

A photograph of the Kent State University entrance archway, featuring the text "KENT STATE UNIVERSITY" on the arch. The image is overlaid with a blue circular graphic containing radiating lines.

# KENT STATE UNIVERSITY®

**PRESIDENTIAL POSITION** PROFILE



Kent State University, a top-ranked national public research university with eight campuses in Northeast Ohio, seeks a dynamic, strategic and collaborative leader to serve as its next president. As the university’s 13th president, the successful candidate will assume leadership of the 109-year-old institution at an important stage in its history – capitalizing on its great momentum and strong leadership while providing visionary direction to continue the university’s rise among top-tier national research universities.

As the chief executive officer who reports to the Board of Trustees, the president will build upon and define the next phase of the strategic roadmap; accelerate progress on strategic priorities through a highly engaged university community and a talented senior leadership; elevate the institution’s reputation and distinctiveness; support academic excellence, innovation and research growth; drive new sources of revenue; foster an inclusive community; and serve as chief university fundraiser and champion.

## **STRATEGIC ROADMAP**

**PRIORITY 1: STUDENTS FIRST**

**PRIORITY 2: A DISTINCTIVE KENT STATE**

**PRIORITY 3: GLOBAL COMPETITIVENESS**

**PRIORITY 4: REGIONAL IMPACT**

**PRIORITY 5: ORGANIZATIONAL STEWARDSHIP**





## PRESIDENTIAL POSITION PROFILE

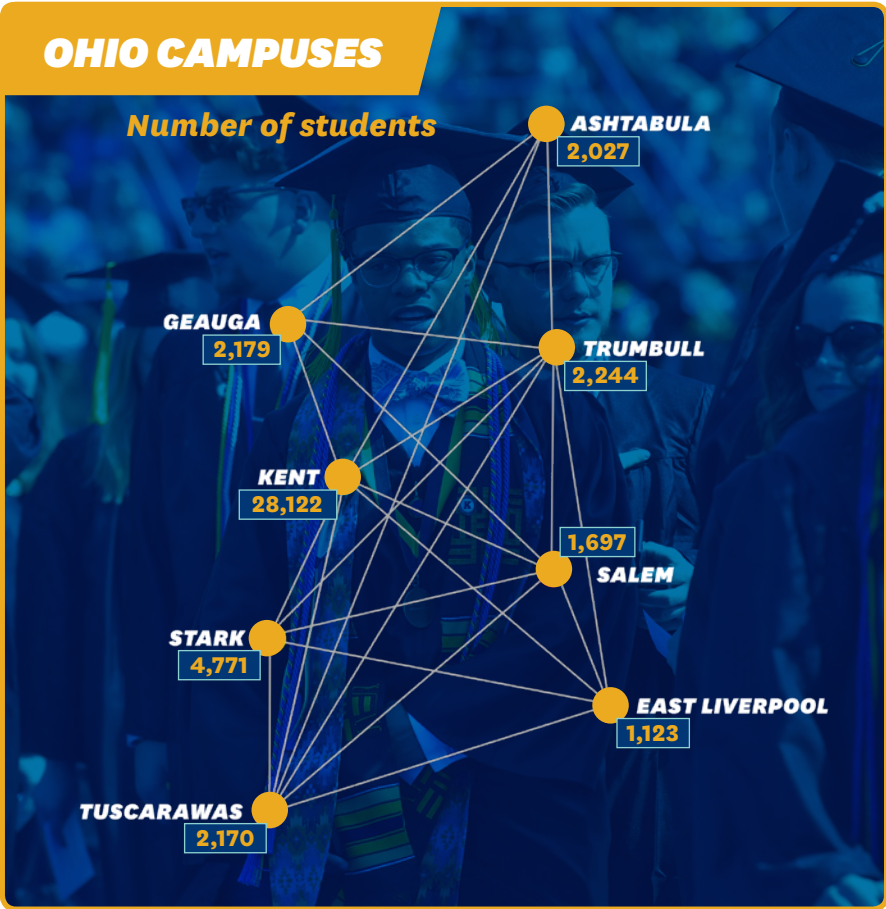
### The Opportunity

Kent State is a global community of learners whose dedication and discipline spark epic thinking, innovation and discoveries that better our world. The Kent State presidency is an extraordinary opportunity for a motivated leader with a desire to inspire our university community to even greater achievement.

**Ranked in the first-tier list of Best National Universities by U.S. News & World Report,** Kent State is experiencing a rising trajectory of distinctiveness and success. More than 38,000 students, more than 6,600 employees and 245,000 alumni form a dedicated and tightly knit university community bound by a common history, and a common pursuit of passion, purpose and excellence.

Serving students from throughout Ohio, across the nation and around the globe, **Kent State is Ohio's third-largest university; Northeast Ohio's leading public research university; and one of the nation's largest university systems.** Kent State's eight campuses give the university an unparalleled ability to reach and serve the citizens of Northeast Ohio.

**Each Kent State Regional Campus** thoroughly engages with its local community and serves the specific and unique needs of each, significantly benefiting the local economic well-being and quality of life. With a \$1 billion Gateway Master Plan set to transform its flagship Kent Campus into a premier learning environment for the 21st century, along with significant advances in research, technology and innovation, Kent State is poised for a bright future.



Source: FlashFacts 2018, Fall enrollment by campus (concurrent)





## PRESIDENTIAL POSITION PROFILE



**At Kent State, students come first in all we do.** We are committed to student success in all its forms, with a strong commitment to academic rigor, research excellence and affordability. Students studying nursing at our East Liverpool Campus or pursuing a degree in international relations at our Geneva, Switzerland, location, all come with the same goal: pursuing their passion and finding their purpose. In fall 2018, the Kent Campus welcomed 4,363 new students – its **largest and most academically talented freshman class in history**, providing solid evidence we are a first-choice university. One-third of Kent State freshmen are first-generation college students, and a third come from households with incomes of \$35,000 or less, continuing the university's commitment to educational opportunity. With Kent Campus retention for first-time, full-time freshmen more than 80 percent and a nearly 60 percent graduation rate, **Kent State is achieving the same or better graduation and retention rates as our peer universities** while providing an excellent education for a population for whom a college education would likely be out of reach if not for Kent State. In total, the university awards nearly 10,000 degrees and certificates every year.







## Nationally Ranked Academics

Kent State is ranked among the Best National Universities by U.S. News & World Report. In a class by itself, **Kent State is the only public university in Northeast Ohio ranked in the coveted top tier.** The addition of new learning environments from the sciences to the arts, and the development of exciting new academic programs such as aerospace engineering, geographic information science and business analytics, characterize Kent State's focus on transformational educational experiences.

At Kent State, our world-class faculty have a genuine passion for students – they challenge, empower, collaborate and participate. They inspire learning, innovation and independent thinking – and motivate students toward action to better our society. Kent State takes pride in the fact that **64 percent of classes have fewer than 20 students** and 95 percent have fewer than 50, creating a high-quality, individualized learning environment. The university's more than 2,500 full- and part-time faculty hail from six continents, and more than 77 percent of full-time faculty have attained the highest degree in their field.

Students may select from 282 undergraduate programs of study, and more than 50 master's and 23 doctoral degree programs.

- College of Aeronautics and Engineering
- College of Architecture and Environmental Design
- College of Arts and Sciences
- College of the Arts
- College of Business Administration
- College of Communication and Information
- College of Education, Health and Human Services
- College of Nursing
- College of Podiatric Medicine
- College of Public Health
- Regional College
- University College
- Honors College





## PRESIDENTIAL POSITION PROFILE

### Among the programs that make us distinctively Kent State:

- A state-designated Center of Excellence, the Shannon Rodgers and Jerry Silverman School of Fashion Design and Merchandising is ranked the **No. 1 fashion design school** in the Midwest by Fashion-Schools.org. It also earned a prestigious No. 4 ranking in the U.S. and 17<sup>th</sup> in the world by the Business of Fashion, and 15<sup>th</sup> in the world by Fashionista.
- The College of Nursing is one of the **top-ranked programs in Ohio** and the U.S., and graduates have a 99.6 percent job placement within six months of graduation. More than 40 percent of nurses in Northeast Ohio have a Kent State degree. One of the nation's largest nursing schools, the college twice has been named a **Center of Excellence in nursing education** by the National League for Nursing.
- The College of Business Administration was named a **2019 Best Business School** by The Princeton Review. The MBA and Executive MBA programs in the College of Business Administration have a **global Tier One** ranking by CEO Magazine. Our **online MBA program** is ranked in the **top 100 in the nation** by U.S. News & World Report.
- The College of Aeronautics and Engineering's flight training program is recognized by major airlines and the U.S. military as a **world-class flight school and one of the best aeronautics programs in the country**. Our graduates can be found around the world, and the Kent State University Airport was designated **Airport of the Year** by the Ohio Aviation Association.
- Kent State's **Honors College** is one of the oldest residential honors programs in the nation. The 2018 incoming honors class had an **average 29 ACT score and 4.21 weighted high school GPA**. The Honors College **leads the nation in the number of Portz Scholars**, a national award presented annually by the National Collegiate Honors Council.
- The School of Information offers the only Master of Library and Information Science (M.L.I.S.) degree in Ohio that is accredited by the American Library Association, and **ranks in the top 20** in U.S. News & World Report for **Best Library and Information Studies Programs**.
- Kent State's College of Architecture and Environmental Design is recognized as an innovative industry leader for the design disciplines and a beacon signaling Kent State's creative, research-based programs. The John Elliot Center for Architecture and Environmental Design **was named "Best in Class" in the higher education category by the 2017 Brick in Architecture Awards**.







## PRESIDENTIAL POSITION PROFILE

- New bachelor's degrees in computer engineering technology, mechatronics engineering technology and mechanical engineering technology launched in fall 2018 put the College of Aeronautics and Engineering on a fast track to becoming **one of the nation's top public universities in aeronautics and engineering education and research.**
- The **Wick Poetry Center** teaches the power of self-expression through poetry and has brought its Traveling Stanzas program to the Chautauqua Institution, the March for Science, refugee populations and other forums throughout the country.
- The **Porthouse Theatre** brings Broadway-caliber musical theatre to thousands of area residents each year. The **Kent Blossom Music Festival** is an advanced institute for professional music training offered each summer in collaboration with the world-renowned Cleveland Orchestra.

Kent State is engaging the world beyond its campuses, providing **global learning experiences** that expand boundaries and transform the world view of our students. Last year, 1,329 students studied in 64 different countries. Kent State earned a No. 65 ranking in the U.S. in the number of students who studied abroad in the 2017 Open Doors® Report on International Educational Exchange.

**Kent State Florence** has served as a vibrant and engaging hub of learning for more than 45 years – the oldest U.S. program in Italy. A newly renovated 15th century building in the heart of the city, Palazzo Vettori, is the setting for students to complete core coursework or take intensive courses in architecture and interior design; biology; business; communications, journalism and visual design; criminology; fashion design and merchandising; music; political science; psychology; and Teaching English as a Foreign Language. Our Honors College offers freshmen the opportunity to spend their first semester in Florence.

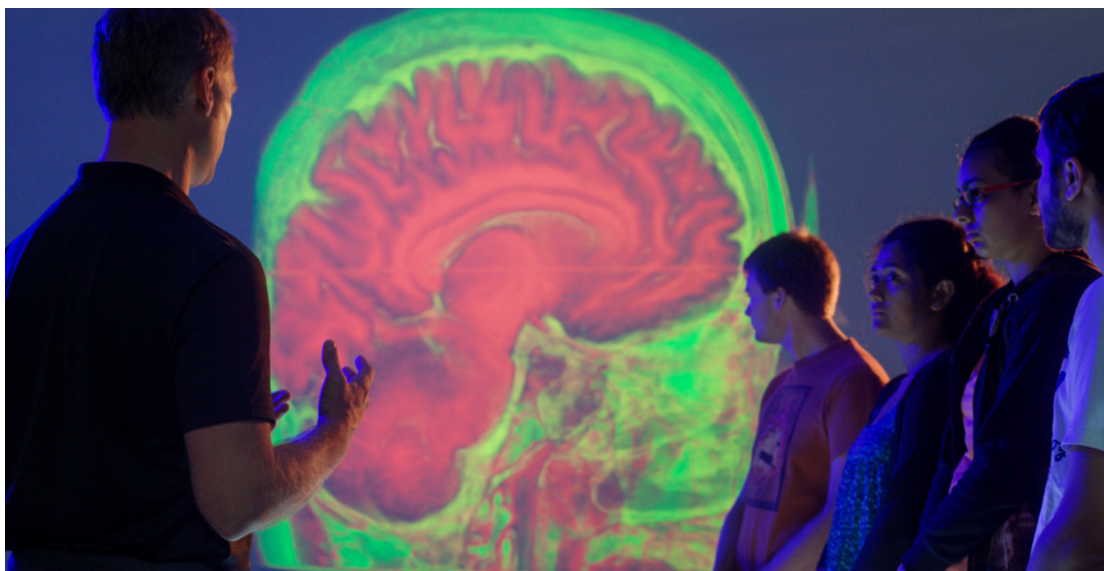
Kent State continues to build a variety of new, global bridges that provide valuable academic and cultural opportunities for students and faculty. In 2018, the university established the **American Academy**, a visionary partnership between Kent State and Pontifical Catholic University of Paraná, a major university in Brazil, offering students the chance to earn a Kent State degree in Brazil and continue their studies at the Kent Campus. Kent State offers students the opportunity for international study experiences in more than 60 countries.





## PRESIDENTIAL POSITION PROFILE

### Groundbreaking Research and Innovation



**Kent State is one of 76 public “higher-research” universities, as categorized by the Carnegie Foundation for the Advancement of Teaching,** and has cultivated a culture in which our faculty and students drive innovation and idea generation through world-class interdisciplinary research. Kent State is a valued partner and collaborator, engaging institutions and organizations far beyond campus boundaries to bring design-thinking principles and problem-based learning to address real-world challenges and issues.

Path-breaking discoveries in liquid crystal display technology, used worldwide in touch-screen technology devices, put Kent State on the map as a center of innovation in the 1960s. Today’s faculty and students continue that tradition of innovation across diverse disciplines of fields to fulfill Kent State’s commitment to serving the public good by creating and applying knowledge that generates solutions to some of the world’s most complex problems.

**Kent State is on track to double its research funding over the next three years and to double the number of endowed professorships.** Kent State averaged \$25 million in extramural research funding annually over the past five years. According to the National Science Foundation’s Higher Education Research and Development Survey (HERD), Kent State has averaged \$32.7 million in research expenditures since 2013. Kent State has achieved national distinction for groundbreaking research in fields ranging from advanced materials and liquid crystals to brain health. Other top cross-disciplinary research areas of distinction at Kent State include environmental



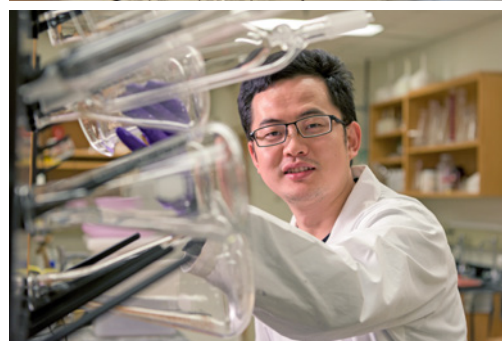
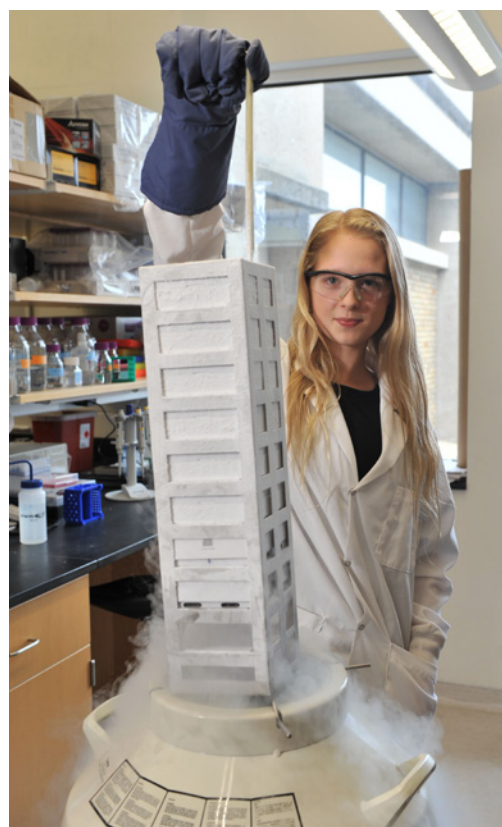




science and design, global understanding and healthy communities. In fact, **our community holds 166 active U.S. patents for research**, including the most recent Smart Cycle, a therapeutic cycle for Parkinson's sufferers. The federal government has invested \$373 million in research during the past 20 years at Kent State.

**For example:**

- Scientists at the university's **world-renowned Advanced Materials and Liquid Crystal Institute** have spearheaded the application of flexible materials to biomedical solutions. The work of a broad-based research team led to the development and licensing of patented biosensor technology with enormous potential to rapidly detect pathogens.
- Kent State's **Brain Health Research Institute** has attracted funded researchers and scientists from a wide range of disciplines for collaborative research on the human brain – the final frontier of modern medicine. The focus of Kent State brain health research is disease prevention and supporting life-long brain health, with research strength in Alzheimer's and Parkinson's diseases; brain injury and neurodegeneration; and brain control of emotion, memory and thought.
- From a smartphone case that dispenses medication to temperature-sensing socks for diabetics, Kent State is at the forefront of **Design Innovation**, fostering design-thinking principles and collaboration across diverse disciplines including fashion, public health, entrepreneurship, environmental design and engineering, brain health, nursing, podiatry, biomedical science and poetry to engage faculty, students and staff in creating state-of-the art solutions and products for real-world problems.





## Athletics



By nearly every measure, Kent State's Department of Intercollegiate Athletics is a national leader in the education and development of student-athletes.

Kent State, a Division I member of the NCAA, sponsors 19 varsity sports and is a member of the Mid-American Conference (MAC). Kent State has a proud tradition of success in supporting student-athletes who achieve at the highest levels in both academics and athletics.

### 2017-18

- 3.3 average team GPA
- 14th consecutive term with an athletics department GPA of 3.0 or higher
  - Five MAC championships
  - Eight MAC players of the year
  - Four MAC coaches of the year
- MAC leader in Learfield Directors' Cup standings
- Women's golf: 20th consecutive MAC Championship
- 16 All-America honors for 12 different student-athletes in 11 sports
- Overall student-athlete graduation rate of 86 percent
- Wrestling team second in nation in team GPA
- Holly Speers first player in softball program history to earn All-America First Team honors
- Rachel Stypinski became a three-time MAC Gymnast of the Year







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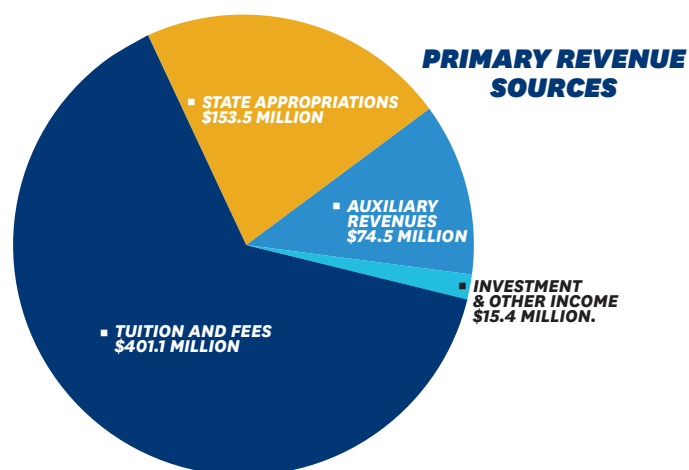
### Sound Financial Position

Balanced operating budget of \$645 million / \$138 million endowment

Through strong executive leadership, strategic investments in marketing and student recruitment, and the use of a decentralized budgeting methodology, university enrollments have set records while expenses have been controlled.

- The budget includes a tuition freeze for current students and a four-year tuition guarantee for incoming freshmen, allowing for budgeting predictability for college planning and saving for families and the university.
- Recent budgets reflect consistent increases in the university's state allocation, resulting from meeting benchmarks for student enrollment and graduation rates.
- The university uses a decentralized budget approach, the Responsibility Centered Management (RCM) methodology, which provides resources to colleges based on enrollment.

- Substantial cost savings have been achieved through conservation and sustainability efforts, including a reduction in energy use of 34 percent at Regional Campuses and 21 percent at the Kent Campus since 2012, **saving the university more than \$51 million.**



### Building for the Future



Over the next 10 years, Kent State will implement an ambitious, \$1 billion plan to reshape and revitalize the Kent Campus.

The **Gateway to a Distinctive Kent State** facilities master plan will reshape the campus to better serve the needs of students, create a genuine sense of place, elevate our healthy living-learning environment and create a more dynamic synergy with the city of Kent.

The 10-year plan will touch every college on the Kent Campus and will strengthen our connection to our home city of Kent. Currently, \$221 million in Phase One (2018-2020) transformational projects are underway.





## Vibrant Midwest Location



**Kent State is located in a major population and economic center in Northeast Ohio**, about an hour's drive south of Cleveland and two hours west of Pittsburgh. Its system of eight campuses, a college of podiatric medicine and a regional academic center give the university unparalleled presence in one of the nation's most vital and vibrant regions. Kent State's footprint is the size of the state of Connecticut in an 18-county region with a \$236 billion economy (including more than \$3.4 billion directly attributed to Kent State and its graduates), 4.5 million residents and 2 million workers.

**Northeast Ohio has it all: world-renowned healthcare facilities; 20 Fortune 500 firms; the nation's second-largest theater district; storied professional sports teams; and a diverse and growing economy** that features national and global leadership in areas such as bioscience, polymers and advanced materials, research and technology, and aerospace. Northeast Ohio is rich in quality of life and cultural amenities, including the splendor of the Great Lakes; one of the country's most visited national parks; one of the nation's largest theater districts outside of New York City; the Cleveland Orchestra – one of the top 10 orchestras in the world; the Cleveland Museum of Art; eclectic and diverse neighborhoods; and multicultural experiences in settings from urban to rural.







## We are proud of the communities we call home.

The city of Kent and Kent State enjoy **a deep and positive town-gown partnership**, which has produced a hometown for Kent State that is dynamic and thriving with a quirky charm that endures in the hearts of our alumni who consistently refer to Kent as their home.

Since 2010, **\$130 million has been invested in downtown Kent** to revitalize existing buildings and create additional office, retail, residential and public spaces. This extensive revitalization effort has earned numerous state, national and international awards, including the 2012 Best Project Award from the Ohio Economic Development Association, the 2013 Silver Excellence in Economic Development Award from the International Economic Development Council and the 2014 Community Partnership Program Excellence Award from the International City/County Management Association.

The transformation created physical links between the city and campus and helped to revitalize this 214-year-old small town along the Cuyahoga River into a bustling center of culture and business. Among the most celebrated facilities is the Kent State University Hotel and Conference Center. This contemporary facility, developed by the Kent State University Foundation, offers the finest in accommodations, superb dining, libations and meeting facilities.

**Kent State is one dynamic university with eight campuses**, giving the university an unparalleled ability to reach and serve the citizens and communities of Northeast Ohio. Each of the university's Regional Campuses thoroughly engages with its local community, serving as the area's primary educational and economic engine. The campuses meet wide-ranging local needs through academic degree programs; continuing education and training tailored to the local economy; robust school and business partnerships; conference, advanced technology and performing arts centers; and other collaborations.





## The Presidency

The president is the chief executive officer of Kent State and works in close consultation with a large and diverse group of internal and external constituencies to provide overall leadership and direction for the university.

The president reports to the university's Board of Trustees and serves at its discretion. The Board is comprised of 13 members: nine voting trustees and two nonvoting student trustees, all of whom are appointed by the governor of Ohio; and two nonvoting national trustees, who are distinguished alumni of the university and appointed by the Board. The Board, which is the final authority for institutional governance, enjoys a strong, collaborative working relationship with the president.

The president's cabinet includes the following senior administrative officers: executive vice president and provost; senior vice president for finance and administration; senior vice president for strategic communications and external affairs; vice president and general counsel; vice president and university secretary; vice president for diversity, equity and inclusion; vice president for enrollment management; vice president for information services and CIO; vice president for institutional advancement; vice president for system integration; vice president for research and sponsored programs; vice president for student affairs; executive director of government and community relations; and director of athletics.

### Opportunities and Expectations for Leadership

Recognizing the challenges facing research universities in the 21st century, the next president of Kent State will focus on the following key priorities:

**Build on the institution's vision and strategic direction** to ensure that Kent State continues – and advances – its position as a top-tier national research university. This includes the realization of *A Strategic Roadmap to a Distinctive Kent State*, with its five priorities, all of which map to the university system's compelling vision, mission and values. The cornerstone of this strategic roadmap is a deep and unwavering Students First commitment rooted in an inclusive and engaged living-learning environment where all students thrive and graduate as informed citizens committed to a life of impact. Our top priority is to ensure that students have the education, experiences and support they need to graduate and to live successful, meaningful lives and become engaged, globally aware citizens.

Additionally, the next president will lead the successful completion of the \$1 billion Gateway to a Distinctive Kent State facilities master plan, which features bold new facilities, improvements to existing buildings and parking, greater pedestrian access and a signature gateway entrance to the Kent Campus. Currently, \$221 million in transformational projects are underway.







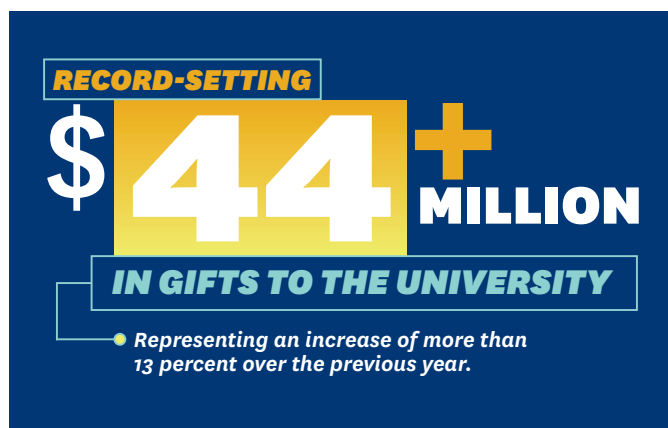
**Enhance academic excellence and build research.** The next president will support the recruitment, development and retention of talented faculty, students, administrators and staff, and will foster a culture of diversity and inclusive excellence. S/he will broaden the university's ability to develop visionary and purposeful pedagogical initiatives that prepare students and faculty for the next decade of technological and sociocultural shifts, as well as emerging fields and opportunities.

The university's intense focus on strengthening research under the strategic roadmap will continue, requiring the leadership of the next president in sustaining and advancing Kent State's research mission, culture, infrastructure and performance. A strong emphasis on accelerating growth in research productivity – including continued development of research centers of distinction and strategic hiring of tenure-track faculty – will be critically important.

**Strengthen organizational capacity and sustainability.** The next president will strengthen and diversify revenue streams during a time of demographic shifts that impact net tuition revenue. Following 10 years of enrollment growth on the Kent Campus, the university has experienced recent enrollment declines, primarily due to national declines in international enrollment, rising graduation rates and faster time to degree.

Supporting strategic enrollment growth is a top priority for Kent State's eight campuses. Kent State is in a strong financial position with positive ratings from Moody's and Standard & Poor's. Financial sustainability can be enhanced by investing prudently while continuing cost controls and operational efficiencies. Momentum in fundraising is at an all-time high, and the university is in the quiet phase of the largest comprehensive campaign in its history, with an anticipated public launch in 2020. The next president will lead ambitious fundraising efforts, including growing the endowment and strengthening corporate partnerships.

**Raise Kent State's profile and prominence.** The next president will serve as an advocate in the national conversation regarding the importance of higher education to our nation's future and will champion Kent State's distinctive advantages in an increasingly competitive market for talented students. The university has a strong brand identity grounded in a distinctive Kent State culture, and the next president will have the opportunity to articulate the university's distinctiveness and potential, strategically strengthening and aligning key messaging with compelling stories that demonstrate the deep and profound impact our graduates have in their communities,





across the nation and around the globe. In addition, the next president must maintain strong relationships with both the internal and external communities, including leaders at the local, state and national levels. Kent State's next president will lead at a momentous time in the history of our university and nation, as throughout the 2019-2020 academic year we will mark the 50th commemoration of the Kent State shootings on May 4, 1970, and the legacy and lessons for today and for future generations. This landmark occasion presents an extremely meaningful opportunity for the Kent State community to lift our collective voices and effect positive change. The site of the May 4, 1970, Kent State shootings, which took the lives of four students and wounded nine others, was named a National Historic Landmark in 2016.

### **Personal and Professional Attributes and Qualifications**

The ideal candidate will embody the values of Kent State, including ethical leadership that is inclusive, collaborative and directed toward effecting change for the greater good. Strong candidates will demonstrate the following:

- Genuine passion for putting students first.
- Visionary, strategic and inspirational leadership of a complex organization with multiple stakeholders.
- Demonstrated success at fundraising and/or resource generation, or the personality traits and stamina to suggest strong potential as a fundraiser.
- An appreciation of the operating culture and methods within academia and an understanding of the opportunities and challenges facing higher education.
- Intellectual breadth to appreciate the wide range of disciplines represented at Kent State, along with impressive academic credentials, including either a terminal degree and faculty experience, or other evidence of deep appreciation for shared governance and for research, scholarship and teaching.
- Executive experience marked by recruiting, hiring, developing and motivating highly talented individuals.
- Financial acumen, including experience with budgeting and planning.
- Demonstrated record of fostering diversity and inclusive excellence.
- Exceptional interpersonal and relationship-building skills, including a high degree of emotional intelligence, authenticity and approachability.
- Outstanding oral and written communication skills, including the ability to tell compelling stories.
- Entrepreneurial mindset that encourages innovation and creative thinking.
- Global awareness and intercultural competence.
- Courage and confidence to make difficult, data-driven decisions and to be transparent with stakeholders.
- General understanding of the impact of current and future technological advances on higher education.
- Appreciation of the university's unique history and the capacity to lead with sensitivity and compassion.
- Unquestioned, unassailable personal and professional integrity.







## PRESIDENTIAL POSITION PROFILE

### Applications and Nominations

Inquiries and nominations for the presidency of Kent State are welcomed and encouraged. For more information, we invite you to call for a personal conversation with our search consultants:

Jett Pihakis and Meredith Rosenberg  
Consultants to the Search Committee  
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***Documents submitted to Kent State University for employment opportunities  
are subject to disclosure under the Ohio Public Records Law.***

*Kent State University values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.*





  
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