St. Elizabeth Healthcare Executive Director for the Institute of Health Innovation and Vice President for Health Innovation at Northern Kentucky University
Highland Heights, KY

THE SEARCH

Northern Kentucky University (NKU) seeks a dynamic and innovative leader to serve as the St. Elizabeth Healthcare Executive Director for the Institute for Health Innovation (IHI) and Vice President for Health Innovation (ED/VP). The ED/VP will advocate on behalf of the region, serve as a thought-leader around health policy, lay the groundwork for an aggressive externally funded research program, promote the transdisciplinary work of health innovation across the institution, and attract talent to NKU for applied research and development.

The dual title reflects the university’s commitment to both internal and external stakeholders and underscores that health innovation is central to the mission – and future – of NKU. The goal is to make the University one of the leading academic centers in the region focused on improving health outcomes, making healthcare more affordable, and promoting economic growth. The IHI will serve as a model for other universities and communities and establish NKU as a national resource in solving population health challenges where NKU faculty are already invested and making progress.

Reporting to the Provost and Executive Vice President for Academic Affairs and working closely with the President and other campus leaders, the ED/VP will guide the establishment of the IHI and solidify the organizational model and leadership structure for sustainable growth. She or he will serve as the spokesperson for the IHI, promoting population health as a clear priority for NKU. The IHI will be housed in the new Health Innovation Center (HIC), a state-of-the-art facility scheduled to open in 2018. This center will serve as a boundary-crossing space, housing programs and departments from across campus. The ED/VP will manage a small staff and a commensurate budget. Key to the success of the IHI, HIC, and NKU, will be the ED/VP’s ability to grow private support through gifts and foundation grants as well as support for research through external funding.

Northern Kentucky University has retained Isaacson, Miller, a national executive search firm, to assist in this search. All applications, inquiries, and nominations, which will remain confidential, should be directed to the search firm as indicated at the end of this document.

NORTHERN KENTUCKY UNIVERSITY

NKU is a thriving metropolitan institution located near downtown Cincinnati. As the youngest of Kentucky’s eight state universities—and its only comprehensive university located in a major metropolitan area—NKU approaches its 50th anniversary with a proud history as a student-first institution that provides a transformative educational experience at a great value.
With more than 14,500 students and nearly 2,000 faculty and staff, NKU has been named one of "America’s Best Universities" by Forbes magazine for eight straight years. NKU is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools.

NKU values its role as an integral part of the Greater Cincinnati region and recognizes the area as a powerful source of knowledge and experience that can enrich every aspect of the university. NKU is committed to regional stewardship and instilling a passion in students that will propel them into fulfilling careers, community engagement, and enriched lives. This commitment drives the expansion of academic offerings and creation of new opportunities for hands-on experiential learning that places students alongside leaders of academic research, business, and industry.

As the university has grown, so too has the reputation of its academic programs, allowing it to compete for the best faculty and students from across the nation and around the world. Six of the top eight majors are in health or STEM-related fields.

The recent success in Division I athletics—culminating in a Horizon League men’s basketball championship and the first trip to the NCAA Tournament in 2017—has contributed to a new level of public awareness for the university. The profile has never been higher in the state capital, and the maturing alumni base has never been more engaged.

NKU has a number of academic centers aimed at providing experiential learning opportunities for students while also addressing the needs of the region. The Center for Applied Informatics, the Center for Innovation and Entrepreneurship, the Kentucky Center for Mathematics, and the Center for Integrative Natural Science and Mathematics (CINSAM) are each housed within specific colleges and supported by faculty, staff, and students from across the university.

A new partnership will soon launch with the University of Kentucky College of Medicine and St. Elizabeth Healthcare to create a regional medical school campus at NKU. The university has recently entered a public-private partnership to scale up significantly many popular online programs. This aggressive strategic initiative is intended to help address the decreased enrollments in traditional face-to-face programs as well as provide greater access to degree programs.

The university budget is $226 million. The NKU Foundation endowment is approximately $98 million. NKU has 569 full-time faculty (374 tenured/tenure-track and 195 non-tenure track), 454 part-time faculty, and 958 staff members.

THE HEALTH INNOVATION CENTER

NKU is committed to addressing health inequity in the Commonwealth of Kentucky and the Greater Cincinnati metropolitan region and the country as a whole through research, education, and discussion. In April, 2014 the Kentucky General Assembly authorized $97 million in state funding, the largest capital gift in the Commonwealth’s history, for NKU to build a Health Innovation Center. In 2015, St. Elizabeth Healthcare donated $8 million to name the simulation center, providing a total of $105 million for construction. The HIC broke ground in 2015 and is scheduled to open in 2018.

The HIC is designed to incorporate innovative teaching and research programs. The facility will use the most current technologies to foster transdisciplinary training, with flexible and adaptable
spaces and designs throughout. The HIC will also incorporate NKU’s commitment to community engagement. By expanding the number of the health-related programs and applying advanced technologies, NKU will expand its impact on the health of the surrounding community and beyond.

THE INSTITUTE FOR HEALTH INNOVATION

The IHI will encompass teaching, research, outreach, advocacy, and policy initiatives. The IHI will bring together experts from NKU’s six colleges to create teams to study health issues from different perspectives. The approach calls for combining data analytics, psychology, neuroscience, behavioral health, preventative care, and holistic approaches to address wide-ranging health challenges, such as addiction and chronic illness.

The future of population health will increasingly depend upon gathering and analyzing data to determine which practices and policies are improving collective health outcomes. NKU’s College of Informatics has generated national attention for innovative programs, including programs related to health informatics. NKU now has the ability to incorporate its expertise in data science, healthcare analytics, and cybersecurity into the training and research activities of the IHI to leverage this distinctive excellence.

NKU has a robust program dedicated to improving employee health and well-being, reducing healthcare costs, and increasing faculty and staff productivity. By incorporating elements of employee well-being initiatives into the IHI programming, NKU’s graduates will be prepared to design innovative practices to promote employee health and wellness across the region and the Commonwealth.

THE ROLE

The ED/VP will report to the Provost and Executive Vice President for Academic Affairs and join the Academic Affairs Council. She or he will be advised by existing stakeholder committees that have been involved throughout the inception and development of the HIC and IHI and a Faculty Affiliate Group that will take shape under the ED/VP. The position will oversee a professional staff of three to four that have not yet been hired, as well as student employees, and a commensurate budget.

This inaugural Executive Director/Vice President position exists as a result of a continued investment in NKU from St. Elizabeth Healthcare. NKU and St. Elizabeth have long been influential partners in transforming the health of the region and the Commonwealth. The IHI, under a collaborative and visionary ED/VP, stands to elevate NKU and St. Elizabeth’s joint influence by building on this strong collaboration offering higher quality applied academic experiences in health care, translating these experiences into improved health outcomes.

OPPORTUNITIES AND CHALLENGES

NKU believes it is important that academic centers move beyond a traditional focus on the clinical aspects of healthcare to deal with the healthcare system writ large. A holistic view of population health encompasses not only clinical care but also healthcare policy and cultural competencies and intersects with the humanities, natural, behavioral and social sciences, business, entrepreneurship, information science, law, and the arts.
To achieve this ambitious goal, the ED/VP will lead NKU's IHI to spur the creation of new and expanded health-related initiatives designed to meet a larger set of community and regional needs. Working closely with the deans of the six academic colleges the IHI will work to expand community engagement programs and applied research in population health; provide targeted fee-based health-related services for regional employers, foundations, and government agencies; stimulate innovation in health services; and build NKU's capabilities and reputation in population health policy, advocacy, and change.

**Set the Agenda for the Institute for Health Innovation**

With the IHI in its formative stage, the ED/VP will have a meaningful opportunity to shape the vision and direction of the Institute, from both an administrative and a programmatic perspective. The work of the IHI will rely on the successful integration of a broad range of existing and new programs focused on the health and wellness needs of the residents of Northern Kentucky and greater Cincinnati.

The first public programming of the Institute began in 2016 and includes work on the opioid and heroin crisis, resulting in the establishment of the Ohio River Valley Addiction Research Consortium (ORVARC) and its inaugural annual conference scheduled for fall 2017. NKU is a platinum sponsor of the National RX Drug Abuse and Heroin Summit, to be held in Atlanta in the spring of 2018. Programming in spring 2018 will include a focus on: diversity and inclusion in healthcare; housing insecurity as a factor in population health; and trauma-informed pedagogy in elementary education. With this foundation the ED/VP will develop an ongoing programmatic strategy and a strategic vision for the work of the IHI. This planning will require leadership as well as the ability to listen actively to the needs of stakeholders and constituents. The strategy will be ambitious, relevant, and sustainable given the resources available.

**Spearhead Specific Health Initiatives**

In addition to providing leadership at the strategic level for the Institute, the ED/VP will also need to lead specific programmatic activity. NKU, in its role as a publically-engaged regional university, will present Health Innovation Week in April 2018. The week’s programming will expand NKU’s efforts to improve the population health of the region with three main events, beginning with an *Inclusive Excellence in Healthcare Conference* focusing on two main questions: How to attain the highest level of health for all people in the Northern Kentucky region and how to ensure that all people in Northern Kentucky have full access to healthcare.

Early programmatic endeavors will focus on the opioid crisis and housing insecurity, including their public health and economic impacts on the region and the Commonwealth. It is expected that additional programs will be identified and shaped by the ED/VP, who will need to understand how to operationalize a program from concept to implementation while being mindful of sustainability and impact.

Although the ultimate objective is to improve the population health of the region and the Commonwealth, the specific work of the IHI will vary from science and basic research to entrepreneurship and policy. The ED/VP will need to traverse these worlds comfortably and understand how to build coalitions with individuals from the public and private sectors.
Cultivate Constituents Across NKU

The work of the IHI is inherently transdisciplinary—from research to education to policy. It is incumbent upon the ED/VP to build successful relationships at a variety of levels, including faculty, administration, and students. Resources from across NKU will need to be shepherded to support the programmatic goals of the Institute. The ED/VP will be expected to create a community of peers across the university and work with them to determine the most efficient and effective paths for success. This effort will include faculty, administration, and students. The NKU community should see the Institute as a resource to further their work and the university’s impact on the region.

Build Relationships across the Region and Country

Regionally, the IHI has a large External Advisors Committee who can assist in building relationships. Beyond these formal stakeholders, the ED/VP will identify and engage important members of the business, nonprofit, and health communities regionally and beyond as appropriate. Existing and new relationships with local and state government officials will ensure that NKU/IHI continue to shape discussions around public policy solutions. Finally, IHI envisions becoming an important national voice in both health innovation and specific policy solutions. The ED/VP will build relationships with constituents across the nation and the world to educate people about the work of the IHI.

Promote the NKU and IHI Brands

The new ED/VP will articulate and communicate the vision of the Institute and build a brand that is distinct and complementary to NKU. The ED/VP will develop systems for gathering and understanding public perception of the work and implement a marketing and communication plan that helps build public support and facilitates fundraising efforts.

Additionally, NKU has made an institutional commitment to improving the health of the region and the Commonwealth. Through the elevation of the IHI as a trusted voice regionally and beyond, the ED/VP will help NKU establish its reputation as a leader in this work.

Develop Additional Revenue Streams

The $105 million from the state and St. Elizabeth’s is exclusively for the construction of the HIC. The ED/VP will be responsible for identifying new sources of revenue and securing them to support the work moving forward. There will be administrative support for this effort, but the ED/VP will be expected to lead these pursuits on behalf of the IHI and eagerly invest in efforts to expand the coalition of support for IHI programs.

Funding strategies will need to be developed with the assistance of NKU’s development office for the broad work of the IHI, as well as programmatic-specific activities. The creation of revenue streams, including philanthropic gifts, government grants, and fee-based services for employers in the region will be necessary for IHI to thrive.

Fiscal and Managerial Stewardship

The ED/VP will hire and manage a small team and be responsible for understanding project design, revenue creation, staffing, and implementation. She or he must have a firm
understanding of finances and manage them in a disciplined way. She or he should be able to envision funding requirements far enough in advance to allow for appropriate development efforts and be ready to adjust course as needs change.

THE SUCCESSFUL CANDIDATE

NKU seeks a bold leader who will develop a new enterprise, bring a deep-seated passion and commitment to population health, and collaborate effectively with a range of innovators representing diverse academic and health care areas. The ED/VP must be able to think at a big-picture level and to execute in a hands-on way, working closely with community stakeholders and colleagues.

NKU will search nationally for candidates with an emphasis on innovative leaders, focused on health-related fields, with proven effectiveness in an academic environment. The University also welcomes candidates with relevant experience in other settings whose proven effectiveness in complex environments indicates a capacity to serve the University.

The successful candidate will possess most, if not all, of the following qualities or experience:

- **The ability to provide engaged leadership for all elements of the community**: NKU values leadership that is accessible, transparent, inclusive, trustworthy, and collegial. The ED/VP should be a hands-on builder, willing and able to share credit and the limelight, with a strong vision and a personal touch who can draw the best from people.

- **The ability to work well with academic leaders in other disciplines**: Although no candidate will have expertise in all of the disciplines offered by the University, the ED/VP should be able to advocate for viewpoints of a variety of academic areas as they relate to health innovation and understand the unique challenges and strengths inherent in those areas.

- **Fundraising skills**: The ED/VP will contribute to fundraising efforts for the University. Although direct fundraising experience is ideal, the successful candidate may also demonstrate an aptitude and appetite to raise funds and cultivate donors.

- **Outstanding listening and communication skills**: The ED/VP must be able to foster communication among faculty, students, and staff and be equally effective at learning from others, translating his or her thoughts for broader consideration, managing by influence, and explaining his or her own views – all while maintaining an open mind to the views of others. The successful candidate will exhibit a willingness to speak with a clear and trusted voice in leadership deliberations.

- **Personal qualities that match NKU’s culture and needs**: Strong interpersonal skills and diplomacy – someone firm but fair; energy, agility, and flexibility to work side-by-side with an ambitious and dynamic academic leadership team; a “can-do” attitude and a tireless devotion to the continued growth and success of the university and the IHI.

- **Commitment to diversity**: A demonstrated track record of advancing diversity; a deep understanding of the educational value of a diverse community; experience attending to the needs of diverse populations.
• **Devotion to the highest ethical standards:** Personal and professional integrity above reproach.

**Professional requirements:** A degree or commensurate experience in a field related to health, health policy, or health innovation is preferred. Applicants from a variety of backgrounds, including government, entrepreneurship, business, law, and the arts, are encouraged to apply. The path to this position may be a traditional or non-traditional one.

**TO APPLY**

NKU has retained Isaacson, Miller, a national executive search firm. Review of candidates will begin immediately and continue until the position is filled. Nominations, inquiries, and applications, including a letter of interest describing the individual’s qualifications for the position and curriculum vitae, should be sent in confidence to:

Ponneh Varho, Vice President  
Andy Lee, Vice President  
Natalie Leonhard, Managing Associate  
1300 19th Street, NW  
Suite 700  
Washington, DC 20036

To apply: www.imsearch.com/6330

**Electronic submission of materials is strongly encouraged.**

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