



Office of the Chancellor

December 4, 2016

Wright State University Presidential Search Committee
 c/o Dr. Jerry Israel and Dr. Mac Stewart
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Dear Chair Fecher and Members of the Presidential Search and Screening Advisory Committee:

I am submitting for your consideration my application for the position of Wright State University president. This presidency is intriguing to me because your institution is not unlike those at which I have served, where dramatic advances have occurred over the past decade and the potential is great. Moreover, my academic career has grown at public research institutions located in rural and urban areas with significant agriculture, science and technology based industries, where that location affords increased opportunities for the university and its students to engage in meaningful and numerous ways. My current institution was created in 1870 as a result of the Morrill Land-Grant Act, its students hail from all 50 states and 60 countries, and its community is nationally ranked among the best small college towns. Like Wright State University, these attributes are connected to a founding based on exceptional ingenuity and application and a proud history of creativity. I enclose a curriculum vitae, which describes in detail my executive and leadership qualifications and abilities. In this letter I highlight my scholarship and broad range of academic knowledge; my strong commitments to innovation; and my achievements in higher education leadership uniquely suited to this opportunity.

My leadership experience is extensive with a proven record of effectiveness on many levels. I have engaged faculty in all aspects of program, curriculum, and infrastructure development, and have through the years accepted positions of increasing administrative responsibility leading to my current position as chancellor. I led visioning and strategic planning processes involving various constituencies for multiple organizations. I have experience in capital and comprehensive campaigns, and have been instrumental in case statement and campaign prospectus development. And fiscal and personnel leadership during times of economic challenge and uncertainty has provided me with additional important and required skills. My personal grantsmanship to date exceeds eleven million dollars, and I have fostered dramatic growth in scholarship and its integration with teaching. My scientifically productive research program has resulted in notable publications, best paper awards, grant activities and research collaborations. Consistently ranked as one of the best teachers, I have excelled in research and scholarly activities and in public service to the university, state, nation and profession. In recognition of these accomplishments, for example, I was named a Fellow of the IEEE (Institute of Electrical and Electronics Engineers).

A university administrator should be an effective team builder who values the individual and collective strengths of all key stakeholders. In addition, faculty members and staff share in this team building responsibility, and have an obligation to contribute to the development of the university and to share in its governance. This has been my philosophy as a university administrator and educator, and I have valued the opportunity to make a positive difference in the lives of students and colleagues, and to play an instrumental role in the formation of the future of the institutions at which I have served. I hope to do the same at Wright State University.



In response to the new normal in higher education of increasing expectations for services amid dwindling resources, Missouri University of Science and Technology (Missouri S&T) is in a transformational place in its nearly 150-year history. Since becoming chancellor in the spring of 2012, I have led a comprehensive strategic planning effort involving thousands of Missouri S&T stakeholders and more than a year of work and study. "Rising to the Challenge: Missouri S&T's Strategy for Success" sets the university's bold course through 2020 and beyond and reflects a foundation of environmental, social and economic sustainability. The plan focuses on providing a top return on investment to Missouri S&T's key customers and has already resulted in strong public-private partnerships. In the first four years of implementation, Missouri S&T secured a 27 percent increase in state appropriations based on the strength of the plan and progress toward its goals. Under my leadership, the university has realized a 16 percent increase in total enrollment, 21 percent increase in doctoral students, 38 percent increase in minority students, and 37 percent increase in scholarship funding. At the same time, the university has also realized an 18 percent increase in ranked faculty, 36 percent increase in ranked female faculty, and 31 percent increase in ranked underrepresented minority faculty. Annual gifts indicate a three year rolling average of 26 percent over baseline, renewal rates of alumni donors show a three year rolling average of four percent over baseline, and the silent phase of a comprehensive campaign was launched this past year. Global learning has already exceeded the 2020 goal for the number of students enrolled by distance or online with an overall increase of 56 percent. Additionally, National Science Foundation expenditures per tenured, tenure-track faculty has increased by 41 percent. Needless to say, our considerable success has put Missouri S&T on a very positive path moving forward.

As Associate Vice President for Strategic Research Initiatives at Boise State University, I led campus-wide strategies critical to the role and outreach as an urban research university and helped position the university as an integral partner in knowledge transfer and economic development in Idaho. Representing the Division of Research and Economic Development, I partnered with Academic Affairs to integrate creation, application and transfer of knowledge as a critical component in university-wide strategic planning. Additionally, I served on the leadership team that created, developed and implemented both plan and process for campus-wide program prioritization to advance university accountability, credibility and potential to reallocate resources, identify opportunities, and enhance programs. In similar context I created criteria and processes for prioritization of centers, institutes and core facilities to develop a strategic process and investment focus for new entities.

As Boise State's Dean of the College of Engineering I guided long-term strategic planning, articulating shared values, vision, mission, goals, strategies and actions and sparking an era of tremendous growth and change. I held visioning conferences and listened to our academic, business, government, and community leaders. Strategic plans were developed at both the college and department levels which tied into the university's overall plan. These plans were revisited annually, and a "report card" of accomplishments at year end focused the coming year's actions and encouraged success in the short term while moving toward longer term goals. Value-based decisions, initiatives, prioritization and resource allocation all point back to the shared plan. As president of the IEEE Control Systems Society I also led long-term strategic planning in a volunteer organization of nearly 10,000 members worldwide. And in San Antonio, the Boise Valley and Missouri, I helped identify strategic clusters for growth and investment with government, industry, business, military and academic partners.

Additional highlights in my tenure as dean include enrollments in undergraduate engineering growing by 60 percent while graduate enrollments increased by 36 percent. The number of faculty and staff team members supporting the college mission more than doubled. Both student success and access were improved, resulting in a higher quality, more diverse student body in burgeoning undergraduate, master and doctoral programs. Research, scholarly and creative activities all were enhanced significantly during my tenure, as well as faculty participation on grants. Under my leadership, grant and contract funding at the university more than doubled while in the College of Engineering it increased at over a factor of three. Likewise, philanthropic gifts and grants grew substantially.

At the University of Texas at San Antonio, a Hispanic-Serving Institution, I served as Associate Dean for several colleges, which helped broaden my appreciation for various perspectives and department cultures. My efforts helped transition these colleges and university to new levels of national prominence in academic and research excellence, capitalizing on interdisciplinary and inter-institutional partnerships. Moreover, I was instrumental in

the formation of the Office of Graduate Studies within the Office of the Provost and implemented university-wide programs and processes for enhanced graduate student recruitment and retention. Additionally my valuable experience leading an international professional organization influenced my understanding of and enabled me to appreciate fundamental human connections and celebrate differences.

Throughout my career I have fostered interdisciplinary collaborations and diversity of thought which underpins an innovative and entrepreneurial environment. I am committed to promoting diversity at all levels, and I especially encourage women and minorities to pursue careers in fields in which they are underrepresented. I led Boise State's College of Engineering to a number three ranking nationally in the percentage of women faculty. I have served as mentor to countless young people, and was honored for these efforts in 2005 when I was awarded the Presidential Award for Excellence in Science, Mathematics and Engineering Mentoring by President George W. Bush. This prestigious honor opened doors to influence national policy pertaining to higher education and national competitiveness, and prompted my active involvement in the ASEE Engineering Deans Council Public Policy Committee, which organizes an annual Public Policy Colloquium held in Washington, D.C.

Universities are intellectual, social and economic hubs. Athletics and the Arts provide important windows to the university and help develop the whole person, whether student, employee or community member. University leaders must promote linkages between academia, industry and the local community and region; establish relationships with community and business leaders, non-profit organizations, corporations and foundations; and create service learning and internship opportunities for students. In my various leadership positions, my service has extended to community, state and national boards. Recently, Missouri S&T has inked many strategic partnerships, including Boeing, Honeywell Federal Manufacturing & Technologies, and Phelps County Regional Medical Center, in addition to an extensive network of international entities. I have helped secure industry partnerships in consortia, user facilities, facilities sharing and sponsorship, and program, student and research support. I also support the creation of credit and non-credit programs and lifelong learning to address industry, workforce and community needs. In recognition of these efforts, for example, I received the Idaho Women Making History Award for extraordinary accomplishments that change the face of Idaho and the 40 Under 40 Rising Stars Award from the San Antonio Business Journal for leadership, career success and community involvement.

I chose to lead at institutions that were on the move. Thus, my experiences are all about leading change and leading people. This can only be accomplished with a clear organizational vision, results-driven leadership, teamwork, commitment, partnerships and passion. My career has been devoted to advancing public higher education. I am proud to be an educator and scholar, and my administrative philosophies are deeply rooted in the belief that universities must be committed to promoting excellence in student learning and in creating and disseminating knowledge. A university president must be a respected intellectual leader, able to articulate the complex academic mission of the university and its systems with great credibility, and that has been one of my accomplishments as chancellor of Missouri S&T.

As outlined above, I have demonstrated those qualities and qualifications, and would be honored to serve as the next President of Wright State University. I look forward to hearing from you regarding the status of my candidacy.

Warmest regards,



Cheryl B. Schrader, Ph.D.

Attachment: Curriculum vitae