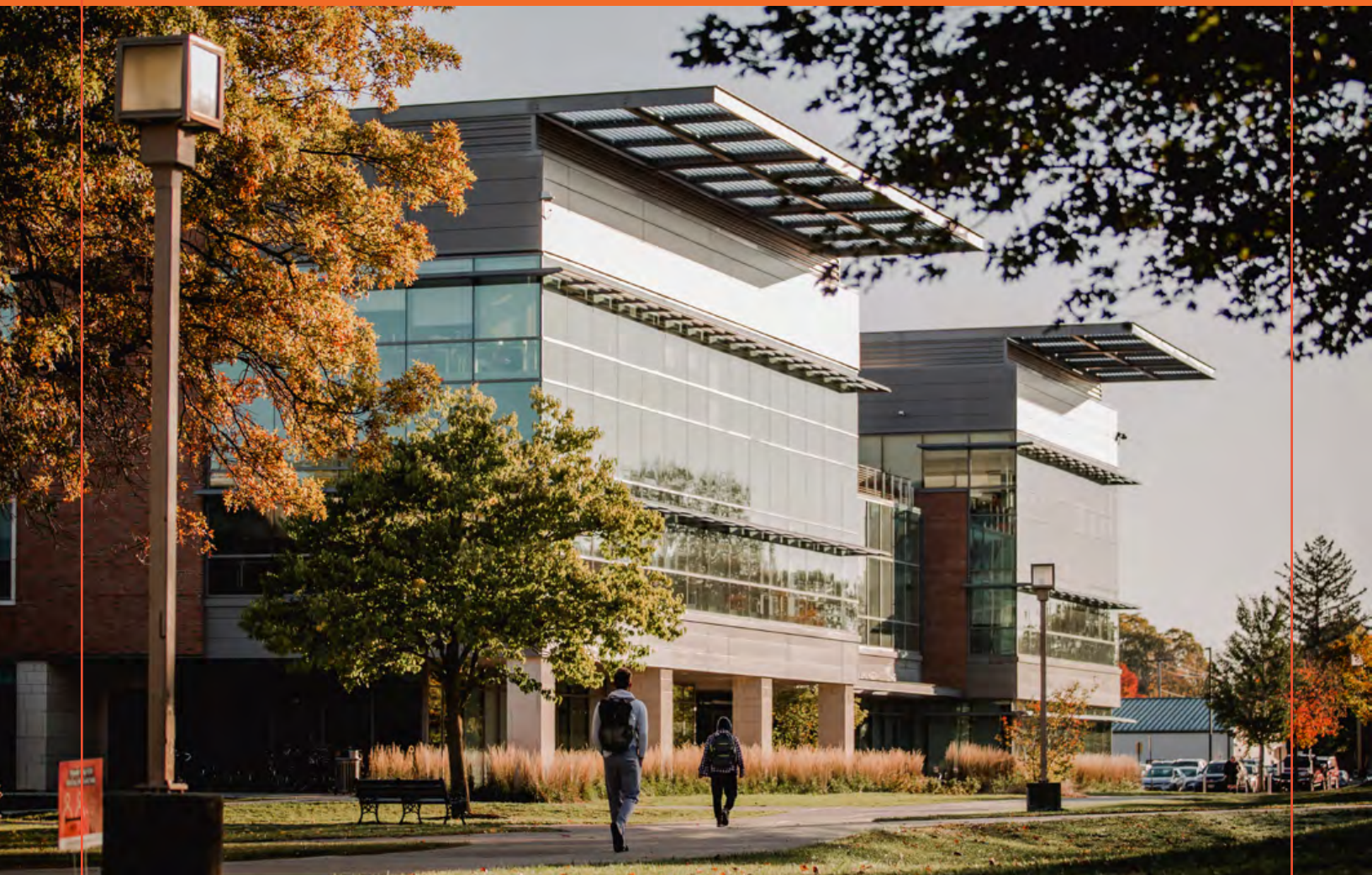


SEARCH PROSPECTUS:

PRESIDENT



OHIO
NORTHERN
UNIVERSITY

TABLE OF CONTENTS

THE SEARCH	3
ABOUT ONU	4
ACADEMIC PROGRAMS	6
STUDENT ENROLLMENT & OUTCOMES	8
STUDENT LIFE	9
CAMPUS & LOCATION	9
LEADERSHIP & GOVERNANCE	10
FINANCES, FUNDRAISING & AFFORDABILITY	10
LEADERSHIP AGENDA & PRESIDENTIAL PRIORITIES	11
DESIRED EXPERIENCE, ATTRIBUTES & CHARACTERISTICS	12
HOW TO APPLY	13



THE SEARCH

Ohio Northern University, an independent, selective, and comprehensive university, announces the search for its 12th president. President Daniel A. DiBiasio will retire in June 2022, after eleven years in office and with ONU well-positioned for the future. The Board of Trustees seeks an innovative, inspirational, collaborative, and decisive leader to build on ONU's

150-year legacy of academic excellence and achievement and develop an ambitious plan to propel the institution to future success. The passion and pride of the ONU community and their dedication to the success of the institution and its students make this an exciting time to join Ohio Northern.

ABOUT ONU

Founded in 1871, Ohio Northern University has consistently reflected founder Henry Solomon Lehr's vision of "providing a community of learning, rich with opportunities for intellectual and personal development." The University has been affiliated with the United Methodist Church since 1899, instilling core values into its teaching while offering and assuring religious freedom on campus. Ohio Northern has an enrollment of approximately 2,800 graduate and undergraduate students from 40 states and 14 countries, and offers more than 60 programs of study.

The University's mission is to *provide a high-quality learning environment that prepares students for success in their careers; service to their communities, the nation, and the world; and a lifetime of personal growth inspired by the higher values of truth, beauty, and goodness.* The distinctive academic program includes mutually supportive liberal arts and professional education components that integrate practice with theory, complemented by excellent co-curricular offerings that enrich the Northern experience. To fulfill the mission, faculty and staff engage with students so they can learn to think critically, creatively, and entrepreneurially; communicate effectively; gain practical experience; solve problems collaboratively, and act as ethical and responsible members of a global community.

Numerous college rankings and ratings consistently give Ohio Northern high marks. Most notably, *U.S. News & World Report* ranked ONU #3 among Midwest regional colleges in Best Colleges 2021. The *Princeton Review* featured ONU as one of the nation's top schools in its annual college guide, *The Best 386 Colleges: 2021 Edition*. *Washington Monthly* ranked ONU as #4 on its "Bachelor's Colleges" 2020 list and *The Wall Street Journal* named ONU one of the Top 12 small Midwest colleges for 2021.

The University has also been recognized for a proven return on investment. PayScale ranked ONU among the Top 5 private universities and in the Top 16 overall in Ohio for return on investment, and #6 in Ohio for salary potential. Career-guidance site Zippia named ONU as the most likely college or university in the state of Ohio (and #3 in the nation) to place its graduates into a job. Finally, *The New York Times* ranks ONU second out of all 76 colleges in Ohio, 10th nationally out of 578 national selective private colleges, and 84th out of all 2,137 colleges in the U.S. for "median student income at age 34."



CORE VALUES

COLLABORATION: We encourage the development of unique collaborations that further distinguish the University.

COMMUNITY: We are a community that strives to be "purposeful, open, just, disciplined, caring, and celebrative" (Boyer, 1990) and that is strengthened by engaging all members of the community in the life of the University.

DIVERSITY: We value the core belief expressed in the University's motto, "Ex diversitate vires," "out of diversity strength," and provide experiences and programs that prepare graduates for success in a diverse nation and world.

EXCELLENCE: We aspire to achieve the highest standards of performance in our professional fields and our roles at the University.

FAITH: We celebrate the University's historic relationship and active affiliation with the United Methodist Church and welcome persons of all faiths by providing a supportive environment for their moral and spiritual growth.

INTEGRITY: We expect individuals to conduct themselves with honesty, trustworthiness and respect for others.

SERVICE: We encourage service to others and civic engagement, both as a commitment to community involvement and as a responsibility of democratic citizenship.

Reference: Boyer, Ernest L., *Campus Life: In Search of Community*. Princeton, NJ: The Carnegie Foundation for the Advancement of Teaching, 1990

ABOUT ONU (CONT.)

STRATEGIC PLAN: ONU 2021

As ONU comes to the end of its current strategic plan, the institution is well-positioned for a new leader to create and embrace a new strategic plan to build on its achievements. Developed in 2013, the current plan – *ONU 2021* – sought to capitalize on Northern's historic reputation for quality, propelling the institution forward to attain greater success and arrive at the sesquicentennial year poised for the future. The plan outlined a vision to be known for programs of excellence and distinction and recognized for effectively integrating arts and sciences disciplines, professional studies, high-impact learning, and civic engagement.

In Spring 2019, the ONU community engaged in a comprehensive 15-month review of both academic and administrative programs and operations designed to strengthen ONU's ability to meet current academic and financial demands. The resulting plan, the Foundation for our Future Project (FFP),

proposed recommendations to produce net savings of approximately \$10 million. Approved by the Board, these initiatives included the strategic discontinuation of low-enrolled or duplicative programs and elimination of certain faculty and staff positions as well as several new opportunities such as the creation of a Student Success Center.

While embracing its rich history of academic excellence, ONU continues to evolve to meet society's ever-changing needs. The University has been recognized for teaching quality, high graduation and placement rates, commitment to volunteer service, and providing a high return on investment for graduates. With a strong reputation and good positioning for the future, the next president has a solid foundation from which to lead the development and launch of the next strategic plan.





ACADEMIC PROGRAMS

One of the key features of Ohio Northern is its small, intimate class sizes that allow for high-impact learning and mentoring. The 11:1 student-faculty ratio and average class size of 18 enables students to build close relationships with faculty and gain hands-on experiences. ONU's faculty are committed to helping students explore their passions and develop practical skills they need for future success. There are 265 full-time and part-time faculty members. Of the 215 full-time faculty, 61 percent are tenured and 27 percent are on the tenure track; 91 percent have terminal degrees. ONU's talented faculty have been successful in securing outside grant support, averaging more than \$3 million per year over the last five years. The

faculty are joined by an equally dedicated staff of 280 full-time and 28 part-time employees who are devoted to serving the needs of ONU's students.

Ohio Northern is organized into five colleges – arts and sciences, business, engineering, law, and pharmacy – that offer more than 60 programs of study. While separate and distinct, there are many synergies across the colleges, and ONU students and faculty work collaboratively across the disciplines to take advantage of these opportunities. Unlike many smaller, private institutions, ONU has had professional colleges since shortly after its founding.

ACADEMIC PROGRAMS (CONT.)

[The Getty College of Arts & Sciences](#) encompasses a wide range of undergraduate studies in the liberal and fine arts, sciences, and pre-professional programs. Hands-on learning, internships, mentorships, and student-guided research projects are essential parts of these programs. More than 50 majors are offered through six distinctive schools: Health and Behavioral Sciences; Humanities and Global Cultures; Science, Technology, and Mathematics; Social Sciences and Human Interaction; Teacher Education; and Visual and Performing Arts. Programs in the College are accredited by 11 different accrediting bodies, including Education, Music, and Nursing, which were recently reviewed and reaffirmed.

[The Dicke College of Business Administration](#) offers undergraduate majors in accounting, finance, management, marketing, pharmaceutical and healthcare business, public relations, and sport management, as well as a master of science in accounting. Internship experiences are required, and a student investment group manages real assets of more than \$300,000, in keeping with ONU's commitment to hands-on learning. The College is accredited by The Association to Advance Collegiate Schools of Business (AACSB).

[The Smull College of Engineering](#) is ranked one of the nation's top 30 undergraduate engineering schools by *U.S. News & World Report* and offers degree programs in civil, computer, electrical, and mechanical engineering; computer science; and engineering education – the first of its kind in Ohio. Co-op learning programs and internships give students opportunities to gain real-world experience, as do the numerous intercollegiate competition teams. The bachelor's degree programs in civil engineering, computer engineering, electrical engineering, engineering education and mechanical engineering are all accredited by the Engineering Accreditation

Commission of ABET. The bachelor's degree program in computer science is accredited by the Computing Accreditation Commission of ABET.

[The Pettit College of Law](#), founded in 1885, is accredited by the American Bar Association and a member of the Association of American Law Schools. The curriculum emphasizes practical training and experiential learning to produce practice-ready attorneys. Students can participate in clinics and externships, the Student Bar Association, *Law Review*, a moot court team, or enjoy study abroad during the January term. ONU Law is supported by the Taggart Law Library.

[The Raabe College of Pharmacy](#) offers a direct entry six-year Doctor of Pharmacy (PharmD) program, one of just a few 0-6 direct admission programs in the country. It also has a traditional four-year degree option for students with an undergraduate degree or pre-pharmacy coursework. Students get hands-on experience through the Drug and Health Information Center, On-Campus Pharmacy, Mobile Health Clinic, and a variety of community health outreach programs. The College is accredited by the Accreditation Council for Pharmacy Education.

In addition to the five colleges, the [Center for Interdisciplinary Studies](#) houses those interdisciplinary academic programs that transcend the disciplinary boundaries. The Center currently houses programs in data analytics, environmental studies, gender and sexuality, leadership studies, medical humanities, and philosophy, politics and economics (PPE).

Ohio Northern is accredited by the Higher Learning Commission (HLC). In the most recent five-year Assurance Review, conducted in July 2019, ONU met all 21 criteria and sub-criteria, with no monitoring reports required.



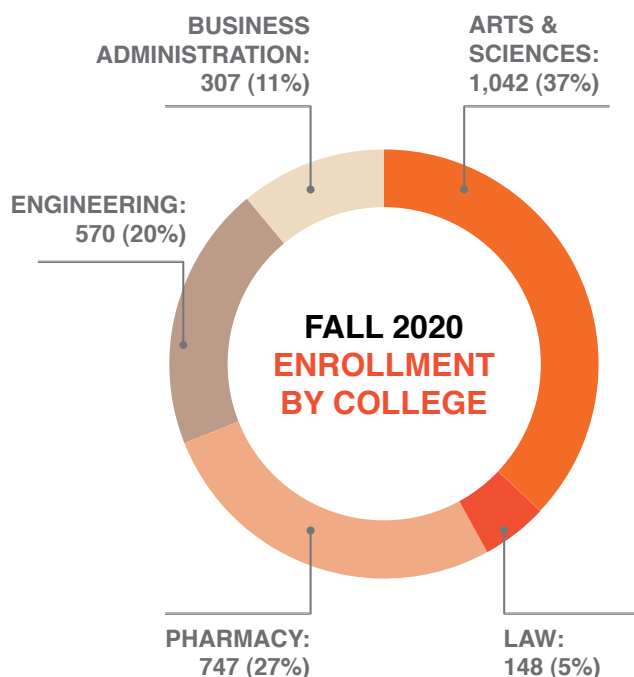
STUDENT ENROLLMENT & OUTCOMES

Enrollment is the lifeblood for all institutions of higher education. The state of Ohio is known for its highly competitive higher education landscape, and like nearly all colleges and universities in the state, ONU has experienced enrollment pressures since the Great Recession. New student enrollment has fluctuated and total enrollment has fallen during this period. Fall 2020 enrollment was 2,814, down from 3,108 in 2016. The University is anticipating strong enrollment growth for Fall 2021 as new student enrollment is projected to be the highest in more than a decade, and total enrollment is likely to exceed 2,900.

ONU's diverse mix of colleges and programs has helped ballast overall enrollments through the years. For example, Engineering has experienced significant enrollment growth over the past five years while the other colleges have experienced mixed results during that same period. Although the Fall 2021 enrollment figures look promising for each college, optimizing enrollments across all collegiate units to assure a healthy University is an ongoing priority.

Across the student body, 96 percent of students are full-time, 76 percent are undergraduates, 48 percent are women, and 14.8 percent (of those who reported) are multicultural students. While nearly 82 percent of students come from Ohio, the University draws from 40 states and 14 countries. Take a look at [Just the Facts](#) for more details about ONU students.

Entering ONU students are academically well-prepared with an average high school GPA of 3.6 and average ACT score of 25. That preparation, combined with ONU's rigorous academic and co-curricular programs, has led to strong retention, placement rates, and achievement in professional exams. First-year retention



rates have averaged 84.4 percent over the past five years. The class of 2020 reported a 95 percent placement rate within six months of graduation (based on a 96 percent reporting rate), with college-specific placement rates ranging from 91 percent (Pharmacy) to 99 percent (Business). Pharmacy, nursing, and law graduates often best the state and/or national passing rates for licensing exams, and in July 2019, ONU Law was first in the state when 100 percent of first-time candidates passed the Ohio Bar exam.



STUDENT LIFE

Ohio Northern University students explore their passions through involvement in the more than [200 clubs and organizations](#), including club and intramural sports; professional, departmental, and honors organizations; Greek life; fine and performing arts groups; and interest clubs ranging from fitness to cultural, faith-based, and community service. As a residential campus, Northern's active and engaged students take advantage of all that it has to offer, and more than 53 percent volunteer in service activities, 26 percent participate in at least one sport, 15 percent are active in a Greek organization, and 10 percent engage in the performing arts.

The Ohio Northern [Polar Bears](#) compete at the NCAA Division III level as part of the Ohio Athletic Conference. There are 23 varsity sports, including esports, and nearly as many club and intramural sports. Men's varsity teams include baseball, basketball, cross country, football, golf, lacrosse, soccer, swimming & diving, tennis, track & field, and wrestling. Women's varsity teams include basketball, cross country, golf, lacrosse, soccer, softball, swimming & diving, tennis, track & field, and volleyball. ONU has won a combined total of 20 OAC All-Sports Trophies out of the nearly 100 awarded thus far. Students have access to 177,000-square-feet of indoor recreational facilities and 20.5 acres of athletic fields, tennis courts, and more.



CAMPUS & LOCATION

ONU is situated in rural northwest Ohio in the historic village of [Ada](#) (population 5,544), which has a small-town atmosphere that complements the friendly environment found on campus. While Ada's tree-lined downtown has several shops and restaurants, nearby towns like Findlay and Lima provide expanded opportunities for shopping, dining, and culture. Located in agriculturally rich Hardin County, ONU is within easy reach of Columbus, Dayton, and Toledo, while offering the tranquility of small-town life. ONU is ranked nationally among the Top 50 "Best Small-Town Colleges" by BestColleges.com.

The attractive 342-acre campus features 60 plus residential and academic buildings, arts and athletic facilities, and plenty of open space, including the Green Monster, ONU's 2.5-mile jogging path. More than \$100 million in capital projects over the last several years have helped maintain the beauty and functionality of the campus. Campus highlights include: the [Freed Center for the Performing Arts](#), showcasing dozens of theatre, dance, speaker, and musical events each year; [The](#)

[Inn at Ohio Northern University](#), open to guests of the University, as well as the public, offering more than 70 deluxe guest rooms, luxurious amenities, and flexible meeting spaces; and the newest campus addition, the \$30 million, 105,000-square-foot, LEED certified [James Lehr Kennedy Engineering Building](#), housing classrooms, labs, offices, a maker space, machine shop, and collaboration spaces.

Ohio Northern has developed a comprehensive approach to realize benefits in several areas of sustainability, alternative energy, and environmental stewardship. Some of these initiatives include a 3-megawatt solar array field; recognition by Tree Campus USA; electric vehicle charging stations; a \$3.6 million campus LED lighting initiative, set to begin this summer; use of a geothermal heating and cooling system in the Founders and Affinity Village Complexes; the Affinity Gardens project, which provides produce for the Ada Food Bank; the addition of 100 trees and shrubs; and a number of sustainability programs offered by ONU Dining Services.

LEADERSHIP & GOVERNANCE

The University is governed by an engaged and active [Board of Trustees](#). The Board reorganized in 2019 and is now composed of 25 elected members – who will typically serve three 4-year terms – and four ex officio members: the President, Resident Bishop of the West Ohio Conference of the United Methodist Church, the faculty Chair of the University Council, and President of the Student Senate. The Board meets four times annually and there are five standing committees: Executive Committee, Student Success and Program Quality, Financial Strength and Sustainability, Long-Range Issues and Strategic Partnerships, and Board Governance, as well as several subcommittees.

The President is supported by an experienced [leadership team](#), which includes nine cabinet members and five academic deans. Faculty participate in shared governance through the University Faculty Meeting and the University Council, which has faculty representation from each of the five colleges. Other leadership bodies include the Administrative Staff Council and Support Staff Council.

FINANCES, FUNDRAISING & AFFORDABILITY

While ONU will need to continue to address economic and financial pressures post-pandemic, the University has made progress in meeting recent financial challenges. From a GAAP perspective, the \$91.2 million operating budget for Fiscal Year 2021-2022 has a forecasted deficit, which is trending to decrease at year end and forecasted to be less in subsequent years. Nonetheless, a USDA loan in 2018 and a very successful bond refinancing in November 2020 have lengthened the maturity and reduced the interest rate of \$93 million in total long-term debt. In addition, recent operating budgets show cash flow surpluses which are closely monitored to ensure continued compliance with the debt covenants. The University's endowment is valued at approximately \$188.8 million.

The University is in the quiet phase of a comprehensive campaign with an initial goal of \$75 million. The priorities include scholarships, teaching and learning excellence (academic program and position support), capital improvements, and the Northern Fund, the University's annual fund. The campaign timeline projects a public launch in 2023. In 2019, the University successfully concluded the Campaign for Engineering, which raised \$18 million for the new James Lehr Kennedy Engineering Building.

ONU is committed to offering an accessible and affordable education. More than \$53 million in scholarships and grants are awarded annually. The average amount awarded in the last two years was \$24,550 and nearly 100 percent of students receive

financial support. Recognized for its commitment to affordability, ONU earned *Washington Monthly's* 2020 ranking of #7 in "Best Bang for the Buck: Midwest" and #4 for "Best Value Schools" by *U.S. News & World Report* in 2021.



ALUMNI

The University enjoys an excellent relationship with a dedicated and loyal alumni base, evidenced, in part, by strong fundraising and participation in the life and support of the institution. There are currently 33,081 alumni residing in all 50 states and in 69 countries.



LEADERSHIP AGENDA & PRESIDENTIAL PRIORITIES

The 12th President of Ohio Northern University has an exciting opportunity to build on a 150-year legacy of educational excellence, a strong institutional standing and reputation, and a dedicated University community, and to develop an ambitious plan to propel the institution to future success. The new President will need to understand and embrace the distinctiveness and complexity of ONU's academic programs, recognize the contributions of a dedicated faculty and staff, and support an effective leadership team who are empowered and held accountable, jointly and in their individual roles, for delivering on the shared vision in the years ahead. There is a strong sense of community, tradition, and Polar Bear pride at Ohio Northern, and the incoming president will be able to capitalize on it in pursuit of the following leadership agenda and priorities:

- Develop an innovative vision and strategy for Ohio Northern, built upon academic excellence, distinctive programs, and a student-centered culture, that engages and unites the campus community in creating and implementing that vision.
- Build a sustainable financial model that maintains and enhances ONU's high-quality academic programs and commitment to affordability and student success and, at the same time, optimizes enrollment across the five colleges.
- Grow the institution's annual fund and endowment, capitalizing on a passionate and engaged alumni, expanding the donor base through enhanced and new partnerships, and driving a comprehensive fundraising campaign.
- Embrace and promote diversity, equity, and inclusion with a commitment to action and outcomes that enhance the ONU experience for all students, faculty, staff, and alumni.
- Create the conditions for a strong campus community, built on mutual respect and trust, where the contributions of all are valued and the hallmarks of shared governance are honored.
- Support and advocate for the use of novel and innovative teaching, technologies, and learning modalities that enhance institutional outcomes and provide optimal tools for engagement, accessibility, and learning.
- Cultivate meaningful partnerships to advance the mission and academic goals of ONU within the region, across the country, and among corporate and professional communities.

DESIRED EXPERIENCE, ATTRIBUTES & CHARACTERISTICS

The next president of ONU will have a deep understanding of the role of higher education in an increasingly competitive landscape while valuing the heritage and values of ONU, its church affiliation, and its rural environment. The successful candidate will be a bold collaborator and dynamic leader with a distinguished record of successful and progressive leadership in a complex organization. The following set of experiences, values, and personal qualities are critically important for the success of the next Ohio Northern University president.

- The ability to inspire and engage diverse stakeholders in institutional planning with a common goal of creating a shared vision.
- An accessible, transparent, and engaging style, accompanied by excellent communication skills.
- A clear track record of innovation, calculated risk-taking, and strategic decision-making; the ability to make courageous decisions and manage change.
- Strong financial acumen with a demonstrated record of sound fiscal management.
- A consensus-builder who values shared governance and shared leadership; one who listens to all and is collaborative, data-driven, and decisive.
- An understanding of the demographic challenges facing higher education and successful experience with optimizing and growing enrollment.
- A role model and champion for diversity, equity, and inclusion with a demonstrated record of success.
- A person of prodigious energy who is eager to represent the University to a broad range of external constituencies for philanthropic and community engagement, development of strategic partnerships, and to enhance its reputation.
- The ability to balance presence and attentiveness to the campus community with the need to bring ONU's message to the outside world.
- Demonstrated success and passion for working with donors, the ability to cultivate new donors, and the capacity to assume the leadership of the comprehensive campaign.
- An appreciation for the opportunities and challenges presented by the rural environment and culture of the region.
- An enthusiastic team builder and cheerleader who celebrates success and brings people together with a genuine sense of pride.





HOW TO APPLY

The ONU Presidential Search Committee is being assisted by a team from Academic Search. Please direct confidential applications, nominations, and requests for conversations to the lead consultant, **Jay Lemons**, at ONUPresident@academicsearch.org.

Applications should consist of a substantive letter of interest, curriculum vitae, and a list of five professional references with contact information and a note indicating the nature of your working relationship with each; references will not be contacted without the explicit permission of the candidate. For full consideration, applications should be submitted by **September 20, 2021**.

Ohio Northern University does not discriminate on the basis of race, color, sex, gender identity, transgender status, religion, national origin, age, disability, sexual orientation, marital status, military or veteran status, genetic information, or any other category protected by federal, state, or local law.

ABOUT ACADEMIC SEARCH

Academic Search is assisting Ohio Northern University in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute. For more information, visit www.academicsearch.org.



Committed to IDENTIFYING
AND DEVELOPING LEADERS
by providing the highest
level of EXECUTIVE
SEARCH to our
higher education
partners.