



**PRESIDENT
NORTHERN KENTUCKY UNIVERSITY
HIGHLAND HEIGHTS, KY**

THE ROLE OF OUR PRESIDENT

Northern Kentucky University (NKU) seeks a creative, courageous and mission-driven president. Launched nearly 50 years ago by determined community leaders and guided to uncommon success over that time by five entrepreneurial presidents, NKU now seeks a sixth to capitalize on its opportunities and lead its constituencies to a bold vision for its future.

The President, the champion of the university's mission and core values, will chart an adventurous course, communicating the strategic priorities clearly with internal and external stakeholders. She or he will work closely with the Chair and Members of NKU's Board of Regents to achieve those priorities and strengthen the university and the community. The President will foster a collegial and collaborative culture that capitalizes on the richness of the NKU community and furthers its commitment to academics, access, and inclusive excellence.

She or he will share NKU's ambitious and entrepreneurial spirit. The next President will have a track record of successful organizational leadership, demonstrated dedication to shared governance and be immersed in the current and emerging trends in US higher education. We are looking for someone who will build on NKU's strong foundation by developing new partnerships, cultivating public and private financial support for NKU and its programs, and implementing new growth strategies.

The President will lead us through various opportunities and challenges, including:

- Defining and articulating a vision for the future
- Advocating for increased state support of NKU
- Developing new funding and revenue streams to support the core mission
- Strategically managing enrollment
- Championing the commitment to student success
- Preserving and advancing a culture of collaboration and shared governance
- Maintaining and strengthening an inclusive community
- Strengthening and expanding the impact on economic development in the region and across the state.

Above all, the President will inspire confidence and pride in the university among students, faculty, staff, alumni, and friends.

OUR 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.

Now 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.

The next president will build upon this well-deserved reputation and propel NKU to greater distinction regionally and nationally. NKU aspires to become a nationally-admired 21st century comprehensive university while remaining true to the mission of providing a student-centered education that engages in impactful and creative work, empowers its graduates, and advances the region.

NKU values its role as an integral part of the Greater Cincinnati region and recognizes the region 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 us to compete for the best faculty and students from across the nation and around the world. 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 brought NKU to a whole new level of public awareness. The profile has never been higher in the state capitol, and the maturing alumni base has never been more engaged.

The Health Innovation Center, scheduled to open in fall 2018, will be an anchor for transdisciplinary education and interpersonal training. 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. These initiatives, along with enhanced investments in the Colleges of Informatics and Health Professions and the STEM programs, position the university to become a leader in health innovation and a key contributor to improving population health in the region.

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; Center for Innovation and Entrepreneurship; Kentucky Center for Mathematics; and the Center for Integrative Natural Science and Mathematics (CINSAM) are each housed with specific colleges and supported by faculty, staff, and students from across the university.

NKU has also recently entered a public-private partnership to significantly scale up 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 throughout the Commonwealth and beyond.

The university budget is \$226 million with approximately \$8 million coming from externally-funded grants and contracts. 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.

OUR LOCATION

NKU sits in the heart of a vibrant metropolitan region with a dynamic, growing economy. Just across the Ohio River from Cincinnati, the campus is seven miles south of downtown, 20 minutes from the Cincinnati/Northern Kentucky International Airport and is accessible from four major highways.

In the rolling hills of Highland Heights, the campus provides a peaceful and quiet community with a clean and walkable campus. In 2016, Highland Heights was named as one of the top 30 safest college towns in America. Northern Kentucky is home to nationally ranked public schools on both sides of the Ohio River and offers multiple private school options. This location provides a variety of communities or neighborhoods from rural farmland to revitalized urban core living all within a 20-mile radius of the campus.

Last summer, Cincinnati was named one of the best cities in America for new college graduates. With a high quality of life and low cost of living, it is easy to see why the region is rich in culture and recreation. Greater Cincinnati, with a population just over 2.1 million, offers professional ballet, opera, orchestra, dance and choral music to go along with Broadway theatre, premium concerts and world-class museums. Cincinnati boasts an award-winning urban zoo, a 364-acre amusement park, and the National Underground Railroad Freedom Center. For sports fans, the city offers the Cincinnati Reds and Cincinnati Bengals as well as professional hockey, soccer, horseracing, NASCAR and minor league baseball.

Greater Cincinnati is among the nation's leading business centers as headquarters to ten Fortune 500 companies and two Fortune 100 companies. Based within easy reach of campus are the headquarters of Procter & Gamble, the Kroger Company, Macy's Department Stores, American Financial Corporation, Western-Southern Insurance, Fifth-Third Bank, The E.W. Scripps Company, and GE Aircraft Engines. This concentration of large corporations has also spawned a large and growing new-business start-up ecosystem. Thanks to its strength as a hub for consumer marketing, it's also home to global research companies including Nielsen and 84.51. NKU's home region also figures prominently in the production of building materials, automobiles, chemicals, clothing, cosmetics, electronic equipment, jet engines, and valves.

OUR COLLEGES

As NKU has blossomed into an academic, social, and cultural hub of the region, we have seen tremendous progress across the campus. We provide a strong arts and sciences undergraduate core surrounded by innovative professional colleges aligned with regional and national workforce needs.

The **College of Arts and Sciences** is the largest college, with about 4,400 undergraduate and 250 graduate students enrolled in 31 bachelor's degree programs, three master's programs, three associate programs, and several undergraduate and graduate certificates. The college provides the centerpiece of the broad range of educational opportunities available at NKU, including the School of the Arts—the largest visual and performing arts school in Kentucky.

The **Haile/US Bank College of Business** offers undergraduate programs across the traditional business disciplines, as well as specialty programs in entrepreneurship, sports business, and construction management. The college also offers master's programs in business administration, accountancy, and executive leadership and organizational change. The college is also home to a number of centers that engage the local business and start-up community.

The **College of Education and Human Services** offers 10 undergraduate and graduate programs, including a Doctor of Education. The college provides a variety of innovative outreach programs to the local education community through its collaboration with P-12 schools, senior living facilities, and community agencies. For three decades, the college has hosted Dreamfest, which provides talented middle school students a unique on-campus experience.

The **College of Health Professions** will get a new home in 2018 when the \$105 million Health Innovation Center opens. NKU's partner, St. Elizabeth Healthcare—the largest health services provider in Kentucky—has provided an \$8 million philanthropic investment in the facility to create world-class simulation laboratories. St. Elizabeth is also a partner, along with the University of Kentucky, in the development of a regional medical campus at NKU.

The **College of Informatics** has emerged as a leader in the art, science, business and technology of information. Already a decade old, it was one of the first informatics colleges in the country. The college offers 12 undergraduate majors and five master's programs. The Center for Information Security has been designated as a National Center for Academic Excellence in Cyber Defense by the NSA and the U.S. Department of Homeland Security.

The **Salmon P. Chase College of Law** was founded in 1893 as an evening law school affiliated with the Cincinnati YMCA. Today, Chase offers full-time and part-time programs that provide a holistic legal education while preparing its students to be “practice ready” upon graduation. Newly established degree programs include a Master of Legal Studies and an LL.M. in U.S. Law. Chase graduates routinely outperform their peers on the Kentucky Bar Exam.

In spring 2017, the Board of Regents approved the creation of an **Honors College** to attract and retain high-achieving students and provide increased access to first-generation, transfer and underrepresented minority students. The college will provide a challenging and interesting curriculum and an array of engagement and leadership opportunities for faculty and students.

For more information about the colleges, please see Appendix A.

OUR FACULTY AND ACADEMIC PROGRAMS

The university offers 79 undergraduate degree programs, master's degrees in 22 disciplines, graduate certificates in 28 areas, a specialist degree, two doctoral programs, and a law degree. Twenty-nine programs are offered in fully online formats, and over 2,000 students are currently enrolled as fully-online majors. Enrollment in online courses and degree programs has grown substantially since 2005, and NKU has partnered with a third-party provider to substantially increase online enrollment over the next few years.

The programs provide a comprehensive education with a strong focus on the applied skill sets needed in the region. In 2014, NKU was the third university nationally to offer an undergraduate degree in data science, one of the first to offer an M.S. in Health Informatics in 2009, and

recently added innovative undergraduate degrees in neuroscience, health informatics and health communication.

NKU has 569 full-time faculty members and 374 of them are tenure or tenure track. Faculty expectations include scholarly and creative research activities, significant service, and teaching using evidence-based techniques. In addition to their normal workload, a number of the faculty teach online, mentor undergraduate research projects, conduct education abroad programs, and support graduate degree programs.

OUR STUDENTS

NKU currently enrolls 14,566 students, with 11,584 full-time equivalent enrollments. About 68 percent of the students are Kentucky residents. The students come from 107 Kentucky counties and 44 states with more than 400 international students from 62 countries. Eighty-three percent of the student population is white, 7 percent African-American, 3 percent Hispanic, and 2 percent are classified as two or more races.

NKU has a commitment to a diverse faculty and student population. We continue to work to include international students and students from underrepresented groups at NKU. To support these efforts NKU provides scholarships to students from underrepresented groups and offers programs such as NKU R.O.C.K.S for African American Students and L.A.M.P. for Latino students. Fifty-one percent of new NKU students are first-generation college students, with 37 percent qualifying as low-income by federal standards. NKU offers a program, Summer SPARK, for incoming first generation students to aid them to transition to college.

NKU has a large population of commuter students with only 20 percent of full-time undergraduate students living on campus.

In 2016-17, 2,901 degrees and certificates were conferred, 76 percent of which were baccalaureate degrees.

While the university has grown significantly since its founding, it currently maintains an average class size of just 24.5 students and an average student-to-faculty ratio of 19:1. Students express great satisfaction with their education and point to the small class sizes and personal relationships with faculty as the university's greatest strengths.

OUR COMMITMENT TO INCLUSIVE EXCELLENCE

NKU strives to attain inclusive excellence by preparing all students, faculty, and staff to live, work, and flourish through engagement in an increasingly multicultural and globalized community. We continuously work to create conditions that allow all members of the NKU community, irrespective of identity, background or institutional position, to thrive, realize their capabilities, engage meaningfully in institutional life, and contribute to the flourishing of others. The Senior Advisor to the President for Inclusive Excellence facilitates this effort.

We have achieved considerable success in attracting a diverse student body. The number of under-represented minority students at NKU has doubled in the past decade, and they now represent more than 12 percent of the undergraduate student population. Given demographic trends, this growth is bound to continue and, as it does, it will further enrich the student experience. The diversity of the faculty has not kept up with these changes, and the next

president will look for opportunities to ensure NKU students have a diverse array of mentors inside and outside the classroom.

NKU hired its founding director of LGBTQ Programs and Services in 2013 and since then has risen in the Campus Pride Index from 3.0 in 2013 to 4.5 out of 5 in 2017 (only two universities in the South earned a rating of 5). NKU was recently named one of the 50 Best Colleges for LGBTQ students by College Choice.

The university is committed to international student enrollment. Recent political and financial challenges have impacted international enrollment, but through an international recruitment strategic plan we are working with schools in specifically-targeted countries to expand the international student population and increase opportunities for domestic students to study across the globe.

OUR FUNDING AND RESOURCE DEVELOPMENT

After tireless advocacy by NKU leadership and the community to address long-standing inequitable funding, the Kentucky legislature is implementing a new outcomes-based funding model for post-secondary education. The model will allocate state support based on three main components: student outcomes, credit hours completed, and institutional operations. While initially the model will apply to only five percent of state appropriation, it has been designed to apply over time to the entirety of Kentucky's higher education funding.

Under this new system, a funding disparity of about \$10 million for NKU was identified by the Kentucky Council on Postsecondary Education. The legislature has approved a \$5.1 million equity adjustment to begin to address this underfunding, and advocacy efforts are ongoing to persuade the state to fully adjust NKU's funding to address the disparity.

Over the last several years, the campus has also engaged in activities that promote cost-containment, improve operational efficiencies, increase academic productivity, maximize capacity, and realign the university's resources. State appropriations to NKU, as well as other institutions in the state, were reduced by about 4.5 percent for FY 2016-17, while institutional contributions to state pension liability have increased significantly, from \$5.9 million in 2010 to \$19.4 million this year.

The NKU Foundation is very active, and in conjunction with the university's development office, has increased fundraising significantly. Over the past 15 years, NKU has received its four largest private gifts in the history of the institution: \$15M from the Carol Ann and Ralph V. Haile Jr./US Bank Foundation; \$8M from St. Elizabeth Healthcare; \$6M from Griffin Industries, Inc. and the Griffin Family; and \$6M from the Bank of Kentucky.

ENROLLMENT

In line with national higher education enrollment trends, NKU enrollment has decreased by about 5 percent in recent years, but the university has implemented an aggressive growth strategy and is now enrolling the most academically prepared students in its history. At the same time, NKU has also maintained its commitment to access and affordability and increased attendance of low- and middle-income students, underrepresented groups and first-generation college students. Scholarship offers to underrepresented minority students more than doubled in the last year. Meanwhile, the overall number of scholarship dollars awarded has nearly doubled since 2012 to a projected \$28 million for 2017.

The Board of Regents has approved a 4 percent increase in tuition for the 2017-18 academic year. Yet, the increase in net tuition is among the smallest in the state over the last five years. And even though NKU looks to increase net tuition revenue this year, the university remains committed to addressing unmet need and improving student success. The university recently has been honored for the strong return on investment it provides both students and the region.

Numerous programs have been implemented which are aimed at ensuring the success of students. The Student Success Center brings together Norse Advising; Career Services; Disability Services; First-Year Programs; Health, Counseling, and Student Wellness; Learning Assistance Program; International Students and Scholars; Pathfinders; Student Achievement Programs and Services; Testing Services; University Connect and Persist; Adult Learners Programs and Services, and the Veterans Resource Station to ensure that students have easy access to all of the support available to them.

In addition, the university has partnered with Gateway Community and Technical College to assist students transitioning to NKU. For example, the Gateway to NKU program encourages Gateway students to pursue a baccalaureate degree at NKU after completing an associate degree and makes it easier for students to tailor their education to fit personal goals, preferences and timelines. Students work with advisors from both institutions to stay on track.

THE NORSE ATHLETICS PROGRAM

Following a storied NCAA Division II tenure that included three national championships – two in women’s basketball (2000, 2008) and one in men’s soccer (2010) – NKU transitioned to Division I in 2012, earning full, active status in 2016.

Nearly 250 student-athletes compete in 17 intercollegiate programs for NKU. The Norse embody the term student-athlete and exhibit the department’s core values, which include integrity, student-athlete well-being, excellence, inclusiveness, university engagement, and community interaction. NKU student athletes have posted a collective GPA of 3.0 or higher for 12 consecutive semesters and at least a 3.2 GPA in each of the last six, highlighted by a record 3.28 in fall 2016. During the 2015-16 season, the student-athletes amassed just shy of 2,800 hours of community service.

NKU is a member of the Horizon League, and the membership has already paid dividends. In just the first-year eligible for NCAA postseason participation, the women’s soccer and men’s basketball teams won Horizon League Tournament Championships to earn berths in the NCAA Championships. Men’s basketball became just the seventh team all-time and only the second since 1970 to qualify for the NCAA tournament in its first year of eligibility.

OUR CAMPUS

NKU is located on 400 rolling acres offering views of both the lush Kentucky hillside and the downtown Cincinnati skyline. Its modern buildings are clustered in a pedestrian-friendly arrangement that fosters a community atmosphere among students, faculty, and staff.

Over the last decade, the campus has seen tremendous growth with the addition of Griffin Hall (home to the College of Informatics), the Student Union, BB&T Arena (10,000-seat home of NKU Athletics), the NKU Soccer Stadium, two residential facilities (Callahan Hall and Northern Terrace), a Welcome Center, and two parking garages. With the opening of Northern Terrace in 2014, the campus now offers residential opportunities for more than 2,000 students.

In 2018, the \$105 million Health Innovation Center will open, which will include a complete renovation of Founders Hall, for a total of over 150,000 assignable square feet of new and renovated space.

The university has signed a letter of intent with a developer to build a mixed-use complex at the entrance to the campus on US 27. The facility will create a gateway to the campus, providing an attractive, bustling entry point that signals the recent growth and innovation. The facility will potentially include a hotel, retail, and office space as well as student housing opportunities. Along with this development site, the university owns much of the real estate adjacent to the campus, which will allow for additional future expansions.

In total, NKU's campus houses thirteen academic buildings (counting the Health Innovation Center), eleven residential facilities, six academic support buildings and five athletics facilities. There are two libraries on campus – Steely Library and the Chase Law Library. The Steely Library collections, exhibits, databases, and instructional programs have greatly expanded in recent years.

The Dorothy Westerman Herrmann Natural Science Center opened in 2002 and features a laboratory wing and a classroom wing joined by a large central atrium that houses a coffee shop and a popular student study space. The building houses programs in biological sciences, physics and geology, and chemistry, and was designed intentionally to bring those programs together to create opportunities for transdisciplinary work. The Center also features the state-of-the-art US Bank/Ralph V. Haile Planetarium.

Throughout all of these facilities, NKU has committed to providing accessible, collaborative, innovative, and advanced technology solutions that enrich the academic experience. The commitment to IT infrastructure is demonstrated through flexible classroom designs, online offerings, smart technology in all of the facilities and cyber security for university resources and information.

The university is deeply committed to sustainability. The renovated Campus Recreation Center is the latest facility built with sustainability in mind. The Rec Center is LEED Gold certified and contains state-of-the-art geothermal technology that generates renewable energy to heat and cool the building. Griffin Hall is LEED Silver certified as a result of, among other things, its Intelligent Building System that automates heating, ventilation, air conditioning and lighting. The campus also features solar panels, multiple energy-saving transportation initiatives, community gardens, robust recycling programs, and an institutional commitment to achieving climate neutrality.

THE PRESIDENTIAL TRANSITION

The presidential search is underway as Geoffrey S. Mearns, NKU's fifth president, announced he would leave the university in May to become president of Ball State University. Mearns began his tenure at NKU on August 1, 2012. During his presidency, Mearns led the development of a five-year [strategic plan](#) to guide the university toward its goals of improving student success, fostering academic innovation, engaging the community, developing talent, and supporting institutional excellence.

Gerard "Gerry" St. Amand is serving as interim president until the search concludes. St. Amand most recently served on the faculty of the Chase College of Law and is a long-standing member

of the NKU community. He previously served as Dean of the College of Law from 1999-2006 and as Vice President for University Advancement from 2006-2013. St. Amand will not be a candidate for the permanent position.

The Board of Regents has named an 18-member Presidential Search and Screening Committee, chaired by Normand G. Desmarais, an NKU regent and chairman and founding partner of TiER1 Performance Solutions.

The Search Committee includes faculty, staff, students, regents, and community partners. The national executive search firm Isaacson, Miller has been retained 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.

OUR OPPORTUNITIES AND CHALLENGES

We seek an ambitious and entrepreneurial leader who is dedicated to shared governance and immersed in the current and emerging trends in American higher education. She or he must be prepared to build on the university's strengths and successes. The president will have experience developing partnerships, generating support for new ideas, and successfully implementing them.

She or he will be expected to address the following opportunities and challenges:

Develop and articulate a vision for the future.

The next president will guide the strategic direction of NKU, developing and implementing a new strategic plan in collaboration with the university community. The university is strongly positioned, but continued success is not assured. In a climate of increased competition for public funds and students, it is important for the president to bring a focus to the university's pursuits and a clarity to its identity. The president must have the creativity and courage to pursue new ideas and the good judgment to ensure that those ideas resonate with the mission of the university, leveraging its core strengths to consolidate recent advances, while creating and realizing a clear and compelling vision.

The president will work closely and effectively with the regents; civic, business and political leaders in the region and around the commonwealth; the senior leadership team; and the university community to build a common vision and attain the resources to make it a reality. The president will be transparent, collaborative, and thoughtful in pursuing an adaptable, ambitious plan for success.

Advocate for state support of the university.

The new president arrives at an opportune time. NKU achieved significant breakthroughs recently in long-running efforts to receive a more equitable share of state funds for higher education. Thanks to these efforts, NKU received an additional \$5.1 million in state funding for 2017-18—about half of the goal to address historic inequities in funding for the university. NKU has also been a major proponent for transitioning the state to a performance-based funding model for postsecondary education. The new model will be phased in slowly, but has already resulted in additional funding for NKU.

While the next president must be creative in developing new sources of funding, the relationship with the state government remains a critical one. She or he must be politically astute and a tireless champion for NKU in Frankfort and throughout Kentucky to maintain and build upon recent gains, while seeking new opportunities for the state to invest in NKU and higher education. The president must navigate complex political waters, gain allies, and anticipate opportunities and potential threats, balancing short-term needs with a long-term strategy for success.

Develop a comprehensive financial support plan.

The next president must be creative in developing new sources of funding. The financial challenges include rising expenses for the state-pension system, declining enrollments, and deferred maintenance of buildings and technology.

As part of the financial support plan moving forward, in addition to continued advocacy in Frankfort, the new president must guide the university in building alumni support, increasing private and public fundraising, expanding the research and grant production, and developing creative and innovative new sources of support.

Strategically manage enrollment.

Increased competition in the marketplace and demographic pressures in Kentucky and the region have resulted in enrollment declines in recent years, with undergraduate enrollment dropping approximately five percent since 2010 and graduate enrollment falling from 1,841 to 1,512 students. With declines in high school graduates in the region expected to continue for the next four years, the next president must work with the university leadership team and faculty to develop strategies and programs to attract and retain students.

Despite enrollment pressures, NKU has continued to raise its standards for admission, with average ACT scores of first-year students improving from 21.4 in 2010 to 23.9 this year. The university also has enjoyed the largest percentage growth in annual degrees conferred in the state since 2010. Investments in scholarships and financial aid have held down the increase in the net cost of attendance for students, making NKU a regular presence on various national and state “Best Value” lists, including being named the best value among all of the schools competing in the 2017 Men’s NCAA Basketball tournament.

NKU’s breadth of offerings and relatively manageable size allow it to be nimble in addressing student needs as well as state workforce needs. The new agreement for online education with an external partner will lead to major expansion in the coming years, allowing NKU to reach more non-traditional students and increase its footprint across the state and beyond.

The next president must be thoughtful in pursuing capacities for distinction and incentivizing smart investments that address needs and develop academic areas that create a virtuous cycle of bettering the community and attracting students. We have implemented a new incentive-based budget model that will encourage and reward creative thinking to develop new programs and initiatives to attract students to NKU.

Champion the commitment to student success.

NKU embraces its mission as a vibrant metropolitan institution. While the university is a first-choice institution for traditional and nontraditional students who are drawn to the signature

programs, only 20 percent of full-time students live in campus housing. Many of the remainder choose from the nearby housing options that range from urban and inner city to suburban. A high percentage of students have jobs. More than half are first-generation college students, and a full 23 percent qualify as non-traditional.

Foundational to the core mission are strategies to help many of these students navigate higher education. First-to-second year retention has increased to 72 percent and is a particular focus for university leadership.

The university has successfully deployed strategies to increase need-based aid, revamp academic advising, protect small class sizes, implement a new student success management system and develop programming to specifically target at-risk students.

To ensure that the academic profile continues to improve and, at the same time, the core mission to serve a diverse student population continues to drive the culture, the next president must make success for all students a top priority.

Advance a culture of collaboration and shared governance.

NKU is distinguished by a palpable sense of institutional pride, camaraderie, and a sense of responsibility for the success of the students and the institution as a whole. The next president must work to enhance shared governance and collaboration, setting an example of collaborative leadership and collective responsibility. The president will be a transparent communicator who encourages collegial discourse and welcomes input toward a shared vision for NKU's future from all corners of the community, on and off campus. She or he must balance being a decisive leader with ensuring that faculty, staff, and students are heard on issues that impact them.

Further expand and strengthen a diverse community.

NKU has made great strides with regard to demographics, campus climate, and furthering thoughtful and constructive conversation around issues of diversity and inclusion. The next president will champion a commitment to a campus atmosphere that is welcoming and supports open exploration of intellectual issues while celebrating differences in social and economic backgrounds, lifestyle, gender identity, race, and ethnicity. Through public expression of the deep value of diversity, the next leader will further the goals of inclusive excellence by fostering an environment wherein the campus population is diverse and members of all constituencies are encouraged to be active collaborators in shaping the university culture. The president will work with the campus community to strengthen NKU's resolve to be more inclusive and will energize its effort to enhance diversity as part of its institutional commitment to excellence.

Strengthen and expand the university's involvement with the local community and its economic development.

The important relationship between NKU and the surrounding area will require the next president to be a community and regional leader. Sitting in a metropolitan area of 2.1 million people that straddles two states and is home to 10 Fortune 500 company headquarters, NKU has endless opportunities to collaborate with regional and local players for mutual benefit.

In recent years, NKU has been an active participant in organizations such as the Northern Kentucky CEO Roundtable and the Tri-County Economic Development Corporation (Tri-ED). The university has developed academic partnerships such as a 3+3 accelerated law program

with Thomas More College and a dual enrollment relationship with Gateway Community and Technical College, and has made investments in Cintrifuse, a startup catalyst building a sustainable tech-based economy for the Greater Cincinnati region.

NKU has partnered with Miami University, the University of Cincinnati, and Xavier University in the recently-created University President's Initiative to develop a complementary, rather than competitive, relationship between the region's four major universities. The close relationship with St. Elizabeth Healthcare has resulted in a number of collaborations, including the new simulation laboratories for the Health Innovation Center.

With about 80 percent of NKU's 65,000 alumni living within 90 miles of the campus, the impact NKU has on the region's workforce is profound. Developments in the academic programs—from education to law, business and the arts—have ramifications that reach well beyond the campus. It is critical for the next president to continue to focus on the many ways NKU and the region can work together to improve quality of life. She or he must navigate a complicated network of communities, pulling people together across business, county, and state lines.

THE SUCCESSFUL CANDIDATE

We seek in the next president a bold leader with creative vision, the imagination and courage to navigate and respond to the issues and opportunities facing higher education in this shifting landscape, and the capacity to inspire the university community to achieve new levels of success for both the university and the region.

The next president will have a deep commitment to academic values, students, faculty and staff, learning and research, collegial and shared governance, community engagement, intercollegiate athletics and meeting the challenges and commitments of a regional comprehensive university. She or he must have a passion for the role of public education.

The next president will combine an appreciation for NKU's history coupled with its strategic trajectory with the skills and experience to guide the journey. She or he will be an entrepreneurial leader with a history of organizational leadership and partnership creation. The next leader must have the ability to build and cultivate financial support and a record of accomplishment in creating and supporting inclusive excellence. She or he must also seek new ways to develop stronger relationships with alumni.

The successful candidate will embody many of the following qualifications and attributes:

- Senior leadership experience in a large organization and a proven ability to help constituents deliberate and achieve strategic consensus. The ability to build and inspire teams and implement an ambitious vision in a complex organization.
- A collaborative and transparent leadership style that will flourish in a culture of shared governance. A strong advocate with political savvy to cultivate relationships and build consensus with a broad range of constituents.
- Proven ability to make informed decisions after weighing viewpoints from all interested parties. The courage to make decisions that may be unpopular with some

constituencies, the communication skills to explain such decisions and the charisma to build support.

- A strong academic record or an equivalent measure of professional experience with demonstrated commitment to higher education and the promotion of teaching, research, creative activity and scholarship.
- A deep understanding of the demands, joys, challenges, and constraints experienced by faculty, staff, and students within a university.
- An understanding of the critical academic, political, and business forces facing American higher education, as well as the ability to develop and implement successful strategies to address these issues and use them to the university's advantage.
- An innovator with the courage to take calculated risks and a critical thinker unafraid to confront the challenges of NKU's financial funding models.
- A leader who fosters innovation and harnesses the passion of the university community to challenge the status quo of the post-secondary educational experience and position NKU as a destination school for a 21st century education.
- A demonstrated commitment to inclusive excellence, including individual action, investment and institutional leadership to advance diversity, equity, and inclusion.
- Demonstrated ability to work effectively with a full range of external constituents, including alumni, donors, media, and leaders in the public and private sectors. Proven success and appetite for fundraising; the capacity to represent NKU compellingly to donors and to lead future development campaigns.
- Experience in and comfort with political settings; demonstrated success with legislative advocacy, and the ability to work effectively with community and elected officials.
- An ability and enthusiasm to serve as a prominent civic leader in one of the nation's major metropolitan regions.
- A terminal degree is preferred, with a strong appetite for the academic culture to rally the faculty, staff and students to support a shared vision for NKU.
- Devotion to the highest ethical standards, with personal and professional integrity above reproach.
- An authentic desire and ability to become a true member of the NKU community, visible around campus and at university-related events.

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
Greg Esposito, Managing Associate
Jon Miller, Senior Associate

www.imsearch.com/6198

1300 19th St. NW, Suite 700
Washington, DC 20036
Phone: (202) 682-1504
Fax: (202) 682-1272

Electronic submission of materials is strongly encouraged.

Northern Kentucky University is an affirmative action/equal opportunity employer.

APPENDIX A

College of Arts and Sciences

The College of Arts and Sciences, the largest college on campus, provides the centerpiece of the broad range of educational opportunities available at NKU. The college consists of 13 departments, including the School of the Arts that confer degrees in fine arts, mathematics, behavioral and social sciences, humanities, organizational leadership, and natural sciences. In total, the college offers 3 master's degrees, 31 bachelor's degrees, 3 associate degrees and several undergraduate and graduate certificates. At present, it has approximately 4400 undergraduate and 250 graduate students enrolled in programs taught by 270 full-time and 248 adjunct faculty members, served by over 70 staff.

Haile/US Bank College of Business

The Haile/US Bank College of Business offers undergraduate programs across the traditional business disciplines, as well as specialty programs in entrepreneurship, sports business, and construction management. The graduate programs include the MBA, the Master of Accountancy, and a Master of Science in Executive Leadership and Organizational Change (ELOC). The college is home to a variety of centers that provide significant outreach to the region and opportunity for students: the Center for Innovation and Entrepreneurship, the Alternative Dispute Resolution Center, the Marketing Research Partnership Program, the Center for Economic Education, the Center for Economic Analysis and Development, the Kentucky Small Business Development Center and the INKUBATOR. The college has almost 1900 students taught by 60 full-time and 33 part-time faculty, served by 20 staff employees.

In 2008, the college received a \$15M donation, the largest single gift in NKU history, from the Carol Ann and Ralph V. Haile, Jr./US Bank Foundation. The gift established endowed chairs for faculty and support for faculty recruitment, retention, and development as well as scholarships to support business students and their international experiences. The investment in the college allows NKU to further meet critical business needs in the region.

College of Education and Human Services

The College of Education and Human Services is comprised of the Department of Teacher Education, the Department of Counseling, Social Work, and Leadership, and the Department of Kinesiology and Health. These departments offer 10 undergraduate and graduate programs including a doctor of education, the first doctoral program at NKU. The college has approximately 71 full-time and 48 part-time faculty members who serve about 1300 undergraduate and 450 graduate students and provide a variety of innovative outreach programs to the community through their collaboration with P-12 schools, senior living facilities, and community agencies. Dreamfest at NKU, over the last 30 years, has provided thousands of gifted and talented middle school students an on-campus experience, and a new partnership with Cincinnati Public Schools in 2016 created an NKU-hosted AP Boot Camp.

College of Health Professions

The College of Health Professions, launched in 2009, offers programs in nursing, radiologic technology, respiratory care, and health sciences. It began as a department and developed into a college to keep pace with growing regional demands and to reflect the increase in health

professions majors at NKU. The college enrolls about 1500 students and employs more than 50 full-time and 37 part-time faculty, as well as 13 staff members. Top enrolled programs in the college include Pre-licensure Nursing, Master of Science in Nursing and Bachelor of Science in Health Studies. In 2011, the college introduced the doctorate of nursing program with an initial enrollment of 15 students.

Slated to open in the spring of 2018, the new Health Innovation Center (HIC) will support a transdisciplinary model of education and research. It will house multiple programs and spaces that will bring faculty, students, staff, community and global partners together in one facility for research focused on the patient experience with a commitment to improving population health of the region. The HIC will be home to the College of Health Professions and bring together NKU's six colleges, creating interdisciplinary teams to study health care from new and innovative perspectives. NKU anticipates the launch of 15 new academic programs connected to the HIC and, starting in 2019, will be home to a University of Kentucky medical school extension campus.

The 95,000 square foot facility was funded by the Kentucky General Assembly in 2014. The \$97 million appropriation will also include a substantial renovation of Founders Hall, also known as the Old Science Center. The 111,639 square-foot building, built in 1974, will be attached to the new HIC building and is scheduled to be completed by 2018. Through a partnership with St. Elizabeth's Healthcare, one of the largest health systems in the region, the HIC will be equipped with a two-story, state-of-the-art simulation center that will provide a virtual care environment for student learning and training. The HIC is supported by a 40-person advisory board comprised of health care and business leaders from across the region.

College of Informatics

The College of Informatics is home to the Departments of Communication, Computer Science, and Business Informatics. Its 12 undergraduate majors and five master's programs span disciplines that deal with "information," from journalism to information technology, from health informatics to electronic media. In fall 2011, over 1,800 students were enrolled in its certificate and degree programs and enrollment has grown to nearly 2,200 in 2016. The college has 69 full-time and 59 part-time faculty members, as well as 31 staff. Its outreach arm, the Center for Applied Informatics, gives students experience working on projects such as mobile app development for companies and non-profit groups. The Virtual Co-Op Program for student developers was recognized with an AASCU Excellence in Regional and Economic Development award in 2015. Programs in secure software engineering have ranked top-10 nationally. Griffin Hall, the college's state-of-the-art technological home, opened its doors in 2011 and is the university's first LEED certified building.

NKU Salmon P. Chase College of Law

The NKU Salmon P. Chase College of Law (Chase) was founded in Cincinnati in 1893 as an evening law school affiliated with the Cincinnati YMCA. In 1971, Chase merged with the NKSC (which became NKU in 1976). Chase offers both full-time and part-time programs, providing a holistic legal education while preparing its students to be "practice ready" upon graduation. Newly established degree programs include Masters of Legal Studies and LL.M. in U.S. Law. The college has created an institute and three skills-focused centers: the Law and Informatics Institute; the Center for Excellence in Advocacy; the Transactional Law Practice Center; and the Local Government Law Center. These programs allow students to explore the intersection

between their study of law and the realities of law practice. The college has 22 full-time and 20 part-time faculty and 27 staff, with 420 students.

Chase was the top law school in Kentucky for the percentage of graduates passing the February and July 2016 Kentucky Bar Exam, with a combined passage rate of 80 percent. The 2016 exam was the first administered since the launching of Chase Foundations, a program aimed at helping students prepare for the exam.