develop new programs while living within the limits of its capacity to raise tuition, and paying off debt. The university will also need to thoughtfully create alternate revenue streams that are consistent with its mission and leverage its strengths. The new president will need to understand higher education budgeting and finance – and be able to generate support for a comprehensive and fiscally prudent approach to growth.



Develop Fundraising Capacity

The absence of a strong alumni organization and history of successful fundraising means the next president will have to build a fundraising tradition from the ground up. They will need to take ownership of fundraising goals, strategies and tactics and make advancement of the institution a high priority.

The next president will need to communicate a passionate vision for the university that inspires donors. They will demonstrate an affinity for identifying donors capable of making transformative gifts and closing gift commitments.

The next president will aggressively seek to build and strengthen relationships with all constituents, including students, alumni, faculty and administration, the community, local and statewide businesses, and foundations.



Strengthen and Develop Partnerships

Strategic partnerships with businesses and units of local and regional government will play an important role in MUIH's future success.

The next president will have the opportunity to not only strengthen these partnerships but also identify and develop new ones.

Accomplishing this will require a new president who is as comfortable working outside the university as within its confines.

The next president of MUIH will serve not only as an institutional leader but also a community leader and spokesperson. They will be expected to promote the university's visibility and reputation by demonstrating strong leadership and personal integrity. The next president will actively seek opportunities to increase awareness of the university and will effectively convey the university's unique academic mission, strengths and values to all constituents.





QUALIFICATIONS AND QUALITIES OF THE NEXT PRESIDENT

Leadership

- Demonstrated successful experience in leadership positions in higher education. Experience in health-related fields is a plus
- Direct experience fostering a learning environment in which a combination of academic rigor and care for persons leads to successful learning outcomes
- A collaborative leadership style, demonstrated through the ability to engage academic, administrative, student, and community leaders and achieve buy-in to a progressive agenda
- The style and experience of a planner and a doer. Someone who takes pride in assembling a team, setting clear, measurable goals, and achieving success
- Experience in building and motivating effective teams – appreciating the nuances of leading both faculty and administrative operations
- The capacity to inspire
- Capacity for strategic thinking and innovation
- Ability to drive consensus but also be decisive when appropriate



Relationship Building

- The ability to build trust and respect as well as develop an effective working relationship with the Board of Trustees
- The ability to build trust and respect across multiple constituencies (students, alumni, faculty, administration, community and strategic partners)
- The ability to develop and nurture partnerships with external leaders and organizations

Fundraising

- A genuine affinity for all aspects of fundraising. Direct experience in fundraising is a plus
- The ability to enthusiastically influence various donor constituencies
- Enthusiasm for and expertise in conveying the MUIH vision and inspiring transformative gifts

Business Acumen

- Experience operating a complex educational organization
- Experience in assisting data driven decision making
- Experience managing budgets and financials



- Experience successfully managing human resource issues in higher education (e. g., hiring and retaining faculty in a highly competitive market, increasing diversity, managing career expectations, developing and administering benefits programs, managing stress during periods of rapid change)
- Experience with marketing higher education programs
- Experience with enrollment management in a complex educational organization that is tuition dependent
- Strategic planning experience at an academic institution

Communication Skills

- The ability to comfortably and effectively interact with faculty and students in a variety of settings, both in person and virtually
- Strong interpersonal skills
- A willingness to leave one's office and engage people where they are
- Effective verbal and written communication skills
- The ability to listen carefully to a wide range of constituents
- The ability to adjust one's style and method to communicate effectively to a wide range of constituents



Personal Characteristics

- A genuine affinity for the academic process and an appreciation of the work of scholars and teachers
- A genuine affinity for the student experience, especially as it relates to adult learners making a significant financial investment in the furtherance of their careers
- The highest ethical and moral standards in both professional and personal life
- Perseverance, work ethic and drive to build a legacy of success at MUIH
- Intellect – as evidenced by a terminal degree, curiosity and open-mindedness
- Eagerness and stamina to serve 24/7 as an institutional advocate and spokesperson
- Humility and a sense of humor



THE APPLICATION PROCESS

The MUIH Presidential Search Advisory Committee will begin reviewing and evaluating applications as they are received and will continue to accept and review credentials until a new president is selected. To ensure fullest consideration, candidates are advised to submit their materials by December 2, 2016.

Dr. Richard A. Wueste of AGB Search is assisting with this search. Nominators and prospective candidates may contact him at raw@agbsearch.com or at 540-431-5131.

Applications should be submitted electronically in Word or PDF format to: MUIHPres@agbsearch.com

Materials must include:

- Letter of interest that responds to the Opportunities & Challenges for the Next President and the Qualifications & Qualities of the Next President sections of this profile.
- Complete CV or resume.
- Names and contact information (telephone and email) for five references, none of whom will be contacted until a later stage of the search or without the formal permission of the candidate. All inquiries and applications will be received and evaluated in confidence.



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