

ARE YOU READY?





NORTHERN KENTUCKY UNIVERSITY 2017

**BE PART OF SOMETHING
POWERFUL — A GROWING
UNIVERSITY WITH MORE
THAN 14,000 STUDENTS, 2,000
FACULTY AND STAFF AND
60,000 ALUMNI FOCUSED
ON LIGHTING THE WAY TO A
BRIGHTER TOMORROW FOR
OUR DYNAMIC, VIBRANT AND
DIVERSE REGION.**

**ARE YOU READY TO CARRY
THE NKU TORCH?**

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 PRESIDENT TO CAPITALIZE ON THE UNIVERSITY'S OPPORTUNITIES, LEAD ITS CONSTITUENCIES TO A BOLD VISION FOR ITS FUTURE AND MAKE AN IMPACT.

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 U.S. 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 our 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.

ARE YOU THAT LEADER?

OUR PROUD HISTORY

IT ALL BEGAN IN 1946 AT THE TRAILWAYS BUS STATION IN COVINGTON, KY. A HANDFUL OF STUDENTS AND INSTRUCTORS PARTICIPATED IN CLASSES OFFERED THROUGH THE UNIVERSITY OF KENTUCKY'S EDUCATIONAL EXTENSION SERVICES. THE STUDENTS WERE SECRETARIES, RECENT HIGH SCHOOL GRADUATES AND WORLD WAR II VETERANS ON THE G.I. BILL. THE COURSES OFFERED INCLUDED BEGINNING MATH, FIRST-YEAR BUSINESS CLASSES AND ENGLISH. THE INSTRUCTORS WERE LOCAL HIGH SCHOOL TEACHERS.

Bipartisan support for a new institution grew, paving the way for Northern Kentucky State College (NKSC) in 1968. A year later, more than 1,000 students were enrolled as the institution prepared for a move to Highland Heights. The campus grew quickly, soon adding a law school and a residential village.

In 1976, NKSC became a university. NKU continued to expand, with enrollment topping 8,000 in 1980 and 10,000 less than a decade later. Year after year, new academic programs were added. The 1990s saw unprecedented community engagement, forever linking the

university's prosperity to that of the region it serves. During our time in NCAA Division II athletics, the Norse won three national championships. In 2012, NKU moved to Division I and three years later joined the Horizon League. In our first year of eligibility in 2017, the men's basketball team won the Horizon League Tournament and earned an automatic NCAA Tournament bid.

From the first days, NKU has been a place where faculty and staff put students at the center of learning and have made student success their life's work.

FIVE DECADES OF EXCELLENCE

1970-75

W. Frank Steely

1976-83

Dr. A.D. Albright

1983-97

Dr. Leon E. Boothe

1997-2012

Dr. James C. Votruba

2012-17

Geoffrey S. Mearns

- MARCH 13, 1968 ● Governor Louie B. Nunn signs bill creating Northern Kentucky State College (NKSC)
- MARCH 29, 1969 ● Highland Heights announced as site for new campus
- MARCH 31, 1971 ● First classes offered by NKSC at Covington campus
- JUNE 1972 ● Chase College of Law and NKSC merger approved
- MAY 1973 ● First NKSC commencement ceremony
- JUNE 19, 1976 ● NKSC officially becomes Northern Kentucky University (NKU)
- DECEMBER 1978 ● NKU granted full accreditation by Southern Association of Colleges and Schools (SACS)
- SPRING 1982 ● First residence hall dedication
- MARCH 25, 2000 ● Women's basketball team wins first of school's three DII national titles
- JULY 2005 ● Creation of College of Informatics
- SEPTEMBER 24, 2008 ● BB&T Arena grand opening
- FALL 2008 ● First doctoral program (Ed.D.) launched
- FALL 2012 ● NKU transitions to Division I athletics program (earned full active status in 2016)
- FALL 2015 ● Health Innovation Center groundbreaking; renovated Campus Recreation Center opens
- MARCH 2017 ● Men's basketball team wins first DI Horizon League tournament





OUR UNIVERSITY IS ON THE RISE

TODAY, 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—WE ARE APPROACHING OUR 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 14,000 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 graduates and advances the region.

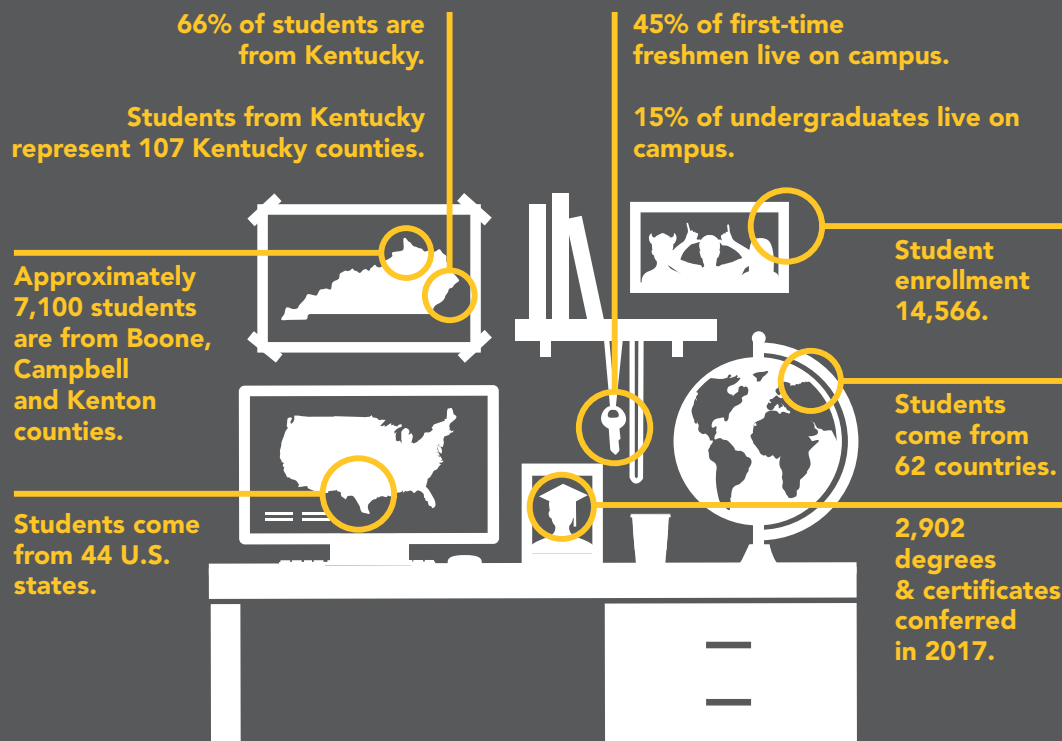
As an integral part of the Greater Cincinnati region, we value our role and recognize the region as a powerful source of knowledge and experience that can enrich every aspect of the university. NKU is committed to regional stewardship and instilling a passion in students that will propel them into fulfilling 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.

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 within specific colleges and supported by faculty, staff and students from across the university.

The university 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 decreased enrollments in traditional face-to-face programs as well as provide greater access to degree programs throughout the Commonwealth and beyond. NKU's budget is \$226 million with approximately \$8 million coming from externally funded grants

NKU AT-A-GLANCE



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.

As the university has grown, so too has the reputation of our 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’s Norse Nation 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.

ARE YOU READY TO JOIN THE NORSE NATION?

OUR VALUES:

**EXCELLENCE,
INTEGRITY,
INCLUSIVENESS,
INNOVATION,
COLLEGIALITY**

OUR PROMISE:

TO PUT OUR STUDENTS FIRST.

TO LEAD WITH EXCELLENCE.

TO MAKE A LASTING IMPACT.

OUR SHINING ACADEMICS

AS NKU HAS BLOSSOMED INTO AN ACADEMIC, SOCIAL AND CULTURAL HUB OF THE REGION, WE HAVE SEEN TREMENDOUS PROGRESS ACROSS THE CAMPUS. IN 2016-17, 2,902 DEGREES AND CERTIFICATES WERE CONFERRED, 76 PERCENT OF WHICH WERE BACCALAUREATE DEGREES.

We offer 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.

Our programs provide a comprehensive education with a strong focus on the applied skill sets needed in the region. 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 and recently added innovative undergraduate degrees in neuroscience, health informatics and health communication.

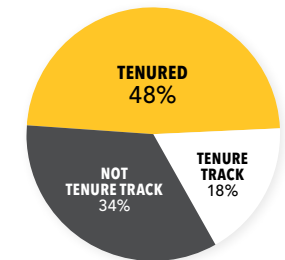
NKU has 569 full-time faculty members and 374 of them are tenure or tenure track. Faculty expectations include scholarly and creative research activities, significant service and teaching using evidence-based techniques. In addition to their normal workload, a number of the faculty teach online, mentor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

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 & 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.

FULL-TIME FACULTY TENURE STATUS



- 274 ● Tenured
- 100 ● On Tenure Track
- 195 ● Not on Tenure Track





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 & 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 made 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.

OUR VIBRANT STUDENT CULTURE

Students at NKU receive more than a great classroom experience, they also enjoy co-curricular learning opportunities from direct leadership training to interpersonal learning through active involvement with more than 200 student organizations, campus activities and Greek life. Our lively campus community welcomes students and offers them endless opportunities to build lifelong skills, get involved and create lasting relationships. NKU also has a large population of commuter students, with only 20 percent of full-time undergraduate students living on campus. With a calendar filled year-round with activities and events, there's never a dull moment at NKU.

The university currently enrolls 14,566 students, with 11,584 full-time equivalent enrollments. About 67 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 in their transition to college.

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.

ARE YOU READY TO PUT NKU STUDENTS FIRST?



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 underrepresented 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. However, 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. In the past four years, it 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. 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.

ARE YOU READY TO FURTHER ENHANCE OUR DIVERSITY AND INCLUSION GOALS?



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 POSTSECONDARY 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 5 PERCENT OF THE 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.



OUR 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 needs and improving student success. The university recently has been honored

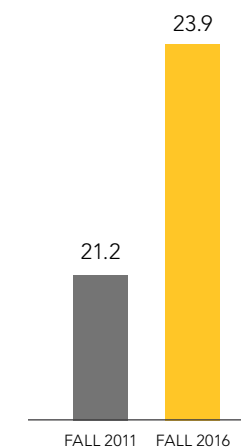
for the strong return on investment it provides both students and the region.

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 2 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.

AVERAGE ACT SCORE



OUR 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 housing 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 U.S. 27. The facility will create a gateway to the campus, providing an attractive, bustling entry point that signals the recent



THE NEW HEALTH INNOVATION CENTER OPENING IN 2018

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 13 academic buildings (counting the Health Innovation Center), 11 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 and rooftop gardens, robust recycling programs and an institutional commitment to achieving climate neutrality.





OUR REGION

***BRIGHT LIGHTS, SMALL-TOWN FEEL.* NKU SITS IN THE HEART OF A VIBRANT METROPOLITAN REGION WITH A DYNAMIC, GROWING ECONOMY. JUST ACROSS THE OHIO RIVER FROM DOWNTOWN CINCINNATI, THE CAMPUS IS 20 MINUTES FROM THE CINCINNATI/NORTHERN KENTUCKY INTERNATIONAL AIRPORT AND IS ACCESSIBLE FROM FOUR MAJOR HIGHWAYS.**

Last summer, Cincinnati was named one of the best cities in America for new college graduates. With a high quality of life, low cost of living and an entrepreneurial spirit, it is easy to see why the region is rich in culture, recreation and growth. 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 zoo, a 364-acre amusement park and the National Underground Railroad Freedom Center. For sports fans, the city

offers the Cincinnati Reds, Cincinnati Bengals, FC Cincinnati soccer as well as professional hockey, horseracing, NASCAR and minor league baseball.

Greater Cincinnati is also among the nation's leading business centers as headquarters to 10 Fortune 500 companies and two Fortune 100 companies. Based within easy reach of campus are the headquarters of Procter & Gamble Co., The Kroger Company, Macy's Department Stores, American Financial Group, Western & Southern Financial Group, Fifth Third Bank, The E.W. Scripps Company, GE Aviation, Kao USA Inc. and General Cable.



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. The region is home to nationally ranked public schools on both sides of the Ohio River and offers multiple private school options. Our location provides a variety of neighborhoods from rural farmland to revitalized urban-core living—all within a 20-mile radius.

It's no surprise that many of our students say our location and this very region drew them to our campus nestled in the rolling hills of Highland Heights. NKU provides a peaceful and quiet community with a remarkably clean and walkable campus. Last year, our city was named as one of the top 30 safest college towns in America. We are a university that cherishes its small-community feel while celebrating its big-city and multicultural access. We've got the best of both worlds here at NKU.

ARE YOU PICTURING YOUR LIFE HERE?

"I think sometimes the impression of Cincinnati can be that it's kind of a dry, corporate, kind of dull city. But in my experience, it has not been that way at all. It's a really vibrant, dynamic fast-growing place ... people are making stuff happen here."

JAMES FISHER
FOUNDER & CEO,
ROADTRIPPERS

"Best places to live in the U.S."

LIVABILITY.COM

OUR SEARCH IS UNDERWAY

Geoffrey S. Mearns, NKU's fifth President, left the university in May 2017 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 2006-13. St. Amand will not be a candidate for the permanent position.

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

The Search & Screening 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 Isaacson, Miller. Review of candidates has begun and will continue until the position is filled.

The full Presidential search profile is available for review at nku.edu/president-search.



OUR OPPORTUNITIES, CHALLENGES AND EXPECTATIONS

WE SEEK AN AMBITIOUS AND ENTREPRENEURIAL LEADER WHO IS DEDICATED TO SHARED GOVERNANCE AND IMMERSSED 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 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 5 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 NCAA Men's 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; NKU has also 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.

OUR IDEAL PRESIDENTIAL 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 postsecondary 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 with 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 present at university-related events.

ARE YOU READY TO MAKE A LASTING IMPACT AT NKU AND WITHIN OUR REGION?

NOMINATIONS, INQUIRIES AND APPLICATIONS,

INCLUDING A LETTER OF INTEREST DESCRIBING YOUR QUALIFICATIONS FOR THE
POSITION AND CURRICULUM VITAE, SHOULD BE SENT IN CONFIDENCE TO:

ISSACSON, MILLER
WWW.IMSEARCH.COM/6198

Ponneh Varho, Vice President
Greg Esposito, Managing Associate
Jon Miller, Senior Associate

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

Electronic submission of materials is strongly encouraged.



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ARE YOU READY?





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