



CHANCELLOR

The Ohio Board of Regents, the higher education coordinating body for the State of Ohio, seeks an outstanding professional to serve as Chancellor to lead the Board in its quest to better educate more Ohioans. The Chancellor reports to and serves at the pleasure of the Board, and is the Chief Executive Officer for the Regents. Created in 1963 by the General Assembly, the 11-member public board has a direct, non-governing relationship with all of Ohio's colleges and universities.

OHIO BOARD OF REGENTS

Among its many responsibilities, the Board of Regents duties include:

- Working with the State Board of Education and the entire higher education community to create a seamless primary, secondary and higher education system to prepare citizens for the challenges of the 21st century;
- Working closely with Ohio's General Assembly, the governor and the entire higher education community to develop and advocate policies that maximize higher education's contributions to the State and its citizens;
- Developing, advocating and recommending how to best direct the state's current \$2.6 billion investment in higher education;
- Supporting leading-edge university research and work force development to further cement the connection between higher education and the economy, and to propel Ohio's economy forward;
- Managing state-funded financial aid programs for students (\$150 million in need based scholarships are awarded each year);
- Authorizing not-for-profit institutions of higher education and approving new degree programs.

Ohio, with a population of 11 million citizens, maintains a large and diverse higher education system, with 13 public university main campuses, 24 university regional campuses, one self-standing medical college, 23 public community and technical colleges, and 63 independent colleges and universities. Ohio's public and private colleges and universities currently enroll more than 600,000 students who are seeking advanced skills, certification, and/or associate, baccalaureate, and graduate degrees. The Chancellor provides overall executive leadership for the development of programs and policies related to the state's higher education institutions. As part of this position's statewide responsibilities, the chancellor travels extensively to visit Ohio's communities and campuses, speaking with campus leaders, business leaders, civic and economic development groups.

The staff of the Board of Regents consists of 95 employees who serve at the pleasure of the Chancellor and work within the confines of a roughly \$3 million internal operating budget. Working with senior level personnel and staff, the Chancellor has the responsibility for coordinating and submitting the biennial \$2.6 billion operating and \$450 million capital budgets for review by the Governor and Legislature. Located directly across the street from the State Capitol, the proximity of the office provides a convenient location for frequent face-to-face conversations with state leadership.

MAJOR INITIATIVES

The Board of Regents is involved with several major initiatives that illustrate the wide range of activities undertaken on a daily basis.

The first few of these initiatives include our “utilities,” which were created by the board to serve all Ohio campuses. These entities are operated by governing boards with universities serving as their fiscal agents. Continued guidance and support is provided by the Board of Regents. They include:

- The Ohio Library and Information Network (OhioLINK) – the first-of-its-kind electronic library system that enables higher education users to access books, journals and research databases.
- The Ohio Supercomputer Center (OSC) – a state-of-the-art high performance computing, networking and research center.
- The Ohio Academic Resource Network (OARnet) – the state's higher education Internet Service Provider that's tied to Ohio's K-12 system.
- The Ohio Learning Network (OLN) – a consortium of colleges and universities that uses distance learning and technology to improve teaching and learning.
- Ralph Regula School of Computational Science – a virtual statewide school focused on teaching computer modeling and simulation that will offer a multi-institutional, interdisciplinary undergraduate minor in computational science.

Other major initiatives include:

- Access Initiatives – which includes support for and collaboration with the Ohio College Access Network (OCAN) sites, Gaining Early Awareness and Readiness for Undergraduate Programs around the state and the Ohio Appalachian Center for Higher Education.
- The Articulation and Transfer Project – a statewide policy that guarantees the transfer and application of credits to majors/degrees among all public institutions of higher learning.
- The Ohio Resource Center for Mathematics Science and Reading – a virtual center that disseminates the best educational practices in these subject areas to Ohio education users in primary, secondary and higher education.
- The Performance Challenges – Access, Economic Growth, Jobs, Research, and Success – which provide performance funding to colleges and universities in these areas.
- Higher Education Information System – a comprehensive relational database that collects and reports on unit record data regarding students, courses, faculty, facilities and finance supplied by Ohio's colleges and universities.

- Performance Reporting – targeted outcome annual reports that chart the performance of individual colleges and universities and higher education overall to assist in the development of policy.
- Innovation Incentive – a performance funding program that rewards Ohio’s research universities for reallocating internal resources to achieve enhanced program focus.
- Collaborative initiatives – encouraging and facilitating collaborations among and between colleges and universities on back-office, programmatic and institutional levels.
- Higher Education Leadership Coalition – a forum of leadership representatives from all sectors of higher education that ensures a united front by the entire higher education community on significant issues.

COLUMBUS, OHIO

The Board of Regents offices are located in Columbus, which offers many amenities and benefits one would expect from a major urban center in the nation’s seventh most populated state. Consider this impressive trifecta: Columbus is the largest city in Ohio, the center of government as the state’s capital city, and a thriving college town home to one of the nation’s premier public universities, the Ohio State University.

While many large Midwestern cities are losing residents, the most recent census data indicate that Columbus is growing at a thriving clip. Some of the reasons that Columbus is an attractive location for newcomers include affordable housing, quality schools, major retail centers, five-star restaurants and a plethora of sports and leisure activities. In fact, the August edition of Money magazine listed Columbus as the eighth-best place to live among big cities.

The Greater Columbus metropolitan area with 1.6 million people ranks as the 15th largest city in the United States. Fortune 500 giants Cardinal Health, Nationwide, The Limited, American Electric Power, Big Lots and the Battelle Memorial Institute (the world’s largest private research institution) all call Columbus home. Although Columbus is a big city, there remains a small town feel. In addition, there are many distinctive neighborhoods such as Bexley, Clintonville, Dublin, Grove City, Grandview, Upper Arlington, New Albany, Westerville, and Worthington that ring the city and provide the hometown characteristics and sought-after quality of life that newcomers desire but are still close to downtown.

While the capital city offers a home base from which to gain access to and work with state leaders on higher education issues, it is important to note the diversity of the state from multiple major urban centers to one-third of the state’s counties designated as Appalachia. Appreciation for the diversity of the State and its citizens help the Chancellor and the Board of Regents initiatives and policies throughout the state.

ATTRACTIONS OF THE POSITION

Individuals seeking Ohio’s Chancellor position will find an environment ready for change. A successful candidate will bring a combination of leadership in higher education policy, broad executive management experience, positive, inspirational, collaborative leadership abilities with a

desire to work with a capable and involved Board of Regents. Below are some of the important opportunities that make this position desirable.

- **Opportunity to Lead in a State that is Looking at Higher Education as a Partner and Leader in Transforming the State.** The State of Ohio has been undergoing a rapid change in its economic base. Consequently, the State has recognized its need for workforce development as it moves toward knowledge based, technologically based economy. In a state which has a rich mix of urban, rural, and Appalachian regions, postsecondary education has come under increasing attention as a partner and leader in helping the State transform its economy and improve the citizens' quality of life. There is a readiness on the part of the political, business, industry, and educational leadership to combine efforts and cooperate in advancing this transformation. Indeed, the consultant heard repeatedly that higher education had the opportunity to provide both the intellectual capital and the delivery mechanisms to help effect this transformation. In doing so, higher education can take advantage of several recent initiatives that demonstrate a deepening recognition of higher education's increasing importance to the Ohio economy. Some of the initiatives are: the Business Alliance for Higher Education and the Economy (BAHEE); the Science, Technology, Engineering, Mathematics and Medicine initiative (STEM²); the Innovation Incentive for research universities; the Partnership for Continued Learning and other joint efforts of the Ohio Board of Regents and the Ohio Department of Education. The Chancellor will be expected to provide leadership for the postsecondary community in responding to this tremendous opportunity.
- **Opportunity to Help Develop and Implement Statewide Higher Education Policy for Postsecondary Education in a State that is Viewed as a National Bellwether.** Ohio is somewhat unique in that its coordinating Board of Regents has been delegated the responsibility for coordinating all sectors of postsecondary education (two year, four year public, and not-for-profit institutions). While each campus retains its governing board, the Board of Regents is looked upon by the Legislature and Governor to suggest, develop, propose and coalesce support for postsecondary policy for the entire state. With direct responsibility for program approval and financial aid for all sectors, the Board of Regents and its staff are increasingly relied upon by the political, business and other stakeholders in Ohio as the only source for unifying postsecondary institutions around policies and actions that benefit the entire state. The Board of Regents is being asked to provide the "roadmap" for how each sector of postsecondary education can maximize its benefit to the citizens of the state. Some state political leaders have suggested that such a "roadmap" could become the guide as to how state appropriations flow to each sector. The Board of Regents' actions in response to the statewide needs is being watched by others as evidenced by the contacts the staff receives from other states around the nation.
- **Opportunity to Lead in a State that has a Rich Mosaic of Postsecondary Institutions.** Ohio has an enormously diverse resource of postsecondary institutions offering the state world-class research capacity, renowned liberal arts and professional education, cutting edge technical education, and institutions providing opportunity for individuals from all levels of pre-postsecondary experiences. Strategically located throughout the state in urban and rural settings, the public and independent institutions are committed to increasing access for all the citizens of the state. Its linkage with the P-12 sector provides Ohioans with the possibility of a truly seamless web of education throughout their lifetime.

- **Opportunity to Strengthen Relationships between the Postsecondary Sector and the State’s Political Leadership.** Several changes are expected in key political positions in the state. For example, there will be a new Governor in the state, and there will be several new members in the Legislature. The Chancellor will be expected to seize the opportunity to establish new and effective lines of communication with the political leadership. Increasingly the Board of Regents and the institutions are being asked to respond to questions of outcomes, costs, tuition levels, and access as the appropriation of state funds are considered and state policy is adopted. After several years of level state appropriations and an actual drop in the per-student state appropriations as enrollments have increased, the state is poised to readdress its funding of postsecondary education in the state, but it will want to work with a Chancellor who can be responsive to its needs and a willing to be a partner in helping the state use its postsecondary institutions to maximum advantage.
- **Opportunity to Work with a Committed and Talented Staff.** Nearly all the stakeholders with whom the consultant talked mentioned the quality of the Board of Regents’ staff. They are highly qualified, responsive, committed to their respective tasks, committed to the role of the Ohio Board of Regents, and dedicated to their coordination role with the entire higher education community.

OPPORTUNITIES FOR AND CHALLENGES TO LEADERSHIP

Even with its enviable list of attractions in a state that is ripe for leadership, the next Chancellor in concert with the Regents and postsecondary institutions must address several significant challenges amidst exciting opportunity. The Chancellor must provide effective, collaborative leadership in capitalizing on a “vision of the future.” While separated for clarity, many of the challenges listed below overlap in the search for solutions.

- **Budget and Funding.** The State of Ohio appropriates its support for public and independent institutions at the two-year and four-year level through the Board of Regents. Over the past several years the appropriations from state sources have been level or have declined. While the economic underpinnings of Ohio are improving, it is a state whose workforce is undergoing a rapid change as it moves toward a knowledge-based, technologically-based economy. In such an environment, the Chancellor must work closely with the incoming Governor, Legislature, business and industrial leaders, Board of Regents and the campuses to craft an innovative strategic plan, and to seek and justify new and additional sources of revenue. Increasing enrollment, providing greater access, improving retention, and securing additional research funding are among the most obvious challenges as the state recrafts its educational system to be responsive to a new economic base.
- **Addressing concerns of Efficiency, Tuition and Affordability.** Many in the state are concerned about the rise in tuition at all the postsecondary institutions and view the increase as a barrier to increased participation in postsecondary education. Some of the legislators are concerned that when the cap was removed on the level of tuition, the institutions took advantage and raised tuition as much as they perceived possible. Further, some either do not recognize or do not understand the relationship between the

level of state appropriation and the level of tuition, particularly in the public sector. Calls for evidence of cost control, improved efficiency, elimination of duplication and greater collaboration and cooperation are prevalent and cut across all sectors of postsecondary education. The next Chancellor will need to help the Board of Regents address these issues with the Governor's office, members of the Legislature, and the postsecondary community.

- **Increasing Participation and Success in Postsecondary Education.** The rapidly changing economic base in Ohio means that the existing workforce needs to be retrained and the workforce of tomorrow will need to be prepared for the knowledge-based, technologically-based jobs. The postsecondary institutions will be required to be responsive if the state is to deliver on its promising future for its citizens. The need for current retraining and future preparation will call for a much larger rate of participation, including currently underserved populations, in postsecondary education now and in the future. It will also call for a greatly improved completion rate for students. The Chancellor, working with the institutions, the Board of Regents, the business and economic community, and the P-12 sector, will be required to help craft a "roadmap" for the educational future for the state.
- **Collaboration with Business, Industry, P-12, Political Leaders and Citizens in a Changing Economic Base.** While the State of Ohio has already begun its change to a knowledge-based, technologically-based future, it still needs combined and cooperative leadership to set and fine tune the direction for the future. Mechanisms are already in place to foster the collaboration among the business and industrial leadership, the P-12 educational leadership, the political leadership and the citizens of Ohio. The Chancellor will not only be expected to participate in this collaboration, but may also be asked to help provide the intellectual capital and implementation mechanisms through personal involvement and cooperative participation of the postsecondary institutions.
- **Developing Statewide Reporting Mechanisms that Demonstrate Postsecondary Education's Responsiveness to Statewide Needs.** The attention of the leadership in Ohio has been captured by postsecondary education. After several years of responding to a Supreme Court ruling affecting the funding of primary and secondary education, the state is focusing its attention on postsecondary education. It is asking the Regents to coalesce the reporting mechanisms for all sectors in order to demonstrate that the state's resources are being used in the most effective and efficient way possible. It also wants to assure that postsecondary education is being maximally responsive to the needs of the state. The Chancellor will provide the leadership in responding to the requests for information and providing the assurances that can result in increased state support.
- **Developing a Seamless P-16 Educational System for the State.** Ohio recognizes that in order for its resources to be used well, there must be a seamless educational system in the state. While the educational structures are organizationally separate, there is an expectation that these structures will do whatever is necessary to accomplish the seamlessness expected so that the citizens can easily utilize the state's educational resources throughout their lifetime. The Chancellor will be a part of the educational leadership to assure this happens.
- **Deliver on the State's STEM² Initiative.** Everyone with whom the consultant talked supported the STEM² initiative as the state prepares for its future. The disciplines

encompassing the initiative are viewed as key to the state's progress and ability to deliver on the new economic base. The Board of Regents led by the Chancellor will be expected to elicit the cooperation of all sectors of postsecondary education to deliver on enrollment, retention and graduation of significantly larger numbers of students in these disciplines (Science, Technology, Engineering, Mathematics and Medicine).

- **Address Duplication and Foster Collaboration and Partnerships among Postsecondary Institutions.** The Regents have been working with institutions across all sectors to encourage cooperation and elimination of duplication of programs and offerings throughout the state. There remains a perception that much more must be done to align the special capabilities of each institution to serve the state without duplication. Calls for mission clarification, elimination of competition among sectors and among institutions within sectors, and identification of key strengths of individual institutions continue to be heard. More collaboration and partnerships among institutions is encouraged at all levels. The Chancellor will be expected to use the opportunities of the office to move ahead on these matters and report on the successes as they occur.

DESIRED CHARACTERISTICS FOR THE NEXT CHANCELLOR

The above opportunities for leadership, coupled with the State's commitment to and focus on its educational resources, suggest that the next Chancellor should have a broad array of experiences, competencies and qualifications. Among the most important are:

- **Leadership Characteristics**—An innovative, charismatic, calculated risk-taking and entrepreneurial leader is desired. Someone who has had experience transforming an organization to be a leader in its industry would be preferred. The next Chancellor must also be knowledgeable in working with a Board, keeping the Board informed between meetings, helping the Board in staying on top of emerging issues, and providing insightful perspectives on issues being considered by the Board.
- **Leadership Style**—Commitment to consultative, collaborative, consensus-building leadership is necessary because of the coordination responsibility of the Board of Regents. The governance of the individual institutions resides in their respective Boards, but the overall development of statewide postsecondary policy and recommendations to the Legislature and Governor reside with the Board. This will require skillful consultation and collaboration among sectors and within sectors as the Board's agenda is developed and advanced. Agreement on these and other matters will require a skilled leader.
- **Knowledge of the Educational Enterprise**—While a career in higher education is not a requirement, it will be important for the next Chancellor to be knowledgeable of the culture of the higher educational enterprise in order to elicit the cooperation and assistance of the postsecondary educational community. In addition, the Board wants the kind of individual who is capable of developing the respect and integrity of leadership that will cause others inside and outside the academy to listen and consider carefully when the Chancellor speaks. Listening to others, challenging opinions and providing advice and counsel to the Board, the postsecondary institutions and others inside and outside the academe based on knowledge, insight and practicality, even when such activity may not be appreciated, will be attributes valued by the Board.

- **Political Acumen**—The Chancellor will be the primary contact with the political leadership in the state, and will be the visible presence of the Board of Regents within and without the postsecondary community. As such, the individual must possess the political skills to represent the Board, the institutions and the students in a sometimes highly charged political environment.
- **Spokesperson and Advocacy Role**—The Regents are first and foremost concerned about serving postsecondary education students in Ohio. The Chancellor must be about achieving results and be able to lead, advocate for, and be an effective spokesperson for students and the postsecondary institutions that serve them throughout the State. These abilities must also be exercised with the State’s political, business and industrial leadership, delivering a compelling vision for transforming Ohio’s postsecondary achievements. Since interpersonal relationships are so important to the ability to accomplish the Regents’ agenda, the next Chancellor must be able to communicate effectively with all people in all levels. Eliciting cooperation, encouraging collaboration, and coalescing institutions to act together and with other entities in the state will be a necessary expectation for the Chancellor.
- **Vision and Planning**—Substantial evidence of the ability to develop a vision and a plan for implementation is desirable. The Chancellor will assist the Regents in developing a statewide “roadmap” for postsecondary education, arrived at through consultation and collaboration with all the institutions. However, such a process will be enhanced by an individual who has a vision for what can be possible in Ohio. The ability to draw on multiple perspectives and analyze the information in developing a course of action will be necessary characteristics to craft a plan for the State. Once the “roadmap” is agreed upon, the ability to craft plans for implementation and assessment of the results will be required. The excellent staff in the Board office will assist, but the Chancellor must be responsible for staff selection and staff development to continue the staff’s excellent reputation for serving the Board and the State.
- **Planning and Budgeting**—The Board is responsible for initiating, developing, advocating for and implementing the budget for postsecondary institutions in Ohio. An understanding of the elements of higher education budgeting, cost structures, and strategic planning tied to resource allocation is desired.
- **Research Focus**—One of the keys to the development of the economy and the improvement of the quality of life in Ohio will be its ability to enhance its reputation for world-class research. It is from the development of intellectual capital in a supportive environment that will allow the State to attract and retain the best and brightest individuals and use basic and applied research to foster new and innovative ideas. The next Chancellor should have an appreciation of and passion for fostering a strong research agenda for the State.
- **Technology**—Leadership in the understanding of and effective use of technologies to deliver learning and leadership is desired. Appreciation for emerging technologies and a record of success in developing e-Learning opportunities will be important as the Chancellor leads the State forward in educational delivery.
- **Education**—An earned doctorate is not required. However, the next Chancellor should possess sufficient academic credentials to warrant the respect and legitimacy of the academic community as well as the state’s business, industrial and political leadership.
- **Experience**—A track record of leadership in bringing about unifying forces across complex organizations and systems is desirable. The individual should have been a leader in a complex organization for a sufficient length of time to have to live with and correct mistakes is desired. This will include a requirement of line responsibility.

PROJECTED TIME LINE FOR THE SEARCH

DATE	EVENT
September 20, 2006	Meeting of the Ohio Board of Regents <ul style="list-style-type: none"> • Review of Profile and Feedback to the Consultant
September 25, 2006	Meeting of the Search Subcommittee <ul style="list-style-type: none"> • Adoption of position Profile and Advertisement
Early-Mid October, 2006	Advertisement of the opening <ul style="list-style-type: none"> • October 2 • October 16
November 15, 2006	Meeting of the Search Subcommittee <ul style="list-style-type: none"> • Consultant provides updated overview of the pool of individuals who have expressed interest in the position
December 14, 2006	Meeting of the Search Subcommittee <ul style="list-style-type: none"> • Consultant presents five candidates to the Search Subcommittee • Search Subcommittee decides which/how many candidates to invite for interview.
January 11-12, 2007	On-site interviews
January 17-18, 2007	Meeting of the Ohio Board of Regents <ul style="list-style-type: none"> • Board selects Chancellor • Negotiations begin
January, 2007 or as soon thereafter as possible	Chancellor assumes office

EXPRESSIONS OF INTEREST IN THE POSITION

Individuals interested in discussing an interest in the position or those who may have names of individuals who may be interested in the position are invited to contact the Consultant at the address listed below.

It is expected that no more than five candidates will be selected and presented to the Search Subcommittee in December, 2006. The next Chancellor is expected to be chosen by the Board of Regents in January, 2007, and assume office as soon thereafter as possible.

Contact:

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Additional information may be obtained by visiting the Ohio Board of Regents website at www.regents.state.oh.us. Interested individuals may also check Academic Search website at www.academic-search.com, under the icon at the top of the page “current searches.”

The Ohio Board of Regents is an equal opportunity/affirmative action employer. It actively seeks and encourages expressions of interest from women and members of underrepresented populations.