



Lake Superior State University

Presidential Search Position Profile

Lake Superior State University (LSSU/Lake State), invites nominations and applications for the position of President. This leadership role will provide the successful candidate with substantial opportunities to leverage a picturesque location with abundant natural resources, empower a community that is ripe for action, and develop a brand for the outstanding initiatives underway at LSSU. The University seeks a dynamic and engaging relationship builder who will fully embrace the University and Sault Ste. Marie communities. The next President will be student-focused, visible, approachable, engaged across campus and in the community, collaborative, and open to taking calculated risks.

About the University

Surrounded by three Great Lakes, and along an international border, LSSU provides an unsurpassed location for research, innovation, and real-world experiences. Lake State is one of Michigan's most affordable public universities, and 90 percent of full-time students receive financial aid.

LSSU was founded in 1946 on the site of the former U.S. Army's Fort Brady in Sault Ste. Marie, the oldest city in Michigan (est. 1668). The University acknowledges that the campus occupies traditional Anishinaabeg territory and recognizes the importance of continued work to build relationships with Tribal communities throughout the region. Guided by LSSU's strategic plan, the University remains committed to incorporating the history, traditions, languages, and cultures of Indigenous peoples into all University service areas, and to supporting a learning environment for all students to flourish.

The University boasts a 115-acre campus and has regional centers in Escanaba and Petoskey. LSSU competes in 11 NCAA Division II sports and in Division I for men's hockey. Lake Superior State University offers 35 bachelor's degree programs, 21 associate degree programs, and 10 certificate programs. Lake State has approximately 1,600 students, with 82 percent coming from Michigan and with every county represented.

Mission

LSSU equips its graduates with the knowledge, practical skills, and inner strength to craft a life of meaningful employment, personal fulfillment, and generosity of self within an inclusive atmosphere, all while enhancing the quality of life of the Great Lakes region and the world.

Vision

LSSU believes in an innovation-driven, transformative education for all. The University identifies potential, enables success, drives social mobility, and develops students into professionally prepared graduates who excel locally, nationally, and globally.

Core Values

- **Excellence in Teaching and Learning:** Student learning is LSSU's first priority and focuses on providing student/faculty interaction, learning, and research in current, relevant programs.
- **Opportunity:** Students have a wide range of opportunities to grow academically, professionally, culturally, and socially. Opportunities are provided via work-study assignments, student organizations, internships, community outreach, and leadership.
- **Diversity:** Students experience a campus community environment that is inclusive and welcoming.
- **Ethics and Values:** The University promotes an environment that values freedom of expression, the pursuit of truth, honesty, openness, and courteous behavior where everyone is treated with respect.
- **Stewardship:** LSSU provides a framework in which to leave the University and region financially and environmentally sound for future generations of LSSU students, alumni, and friends.

Strategic Plan

The University's Strategic Plan 2020-2025, titled [Superior Education, Superior Experience, Superior You](#), contains five pillars and three overarching themes. The five pillars of the plan include: a culture of student learning and development; diversity, inclusion, and belonging; fiscal resilience and operational excellence; community partnership and engagement; and sustainability. The three overarching themes are Global Interdependence, Social Mobility, and Innovation. These aspects of Lake State's strategic plan further strengthen the University's commitment to providing students with a high-quality education fueled by student-centered instruction.

Academics

LSSU's academic programs break the mold of traditional higher education programs and offer students real-world, hands-on learning in a closely-knit atmosphere working directly with highly committed faculty. Lake State students are in labs working with advanced equipment much earlier than their peers at larger institutions. The University offers an array of four-year, two-year, and certificate programs across the six Colleges and ten Schools.

Unique and popular academic programs include fisheries and wildlife management, engineering, nursing, criminal justice, business, robotics engineering, fire science, and kinesiology. In 2019, Lake State launched the first cannabis chemistry program in the nation. LSSU was also the first campus nationwide to offer an accredited four-year fire science program; it is one of only three in the country. LSSU was the first campus nationwide to offer an accredited four-year robotics engineering technology program and is the only university nationwide to offer undergraduate education in industrial robotics.

- College of Criminal Justice and Emergency Responders
 - School of Criminal Justice, Fire Science, and Emergency Services

- College of Liberal Arts
 - School of Arts and Letters
 - School of General Studies
- College of Great Lakes Ecology and Education
 - School of Natural Resources
 - School of Education
- College of Health and Behavior
 - School of Kinesiology and Behavioral Sciences
 - School of Nursing
- College of Innovation and Solutions
 - Lukenda School of Business
 - School of Computer Science and Mathematics
 - School of Engineering and Technology
- College of Science and the Environment

Kenneth J. Shouldice Library: The [Kenneth J. Shouldice Library](#) is an instructional resources center for the students and employees of LSSU, and members of the community and region. The collection consists of more than 130,000 volumes and over 150 databases which give students access to full-text journal and periodical articles, as well as DVDs, microforms, and eBooks. Community members use Voyager, the online catalog, to find library materials. The LSSU Library empowers the campus and community by providing quality personalized information and educational services and creates an active learning environment that embraces the sifting and winnowing of ideas in order to provide for lifelong learning.

Richard and Theresa Barch Center for Freshwater Research and Education: At the nexus of three Great Lakes, LSSU is well positioned to play an important role in increasing scientific understanding and education of Great Lakes issues. Therefore, LSSU and the State of Michigan decided to invest in the [Richard and Theresa Barch Center for Freshwater Research and Education](#) (CFRE) to increase capacity in freshwater education and science to ensure that the Great Lakes remain great. The \$18 million facility opened in 2021.

The new CFRE building is positioned along the St. Mary's riverfront near Alford Park. The facility provides 18,000 square feet of space dedicated to public outreach, a K-12 discovery lab, office space for researchers, and multiple state-of-the-art labs for conducting research on fish culture and management, emerging contaminants, and invasive species. CFRE also includes a student-run fishery hatchery that is a collaboration with the state of Michigan and Cloverland Electric Cooperative. CFRE creates unparalleled opportunities for undergraduate students to work on real-world scientific issues with government, non-governmental, and tribal partners. Additionally, it serves as a community resource where students and visitors can learn how to protect natural resources at the Dr. Constance Baker Discovery Center.

Student Life

Students at LSSU have many opportunities to make a difference. Lake State offers the opportunity to work closely with senior administration and staff in curricular, co-curricular, and extracurricular activities, and enjoy dynamic and personal interaction with faculty in the classroom and in the field. Each person makes a difference at Lake Superior State University, whether through volunteering in the community or on campus, or conducting meaningful research on a wide range of topics. Laker graduates routinely report how well prepared they are for their first jobs and for entry into graduate and professional schools. Graduates readily credit their professors, who offered a

challenging curriculum and worked closely with them to ensure they would be well prepared for their next experience. Likewise, employers note that LSSU graduates have the practical skills and work ethic to be valuable contributors to their companies from the first day on the job.

Lake Superior State University is home to approximately 1,600 students. The majority of students are from the Lower Peninsula of Michigan, followed by students from the Upper Peninsula.

Approximately seven percent of students are residents of Ontario, Canada, and eight percent are members of Native tribes, the highest population percentage of any Michigan college or university.

Students who are attracted to LSSU enjoy the advantages of a small community and the abundance of recreational activities available to them. They appreciate an academic setting that allows them to maximize their tuition dollars. Students report that they are well prepared for their next academic or professional step because of the level of attention they were able to receive from staff, faculty, and administrators.

LSSU students find unique opportunities at Lake State. Nursing students gain clinical experience in Canadian and U.S. hospitals and work directly with tribal peoples on both sides of the U.S. and Canadian border. Science students develop and complete research projects that may be reserved for graduate students at other institutions. Many have the opportunity to present their research findings to a broader audience at state and national conferences, and some go on to publish their scientific findings.

Students also enjoy study-abroad and field experiences. Faculty have led student trips to Africa, Central America, Europe, New Zealand, and many other locations. Closer to home, students have studied on the Gulf Coast of Texas, in the Great Plains, and in the Great Smoky Mountains. Students routinely engage in field studies, thanks to LSSU's location and proximity to a diverse range of natural resources and features.

LSSU's small community makes everyone more aware of and attentive to their neighbors. Faculty know the students by name and work hard to develop a personal connection. Students look for ways to help their fellow students and the members of the community through volunteer work. Curricular and co-curricular activities are built into many academic programs to deepen a student's awareness of social responsibility.

Athletics:

The University provides NCAA Division I hockey for men and a range of Division II sports for men and women. LSSU's Division I hockey team has won five national championships and competes in the storied Taffy Abel Arena. Several Laker graduates have participated in the Olympics, including Terry McDermott, who won gold in speed skating in 1964, and numerous members of Laker hockey teams who played for Team USA and Team Canada in the 1990s. LSSU has also developed a robust array of club sport offerings.

Traditions:

The University has a number of unique traditions, including its "List of Banished Words," issued annually since 1976, which continues to be popular around the world. Nearly every North American daily newspaper prints, and international news outlets broadcast, this list on December 31 or January 1. Typically, the LSSU website sees a spike of 200,000 hits over a 24-hour period when the list is released.

The Hoholik/Husband Victory Bell hangs outside the gym entrance to the Norris Center. After each Laker hockey win, the team doffs its skates, pulls on ski caps, and charges down the halls of the building to sound the victory bell. The custom started soon after the bell was hung in the early 1980s.

On the first day of spring, students, faculty, staff, and the community participate in the annual Snowman Burning, which has been a campus tradition since 1971. This special gathering signals the start of spring.

Conde Nast Traveler magazine notes: “You can get a unicorn hunting license from Lake Superior State University” as Michigan’s contribution to “50 Strange But True Facts About the U.S.”

The Position

The President serves as the chief executive and administrative officer of Lake Superior State University and reports directly to the Board of Trustees. The President leads, develops, preserves, administers, and generally presides over all aspects of University operations, including all institutional funds, with authority from and responsibility to the Board of Trustees. The President serves, by virtue of position, on the Board of Directors of the Lake Superior State University Foundation.

The President leads the University’s Senior Management Team currently consisting of the Provost and Vice President for Academic Affairs; Vice President for Finance and Operations; Vice President for Advancement; Dean of Enrollment Management and Communication; Dean of Student Affairs; Director of Human Resources, Safety & Risk, and Title IX Coordinator; Director of Government Relations; and Director of Athletics. The next President will be charged with developing a strong leadership team and empowering University leaders to lead initiatives geared toward growth, resource development, academic quality, and student success.

Challenges and Opportunities

As did many of its peer institutions, Lake Superior State University faced a number of challenges stemming from the COVID-19 pandemic, yet it continues to offer a formidable foundation for growth and enhancement. A forward-looking and relationship-centered leader has the capacity to make a significant impact on the lives of students and on a critically important region for the state of Michigan. LSSU’s administrators, faculty, and staff are dedicated to the University’s students and are open to innovation, taking calculated risks, and identifying unique areas for growth and creativity.

Shine a Light on the University: In the landscape of higher education, the University is a distinctive gem. Nevertheless, there is a need for University leadership to be active in enhancing the University’s brand as an institution that is deeply committed to its students, provides high-quality hands-on learning opportunities, and conducts high-impact research. The next President will be the chief advocate for LSSU and an ardent champion who celebrates the quality of the University’s students, its national grant- and award-winning teacher-scholar faculty, its innovative academic programs, and the dedication of its tireless staff and faculty. The President will also embrace the mission and values of the University and be able to set a vision for the institution that will inspire the community and excite external groups about partnering with and supporting Lake State.

Build Relationships: Lake State is deservedly proud of its campus community and the greater community in Sault Ste. Marie. It will be essential for the next President to wholeheartedly embrace the Laker community and form partnerships with external constituents like community organizations, elected officials, and industry partners. The next President will engender trust, effectively advocate for the

institution, and become one with the community. The President will be a visible and approachable leader around the campus and effectively engage with faculty, staff, and students while supporting a lively and robust campus culture. With substantial tribal populations in the LSSU region, the President will have the opportunity to engage with those communities to further advance collaborative initiatives. The President will also be comfortable traveling and engaging constituents in the Lower Peninsula to further promote and expand the Lake State brand.

Invest in Physical Space and Learning Environments: Lake State's beautiful campus resides in the glorious landscape at the intersection of three of the Great Lakes and on traditional Anishinaabeg territory. It also calls the oldest city in Michigan home. The campus is part of the historical site of the former Fort Brady. While LSSU has developed new facilities like the CFRE, additional attention will need to be paid to older buildings on campus and the residence halls. One crucial driver for increasing enrollment and retention at LSSU will be securing funds and resources for large-scale renovations to or development of modern residence halls for students. The next President will seek resources from private donors, regional leaders, and government officials in Lansing to lead capital projects and upgrade University facilities. There are also opportunities to develop a more vibrant campus culture through empowering students and student groups to develop new events and activities, reviving a historically strong Greek life on campus, and actively engaging in town/gown partnerships with Sault Ste. Marie.

Diversify Revenue Streams: Several key opportunities lie in the future for Lake State, but the University will need to diversify resource pipelines and continue its philanthropic success to gain the funding needed to facilitate further growth and development. The next President will have the leadership capabilities to empower team members to think creatively and take calculated risks on new programs that could increase revenue for the institution. Growing enrollments by broadening the recruitment footprint regionally, nationally, and internationally will be important. Moreover, enhancing retention, advocating for government resources and state appropriations, identifying areas for grant opportunities, and launching public-private partnerships to support University initiatives will all play significantly in LSSU's future.

Invigorate and Foster a Strong Sense of Community: The new President will cultivate a culture that is supportive, celebratory, and appreciative of every member of the LSSU community. The new President will have an intuitive capacity to engage the campus in genuine and thoughtful interactions that inspire the best in all. By modeling and encouraging transparent decision-making, the President will promote trust and nourish the spirit of mutual respect that is fundamental to the University's identity. Exuding a servant leader approach to all members of the LSSU community, the new President will be an engaged and visible presence across all areas of campus, the community, and when representing the University in regional, national, and global environments.

Develop New Programs While Strengthening Current Offerings: LSSU has a history of developing innovative academic programming, and the President will need to remain nimble in building in-person and online programs that are geared toward the needs of students and the region. The President will work with academic leaders to effectively support an infrastructure of innovation and collaboration for new program development and assessment. There are opportunities to grow new micro credential programs with a focus on stackable credentials, undergraduate programs built around the expertise of faculty members, and graduate programs that meet the needs of LSSU's target market. The President will also support and strengthen the University's core, foundational programs. The President will lead an environment of interdisciplinary collaboration where faculty work together and optimize LSSU's strengths.

Qualifications

LSSU's next president will be a servant leader who can set a forward-looking vision, invigorate relationships across the University and in the community, and revitalize a vibrant campus life. Most of all, the next President will model integrity, empathy, and excitement for the University. A distinguished record of progressive leadership and experience in higher education or a similarly complex organization will be required for this role. While the Presidential Search Committee is eager to consider many possible pathways to the presidency, candidates possessing a terminal degree will be preferred.

The successful candidate will also possess the following personal and professional attributes:

- An appreciation for and commitment to the mission and core values of Lake State;
- The ability and willingness to actively engage external constituents in neighboring Canada, Sault Ste. Marie, tribal communities, the Upper Peninsula, and in broader Michigan to enhance town/gown relationships, foster regional partnerships, and advocate for resources;
- A record of progressive and successful administrative experience at a level with significant decision-making responsibilities;
- An understanding of the present realities and future opportunities in public higher education and a vision for leveraging those opportunities at LSSU;
- A track record of success in fostering a positive culture of philanthropy;
- Strong fiscal acumen coupled with operational budget management, strategic resource planning, and resource allocation experience;
- Sound judgment and integrity;
- An understanding of national trends in enrollment management and retention with a focus on marketing and branding;
- An inclusive, collaborative, and congenial leadership approach demonstrating a respect for shared governance;
- Excellent communication and listening skills, with a confident and comfortable public presence, and a commitment to timely and transparent communication;
- Intercultural competence and a deep commitment to celebrating and promoting belonging in its many forms;
- An entrepreneurial spirit and willingness to take full advantage of opportunities;
- The ability to support an innovative academic culture;
- A relationship-centered approach towards leadership evidenced by visibility and approachability on and off campus;
- The capacity to engage local and state officials in the development of key partnerships and to advocate for support;
- Proven experience in leading strategic planning initiatives and their successful implementation;
- The ability to support a robust intercollegiate athletics program and understand the crucial roles athletics play in supporting the student experience as well as recruitment and retention;
- The capacity to use data strategically and regularly to inform decisions;
- The ability to manage personnel responsibilities with care, respect, and compassion; and
- A dynamic work ethic evidencing energy, courage, enthusiasm, resilience, flexibility, and a sense of humor.

This is a full-time position that will be performed on site in Michigan. Salary is competitive and commensurate with experience. Compensation includes a generous benefits package and an on-campus presidential home.

Procedure for Candidates

The review of credentials will begin in October 2023. To apply, please submit a current curriculum vitae and a cover letter describing your interest in and qualifications for the position. Applications, nominations, and inquiries will be treated with confidence and should be directed to:



Julie E. Tea, Managing Director
Brian Bustin, Senior Associate
Storbeck Search
LSSUPresident@storbecksearch.com

It is the policy of Lake Superior State University that no person shall be discriminated against, excluded from participation in, denied the benefits of, or otherwise be subjected to discrimination in employment, or in any program or activity for which the University is responsible on the basis of race, color, national origin or ancestry, sex, sexual preference, age, disability, religion, height, weight, marital status or veteran status.