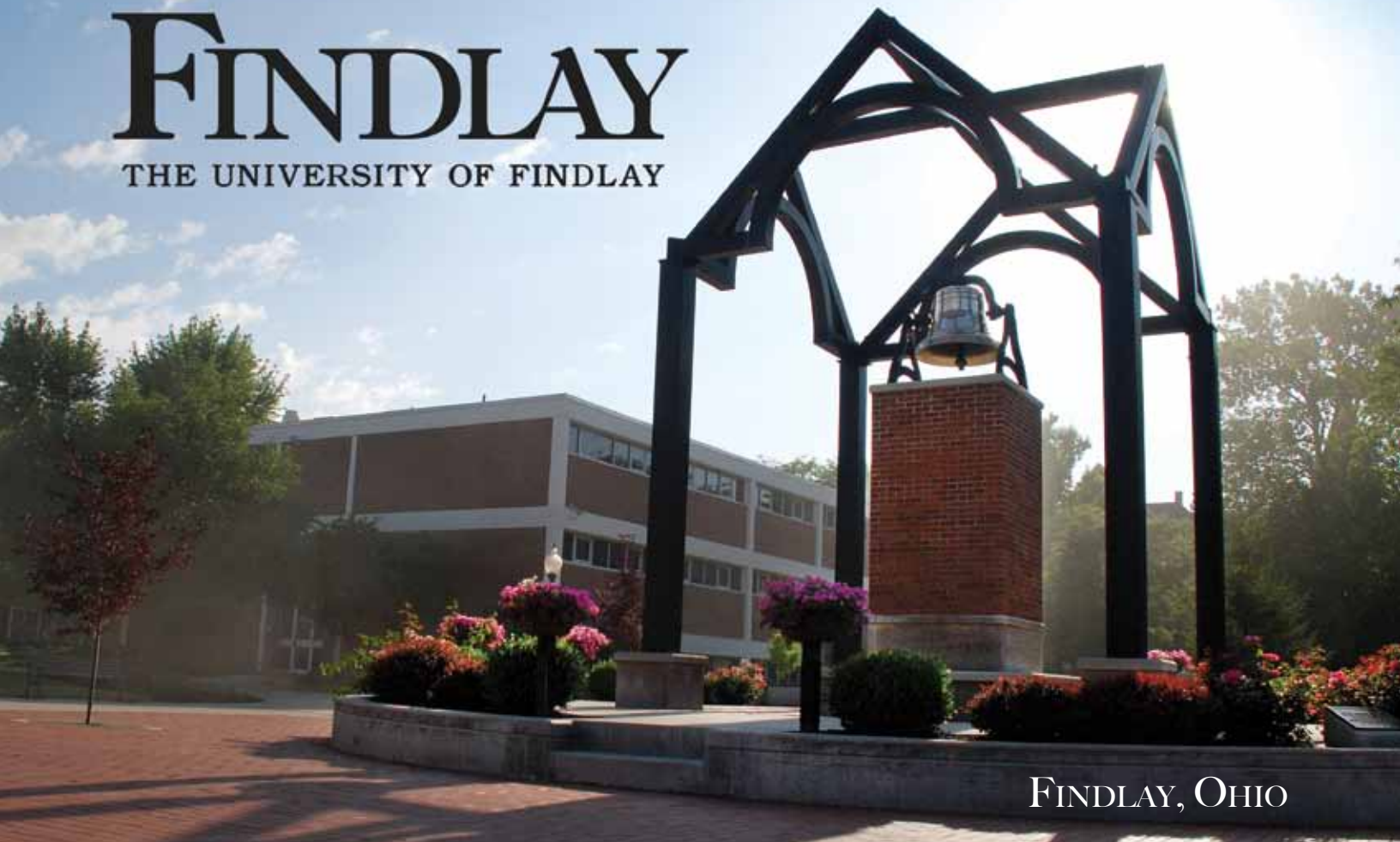


FINDLAY

THE UNIVERSITY OF FINDLAY



FINDLAY, OHIO

THE SEARCH FOR A PRESIDENT

“...TO
EQUIP
OUR STUDENTS
FOR
MEANINGFUL
LIVES
AND
PRODUCTIVE
CAREERS.”

The Board of Trustees announces the search for the 17th president of The University of Findlay and invites expressions of interest and nominations for this distinctive leadership opportunity. The search is launched in response to Dr. DeBow Freed's decision to retire from the presidency at the conclusion of the 2009-2010 academic year.

The University will have benefited from seven years of Dr. Freed's impressive leadership, a period in which it has expanded and strengthened curricular and student programs, stabilized its fiscal profile, extended its community outreach, developed the physical plant, and improved the sense of community on campus.

Findlay is poised to continue its forward movement and to broadcast aggressively its dynamic profile as a comprehensive private university with a decided sense of momentum to enhance its academic offerings. The University of Findlay presidency provides a significant opportunity for creative and inspired leadership.

ABOUT THE UNIVERSITY OF FINDLAY

The University of Findlay traces its roots back to 1882 when it was founded as Findlay College by the citizens of the city of Findlay and the Churches of God, General Conference. Findlay remains the only university affiliated with the Churches of God, and it acknowledges, preserves and honors its Judeo-Christian heritage. The institution changed its name to The University of Findlay in 1989 to reflect its growth in enrollment and the breadth and diversity of its academic offerings, including newly instituted graduate programs.

The University is located in Findlay, Ohio, a charming small city with a population of around 40,000. Near the well-traveled I-75 corridor, Findlay is approximately a two-hour drive to the urban centers of Columbus, Detroit and Cleveland.

More than 4,100 students are enrolled at Findlay, with 2,800 undergraduate and 1,300 graduate students. Approximately 2,700 students are enrolled full-time in the undergraduate program on campus, with 1,380 students living in University housing. Those students not living on campus commute or live in affordable and nearby off-campus housing.

Findlay enrolls a majority of in-state students (76%), with 42 other states represented. Michigan, Indiana and Pennsylvania are the most common feeder states outside of Ohio. Findlay's diverse student population includes more than 500 international students from 27 countries, bringing a richness of experience to the campus community.

In 2009-10, the mid-50% ACT range of enrolling first-year students was 20-26, with an average of 23.6, reflecting another step in the continued

qualitative improvement of student profiles at Findlay. Eighty-two percent of first-year students graduated in the top 50 percent of their high school classes; 63 percent graduated in the top 25 percent; and 28 percent ranked in the top 10 percent.

On the 125th anniversary of Findlay's founding in 2007, the "125th Endowed Funds Initiative" was launched in an effort to engender a greater philanthropic environment among Findlay's constituents and to highlight worthy projects. As of September 2009, 67 funds were created or endowed and \$4.1 million was raised. Total gifts and grants to the University in FY 2008 equaled \$3.17 million. Of particular note, significant strides have been made in the area of private giving, with a 36-percent increase realized from 2004-05 to 2007-08. The University's endowment is currently valued at approximately \$19 million, the plant fund at \$8 million, and its annual operating budget is \$82 million.

The University is in the planning phase for a comprehensive capital campaign, tentatively named "Give Voice to Your Values." Though still in its nascent stages, it is likely that modernization of campus learning environments, endowment growth and robust annual giving reserves will be the drivers for the campaign.

Consistently ranked in the top tier of Midwestern universities in *U.S. News & World Report's* "America's Best Colleges," the University has also been regularly recognized as one of the region's best by Princeton Review. Institutional Research and Evaluation Inc., an independent research organization specializing in higher education, named it as one of "America's Best Private Colleges."





THE CAMPUS

Located in Findlay since its founding 127 years ago, the University has fostered excellent relations with its neighboring community. Indeed, the University's very beginnings are rooted in its ties to the area, where local townspeople partnered with the Churches of God in the institution's establishment. Fruitful "town/gown" relations endure and continue to enrich and support campus programs.

The University's grounds and buildings, within a few blocks of the center of town, are lovely and well-maintained. There is little deferred maintenance to be found thanks to a cycling five-year maintenance plan with pre-payments made two to three years in advance of undertaken projects. There are more than 70 acres at the main campus, which includes academic, administrative and athletic buildings, eight residence halls, 19 townhouse units, 21 cottages and a number of facilities housing faculty and staff offices.

In addition, the University operates a 52-acre facility on the east side of Findlay containing the English equestrian studies program and University Equine Veterinary Services, Inc., as well as a 152-acre farm eight miles south of campus, housing the western riding and pre-veterinary medicine programs. In May 2009, the

University dedicated the Dr. C. Richard Beckett Animal Science Building on this southern site, an impressive \$3.7 million construction that will allow room for growth of its premier animal science programs. The Beckett animal science building is central to the University's pre-veterinary medicine program. The state-of-the-art 31,000-square-foot learning environment is equipped with two 50-seat classrooms, a laboratory, a pharmacy, offices, instructional demonstration areas, holding pens, and other animal servicing areas.

The focal point of Findlay's main campus is its beloved Old Main. Constructed in 1883, it is the University's oldest building. Classrooms, faculty and administrative offices, and an auditorium call Old Main home.

The Shafer Library contains more than 200,000 volumes, approximately 600 print and 8,000 electronic periodical subscriptions and a substantial collection of microfilms and audiovisual media. The library has been a selective depository for U.S. government documents since 1969. An online catalog system allows quick access to books, videos, and other materials in Shafer Library as well as those in more than 80 other academic institutions statewide through the OPAL and OhioLINK consortiums. More than 200 research



databases and 30,000 journals are also available on the Web. These include periodical indexes (many with full-text articles), dictionaries, encyclopedias, directories, statistical sources, selected literary texts, photos, e-books, newspaper articles, and music files. In cooperation with the faculty, librarians have created a carefully selected collection that keeps pace with evolving pedagogies and strives to meet the needs of Findlay's student and faculty research and scholarship. To better serve the academic program, four satellite library locations have been opened across the campus.

All of the main campus is equipped with wireless Internet access including classrooms, the Alumni Memorial Union, Old Main, Shafer Library, and all residence halls. There are also 10 computer labs on campus.

The Findlay campus has expanded dramatically in the last two decades with the inclusion of five significant new buildings and the acquisition of the former Owens Community College Findlay-area campus. New buildings include the Phil Gardner Fitness Center, the Kenneth L. Frost Science Center, the Virginia B. Gardner Fine Arts Pavilion, the Edward and Joyce Brewer Center for Health Sciences, and the Ralph and Gladys Koehler Fitness and Recreation Complex.

An interesting point of distinction, the Mazza Museum: International Art from Picture Books, is the world's first and largest teaching museum devoted to literacy and the art of children's picture books. The collection was begun in 1982 as a means to help celebrate the 100th anniversary of Findlay College's founding. The impressive collection is housed in the Virginia B. Gardner Fine Arts Pavilion. A recent construction project added more than 9,000 square feet of additional space to serve students and the community.

The Russ and Peg Armstrong Sports Complex, located a few blocks north of campus, includes six professional-grade tennis courts and two football practice fields. Plans for a baseball field, softball field and eight-lane track are under development at the 20-acre facility.

More than 60 years ago, Findlay College established Winebrenner Graduate School of Divinity as its first graduate program. In 1961, the program was separated from the College with its own Board and president, and it relocated to its own campus two miles away as Winebrenner Theological Seminary. In 2004, the seminary completed a multipurpose facility on the edge of Findlay's campus that is shared with the University. The University and the seminary maintain separate Boards, presidents, and governance systems, but they enjoy an excellent collaborative relationship. More information may be found at www.winebrenner.edu.

THE COMMUNITY

The city of Findlay offers many of the cultural, recreational, and commercial opportunities found in a large city accompanied by the friendliness and accessibility of a small town. The city has been named one of the top 100 small towns in the United States by *Site Selection* magazine. The people of Findlay and surrounding Hancock County underscored their concern for education and other quality of life issues by approving significant levy increases in the recent November election. For more information on Findlay and its surrounding region, please visit these Web sites: www.visitfindlay.com and www.greaterfindlayinc.com.



THE FACULTY

A long-standing strength at Findlay may be found in a faculty focused on students, providing individual academic advising and personal attention. Findlay students are taught and mentored by 195 talented full-time faculty members, 60 percent of whom hold the doctorate or equivalent degree in their field. From 2004 to 2009, the full-time faculty has grown 20 percent (157 to 195). Forty-eight percent of faculty are female, and 52 percent are male.

Findlay faculty members are actively engaged in scholarship and research activity as well as the supervision of undergraduate research. At the same time, a sustained primary commitment to personalized teaching and learning permeates campus culture. Alumni and current students alike cite close relationships with faculty members as hallmarks of their educational experiences at Findlay.

The typical annual teaching load is 24 hours spread across fall and spring semesters. In addition, many faculty members oversee internships and independent studies. Most also serve as academic advisors, and advisees may be those concentrating in a field offered through the academic division, or may be first-year students or others who are still undecided about a major field. Findlay's student-to-faculty ratio is 17:1, and the average class size is 16. Lively and frequent interaction between students and faculty is fostered and cherished.

THE PROGRAM

The University of Findlay is the largest and most diverse private educational institution in northwest Ohio. The breadth of its curricular offerings reflects a spirit of innovation and entrepreneurship. Through its College of Business, College of Health Professions, College of Education, College of Liberal Arts, College of Sciences, and the newly established College of Pharmacy, Findlay offers nearly 60 majors leading to baccalaureate degrees, seven master's degrees, a doctor of pharmacy and a doctor of physical therapy. Fifty-five areas of study are also available for minor concentrations. Findlay is a nimble, forward-looking university that continually adapts programs and teaching methods to prepare today's students "for meaningful lives and productive careers."

In 2009, Findlay will award more than 1,100 degrees. Included among them are the Associate of Arts, the Bachelor of Arts, the Bachelor of Science, the Bachelor of Arts in Education, the Bachelor of Science in Education, the Bachelor of Science in Environmental, Safety, and Health Management, the Bachelor of Science in Business Management, the Master of Arts in Education, the Master of Business Administration, the Master of Occupational Therapy, the Master of Science in Environmental, Safety, and Health Management, the Master of Arts in Teaching English to Speakers of Other Languages (TESOL) and Bilingual Education, the Master of Arts in Liberal Studies, and the Master of

Athletic Training. The Doctor of Pharmacy and Doctor of Physical Therapy degrees will be awarded for the first time in 2010 and 2011 respectively.

The University of Findlay has a unique capacity for expanding and creating educational opportunities to meet the needs of contemporary society. Proof of this ability has been demonstrated by the development, in recent years, of the first-year programs that move physical therapists and occupational therapy assistants to physical therapy and occupational therapy licensure, the development of the first pharmacy program in Ohio in over 100 years, the development of one of the most prestigious equine programs in the U.S., the creation of a nationally-recognized Nuclear Medicine Institute, and the development of The Center for Terrorism Preparedness.

Two degree completion programs leading to bachelor of science degrees are available entirely online: business management and environmental, safety and health management. The MBA and the master of science in environmental, safety and health management also are offered entirely online in addition to classes held on campus.

Findlay's academic calendar includes two 15-week semesters, late August through early December and mid-January through early May, and a summer session. The usual course load at The University of Findlay is 15 to 16 credit hours per semester.

The Honors Program provides a challenging educational experience for capable students who choose to participate. The program aims to encourage and to stimulate students beyond the general range of undergraduate course work by fostering a concern for academic excellence, by providing opportunities for independent study and individual guidance, and by offering specially designed upper-level seminars.

The University of Findlay is a member of the College Consortium for International Studies. As a member institution, the University offers 16 possible international programs of undergraduate study. Students may study in Colombia, Denmark, Great Britain, France, Germany, Greece, India, Ireland, Israel, Italy, Mexico, Portugal, Scotland, Spain, Sweden or Switzerland. Year, semester and summer options are all available.

The University of Findlay is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools, with the next comprehensive visit scheduled for 2012-13. National accrediting organizations also evaluate Findlay's programs in athletic training, environmental and occupational health, nuclear medicine technology, occupational therapy, physical therapy, physician assistant, social work and teacher education. Its pharmacy program holds candidate status with the Accreditation Council for Pharmacy Education. The University's programs are authorized by the Ohio Board of Regents.



THE STUDENTS

Opportunities abound for nurturing leadership and interpersonal skills outside the classroom. Students may participate in any of more than 60 organizations, including special interest clubs, student media, student government, performing arts groups, service clubs, academic honorary organizations, spiritual life groups, and sororities and fraternities. Club sports and 27 intramural sports keep the competitive spirit alive on campus.

The fine arts flourish on campus with a variety of theater productions, art exhibits and vocal and instrumental concerts that offer creative outlets and training for students, as well as serve as a source of cultural enrichment for the broader community.

Intercollegiate athletics are also important to life at Findlay. The University of Findlay offers 23 sports: 11 men's (baseball, basketball, cross country, football, golf, indoor and outdoor track, soccer, swimming and diving, tennis, and wrestling) and 10 women's (basketball, cross country, golf, softball, soccer, swimming and diving, tennis, indoor and outdoor track, and volleyball), and two mixed-gender programs -- western and English equestrian riding. The University of Findlay is a member of the National Collegiate Athletic Association (NCAA) Division II and competes in the Great Lakes Intercollegiate Athletic Conference (GLIAC). Both equestrian teams are members of the Intercollegiate Horse Show Association.

The men's basketball team captured the NCAA Division II national championship in 2009, providing a galvanizing moment for school spirit on campus. In 2007, the English equestrian team won a reserve national championship title, a feat achieved by both teams in 2008. In 2009, the western equestrian team captured the IHSA national championship, its third national title in the last five years.

Eighty percent of the University's students receive financial assistance through scholarships, awards, loans, or employment, with the average financial aid package totaling around \$19,000. In 2009-10, the University granted \$29.2 million in institutional aid.

All students, whether traditional or non-traditional, residential or commuter, full-time or part-time, are at the heart of Findlay's commitment to excellence.

Additional information about The University of Findlay may be found at www.findlay.edu.





THE AGENDA FOR A NEW PRESIDENT

The University of Findlay community is eager to support a new president as she or he builds upon the institution's many established strengths. A number of agenda items will be important for this next generation of leadership.

SUSTAINING THE UNIVERSITY'S TRAJECTORY – The University's most recent decade has been marked by significant increases in the breadth and depth of curricular offerings; the establishment of several programs of distinction; the hiring of outstanding faculty; a developed appreciation for the faculty model celebrating teaching, research and service; significant increases in the quality of the student body; and the substantial growth of the physical plant. Findlay's next president will be charged with keeping this momentum strong while fostering an unwavering focus on attracting and delivering excellence.

CLARIFYING FINDLAY'S LONG-TERM VISION AND IDENTITY – While Findlay's growth as a small comprehensive private university has been significant, there is consensus that a cohesive whole has yet to emerge. Findlay's next president can help the institution identify those threads of strength and distinction that are present in each program and weave them together in a manner that is compelling and marketable for the student of tomorrow. Determining a definition or "brand" for the unique educational opportunities Findlay offers will be crucial to the institution's ability to attract and retain strong enrollments as well as strengthen the sense of community already present on campus.

REFRESHING THE PLANNING DIALOGUE – Changes in presidential leadership offer institutions a unique moment in time to review, assess, and invite conversations about plans for the future. It is anticipated that the new president will initiate a dialogue, inclusive of all University voices, about Findlay's future. Equally significant in this initiative is a desire by campus stakeholders to be included in these conversations and to contribute directly to the University's potential for greatness. By establishing this dialogue, new leadership can emphasize the value of Findlay's model of shared governance and craft a thoughtful plan for continued qualitative improvement and possible new directions.

DEVELOPING RESOURCES – The new president will be expected to provide engaged leadership in all areas of resource development and to match effectively Findlay’s aspirations with its resources. Major growth of gift revenues will play a significant role in Findlay’s future. The new president will be asked to serve as the University’s chief fundraiser and to work with all constituencies to enrich the University’s philanthropic culture. Whether focusing on endowment enhancement, the UF Fund, cultivating prospects for major or planned gifts, or launching the next formal capital campaign, Findlay’s president will be asked to have a direct impact and to spend a significant percentage of her or his time on fundraising. Sharing the Findlay story, engaging internal and external constituencies, and setting advancement expectations are all opportunities awaiting the next president.

MAINTAINING FISCAL EQUILIBRIUM – The president must be a strong financial manager, knowledgeable about academic business models, innovative with regard to forging new revenue streams, and capable of adjusting the business plan to maintain and improve the University’s future financial security. Findlay is a tuition-dependent institution and yet, with thanks to a highly disciplined approach, modest surpluses have been realized annually even in the most difficult of financial climates. The next president will be expected to employ this same level of expertise and forward-thinking in future budget planning. She or he will assess, evaluate, consolidate, streamline and invest as appropriate. While volatile market conditions have been an impediment to Findlay’s endowment growth, an ongoing commitment to building the endowment through donations, strategic investment management and disciplined spending perseveres.

SUPPORTING THE BOARD OF TRUSTEES – The University of Findlay has benefited from strong and effective leadership by its Board of Trustees. The next president will be expected to foster board members’ full engagement in the life of the University and to work with current Board leadership in securing the institution’s future. To that end, she or he must understand the University’s challenges and opportunities deeply and be able to convey that knowledge to the Board in a textured manner. The president must be willing to ask the difficult questions that will encourage healthy dialogue and offer possible solutions when applicable. This upcoming transition in presidential leadership will usher in an opportunity to envision and introduce Findlay’s next generation of Board leadership. The new president will look to identify ways to effectively draw on the leadership potential of veteran and novel perspectives alike, while working to foster the mutual respect and trust that have been so carefully established over the years.



DESIRED ATTRIBUTES FOR THE PRESIDENT

The University of Findlay's next president should possess a combination of professional experiences and personal qualities that match well the aforementioned agenda for leadership. Strong academic credentials coupled with meaningful academic accomplishments, an affinity for teaching and learning, and an understanding of the academy are all essential qualities.

She or he will bring integrity of the highest order, an entrepreneurial spirit, high energy, a facile mind, a flexible manner and an exceptional work ethic. Beyond this, other specific attributes will be important. The successful Findlay president will be:

- A person of proven leadership who will inspire trust and instill confidence;
- A person of vision who builds consensus and understanding around new initiatives;
- A strategic thinker, able to conceptualize, plan and lead institutional priorities;
- A person who will enjoy engaging student perspectives on a day-to-day basis;
- A person comfortable with the pluralism of the comprehensive university and able to articulate Findlay's strengths and distinctions with enthusiasm;
- An eager fundraiser, experienced in building a positive culture of philanthropy and equipped to increase Findlay's gift support;
- A person of financial acumen who can think creatively about growth opportunities while operating within the parameters of finite resources;
- A person who understands and embraces the value of the Judeo-Christian heritage as reflected in life at The University of Findlay and in the University's relationship with the Churches of God;
- A strong communicator and gifted listener who can build relationships and who will be visible, direct and authentic with all of Findlay's constituencies;
- A student of higher education, knowledgeable about key issues including enrollment management, distance learning, and administrative and academic best practices;
- A visible leader interacting with various constituencies by actively engaging multiple perspectives on campus, enthusiastically participating in the Findlay and northwest Ohio communities, and favorably influencing the regional and national reputation of the University.

THE PROCESS OF CANDIDACY

The University of Findlay presidential search committee will begin to evaluate the applicant pool in December. Although applications will be accepted until the time that a new president is selected, candidates should submit materials by January 18, 2010, to ensure fullest consideration. The new president is expected to begin work on or about July 1, 2010.

Dr. Thomas B. Courtice and Ms. Julie E. Tea of Academic Search, Inc. are assisting with this search. Nominators and prospective candidates may contact them at **Tom.Courtice@academic-search.com** and **(614) 405-9209**, or **Julie.Tea@academic-search.com** and **(804) 550-2110**. Applications should include a letter of candidacy that responds to the agenda for leadership and the desired attributes for a new president, a complete résumé or vita, and the names and contact information (phone and email) of three professional references, none of whom will be contacted without the formal permission of the candidate.

All application materials will be considered in full confidence and should be submitted electronically to **Findlay@academic-search.com**.

It is the policy of The University of Findlay to ensure equal employment opportunity without discrimination or harassment on the basis of race, color, religion, sex, age, national origin, disability or any other characteristic protected by law.