

November 19, 2010

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Dean Search Committee
College of Education
University of Colorado at Colorado Springs

Dear Search and Selection Committee,

I am writing to express my interest in your Dean of the College of Education position at the University of Colorado at Colorado Springs. I feel that my qualifications and experiences at Alabama, Nebraska, and San Jose State University, as well as those here at the University of Arkansas, will be of interest to you as you search to fill this position.

For the past 22 years I have worked in increasingly complex and challenging positions in higher education. I began working in fund raising, moved to a faculty position and have served as a department chair and associate dean at two universities and as an acting dean at one university. I have published nearly 300 journal articles, 2 books, and I have edited 8 books. Additionally, I have presented papers and speeches around the world, and have consistently been called upon for my work in shared governance.

My attached curriculum vitae details my career progression and much of the work that I have been engaged in. I would highlight, however, the following five significant accomplishments that I believe reflect my abilities and strengths as an academic leader:

- At Southern Illinois University, in an early-era of university fund raising, my job was to raise annual gift contributions through a variety of strategies, including an annual telephone campaign. With a volunteer telephone calling force, we conducted approximately 100 nights of calling each year. I noticed that many individuals did not want to contribute to vague funds and wanted very specific uses for their gifts, albeit small gifts. I worked with each academic college to establish or put in place dedicated gift funds for alumni giving, such as scholarships, so that when alumni got a telephone call, they could understand very specifically how their gifts were to be used. During a two-year period, our annual pledges and gifts increased approximately 150%.
- While at the University of Nebraska I worked with federal Carl Perkins funding for the coordination of teacher training activities. My role was to work with business and industry as they required short and contract training programs. As the Perkins funding formula was changed to a diversity-representative block grant distribution, I contacted and

gained the cooperation of the State Departments of Labor, Education, Economic Development, and Human Services to continue funding short and contract training through community colleges in the state for an additional three years. This type of collaboration was unprecedented, and is something I am particularly proud of.

- At the University of Alabama I joined an academic program that had a large doctoral enrollment and virtually no masters degree enrollment. I was tasked with restructuring the enrollment due to the lack of faculty to chair doctoral dissertations. As a result, I developed an advisory committee, rebuilt the masters degree to focus on student affairs administration, and created a target market for potential students (private colleges in the southeast). The enrollment grew from 3 masters students in 1994 to 60 masters students in 1999.
- San Jose State University is located in the heart of Silicon Valley, and in the late 1990s and early 2000s, technology start-ups drained the secretarial talent pool of the College of Education at the university (and throughout the University). Our College had 23 secretaries, and during my first academic year as Associate Dean, 18 of the 23 left the University for private business opportunities. I got the remaining secretaries together and started a leadership council, once-per-semester professional development, a staff Olympic team, and began recruiting staff members through personal contacts and San Jose City College. By my third year at SJSU, we had a secretarial staff that was better informed, cohesive, and we had no attrition during my last two years at the university.
- At the University of Arkansas I was a department head for a highly productive, research-based academic department. Through a restructuring of the College, I was placed into a department head position with a variety of non-related, clinically focused professional programs and a very low level of faculty morale who believed they were being 'punished.' I invested a tremendous amount of time working individually with faculty members, listening to them, and hosting small events to build a new departmental culture where individuals felt valued. During my time leading that department, we had no faculty attrition, all faculty members who pursued promotion earned it, and the unit was the most productive in terms of grant money and publications of any of the five in the College despite being only the third in terms of faculty size.

I first noticed your position posting several weeks ago, and have taken some time to learn about UCCS, Colorado Springs, and this wonderful opportunity. I am drawn to the position for several reasons, including your College's interest in international work, your collaborative faculty who are engaged in a variety of scholarship, and your College's commitment to intellectual discourse (lecture series, promoting faculty research, and what appears to be mutual respect for the variety of programs in the College). Having only been a visitor to Colorado, I am also intrigued by the setting of Colorado Springs and the Rocky Mountains.

As requested in your application, I have attached my curriculum vitae along with a listing of references for your convenience, and can provide additional references from different points of my academic career if so desired. I look forward to hearing from you, and invite you to contact me if

you have any questions or would like to discuss my credentials further. I can be reached at (479) 444-6521 during the evening or at (479) 575-3582 (direct line) during the daytime. My cell telephone number is (479) 283-9438. Thank you, in advance, for your consideration of my application.

Sincerely,

Michael T. Miller

Michael T. Miller, Ed.D.