



# The Search for a President





WRIGHT STATE  
UNIVERSITY

# THE SEARCH FOR A PRESIDENT

WRIGHT STATE UNIVERSITY  
DAYTON, OHIO

*The Board of Trustees has begun a search for the seventh president of Wright State University and encourages expressions of interest for this leadership opportunity. President David R. Hopkins will retire June 30, 2017, following a 40-year career in higher education, including 10 years as president of Wright State.*

*The university will celebrate its 50th anniversary in 2017. The next president has the opportunity to lead Wright State to new levels of institutional achievement and distinction by building on existing strengths and implementing a leadership agenda that will set the course for the next 50 years.*

***The new president would be expected to commence this role on July 1, 2017.***



**Inspired by the  
Wright brothers.  
Designed for  
the world.**

Wright State University serves nearly 18,000 students and offers more than 230 undergraduate, graduate, doctoral, and professional degree programs through eight colleges and three schools. Located in the city of Fairborn in Greene County, Ohio, Wright State is conveniently situated adjacent to Wright-Patterson Air Force Base and is less than 10 miles from downtown Dayton. One of our eight colleges, Wright State University–Lake Campus, is a university-operated regional campus on the shores of Grand Lake St. Marys in Celina, Ohio. The Wright State alumni community is more than 109,000 strong.

Wright State University is tied to a history of exceptional ingenuity and courage thanks to its namesakes, the Wright brothers, who invented the world's first successful airplane from their Dayton bicycle shop.

Inspired by that pioneering spirit, Wright State intentionally creates pathways to success for its students through diverse educational opportunities. By offering exceptional programs at an exceptional value, Wright State puts quality education within reach.

Wright State meets students where they are, then joins them on a journey to where they want to go. The university is nationally recognized for the unprecedented support it gives to students with disabilities and to veteran and military-connected students. At Wright State, first-generation college students, high school valedictorians, and adult learners alike all find the support they need to achieve their dreams.



## HISTORY

The groundwork for Wright State University was first laid in 1961, when Dayton's emergence as a technology center created a critical need for an increasingly educated work force. A community-wide fundraising effort was begun to establish a branch campus with the potential to grow and quickly transition into an independent university. Founded as a branch of The Ohio State University and Miami University in 1964, Wright State achieved status as an accredited independent university in 1967.

During its early history, Wright State was characterized by rapid growth. When the campus opened, 3,203 students were enrolled. That number increased to just over 12,000 by 1974, and, by 1984, that figure jumped to about 15,500. Wright State's enrollment has grown to nearly 18,000. Its campus has expanded from four buildings in 1968 to more than 100 today. The number of faculty and staff has grown to more than 3,700 and the university offers more than 230 academic programs.

## STUDENTS

Wright State students are a unique mix of people from all backgrounds, and their success is the university's number one priority.

Wright State is proud of its inclusive campus culture. The university celebrates its community's diverse racial, gender, sexual, ethnic, and religious identities. Wright State welcomes high-achieving students, first-generation college students, nontraditional students, military veterans, students with disabilities, international students—anyone with the drive to succeed.



- **21% of undergraduates are first-generation college students**  
One in every five of Wright State's undergraduate students are the first in their families to attend college. The university offers mentoring programs and student services to help ease the transition to college.
- **701 veteran or military-connected students**  
Located in close proximity to Wright-Patterson Air Force Base, Wright State is dedicated to serving those who serve the United States. Wright State has been designated a top military-friendly school for six consecutive years by *G.I. Jobs* and *Military Advanced Education*. Its new Veteran and Military Center delivers high-quality services and helps veterans connect with other students.
- **18% of undergraduate students are over the age of 25**  
Many Wright State students are nontraditional students who are working full time and/or supporting a family. The university offers numerous online, evening, and weekend classes to fit into busy schedules. Students may attend full time or part time.
- **826 students with disabilities**  
In 1970, Wright State was one of the first schools in the country to create an Office of Disability Services. Its campus is now one of the most accessible in the United States. Wright State provides accommodations to students with all types of physical, learning, and psychological needs. The university features a first-of-its-kind service dog park, an extensive underground tunnel system, a personal assistance program, adapted campus recreation programs, and an adaptive technology center.
- **1,174 high-achieving students in the Honors Program**  
Students choose Wright State because of nationally recognized programs and competitive financial aid packages. Many of its merit-based scholarships provide in-state tuition or more to top academic achievers. This year, 396 enrolled students are high school valedictorians or salutatorians and 68 are National Merit Finalists, Semifinalists, or Commended Scholars. The University Honors Program is open to all majors and provides a challenging, varied curriculum to Wright State's brightest students.
- **1,475 international students from 59 countries**  
Wright State has become a mosaic of international students, who now account for eight percent of the student population. These students help build bridges of understanding and goodwill between nations, introduce U.S. students to a variety of cultures and foreign languages, and help internationalize the campus community.
- **19.6% minority student population**  
Wright State embraces the ethnic diversity of its student body, faculty, and staff, and strives to maintain a welcoming and inclusive atmosphere for all on its campus, believing that great learning comes from the wonderful ethnic and cultural diversity represented at Wright State.

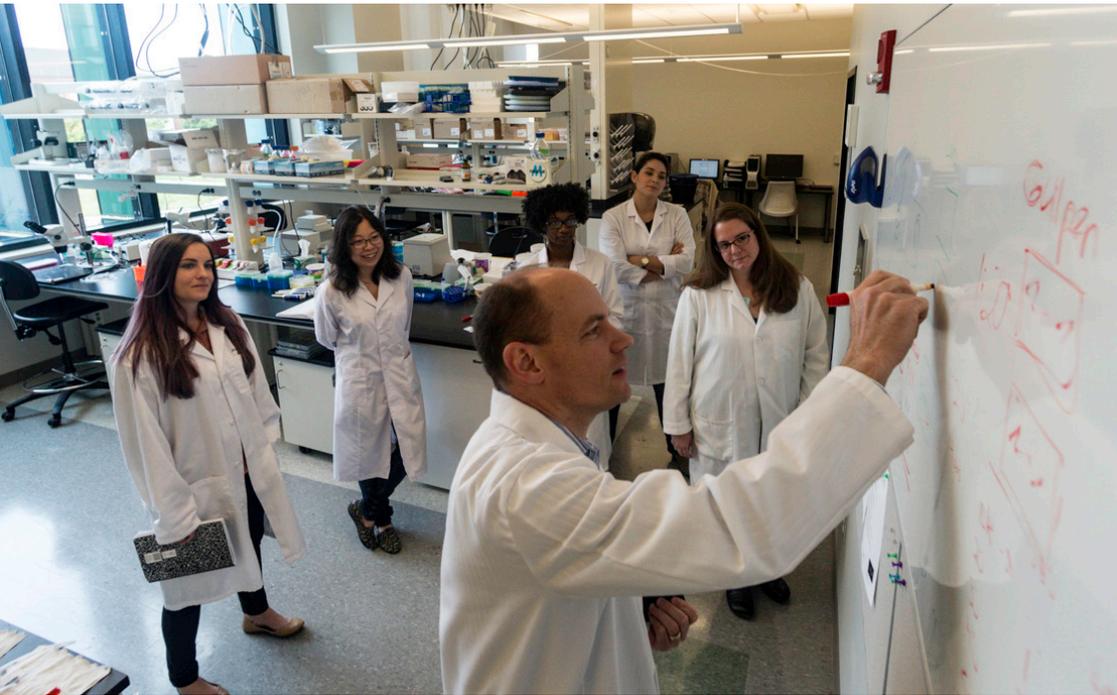
## FACULTY AND STAFF

Wright State's more than 3,700 full- and part-time faculty and staff members are a leading strength of the university. They take their mission seriously: transforming the lives of the university's students and the communities they serve. These employees value on an individual basis what the university values as a whole—people, learning, partnerships, relationships, sustainability, and stewardship.

The attitude of service is demonstrated in many ways, including Raidersgiving, a meal served by faculty and staff members to students and other community members who are unable to go home for Thanksgiving. The We Serve U program encourages staff members to volunteer in significant community service opportunities.

Wright State faculty and staff take a personal interest in the success of all students. They take great pride in supporting the advancement of students throughout their academic experience, as well as in their careers. The student-to-faculty ratio is 22:1, and 83 percent of faculty have terminal degrees in their field.

Wright State employees also contribute financially to student success. In 2015, more than 1,600 faculty, staff, and retirees (including 59 percent of full-time faculty and staff) committed \$820,000 to the annual Campus Scholarship and Innovation Campaign, which helps fund student scholarships.



## ACADEMICS

Wright State wants all of its students to graduate with a world-class education, and it continues to be regarded for the quality of its programs. The university offers a diverse offering of more than 230 programs through its eight colleges and three schools. These programs include 13 associate degrees, 91 bachelor's degrees, 29 undergraduate certificates or licensures, 68 master's degrees, nine doctoral degrees, two professional degrees, and 60 graduate certificates, licensures, and endorsements.

### The Raj Soin College of Business

The Raj Soin College of Business offers 10 bachelor's degrees and five master's degrees. The curriculum emphasizes real-world experiences and entrepreneurship. Its facilities include: a trading lab where students manage \$1 million in real stock portfolios; a student-managed-and-operated coffee shop; and a data analytics and visual environment lab. The college is the first in the region to be accredited by AACSB International, the highest accrediting body of business and accounting degrees. Fewer than five percent of business programs and only 177 accredited institutions have separately accredited accounting programs. The college is among the top 1.2 percent of business schools worldwide accredited by AACSB International in both business and accounting. The Bachelor of Science program in management information systems became the first business school program in Ohio to be accredited by the Computing Accreditation Commission of ABET and among the first 20 in the U.S. to achieve this status.

### The College of Education and Human Services

The College of Education and Human Services offers 11 bachelor's degrees and more than 40 graduate degree programs, as well as teaching licensures, certificates, and endorsements. Graduates teach in nearly every school in the region.

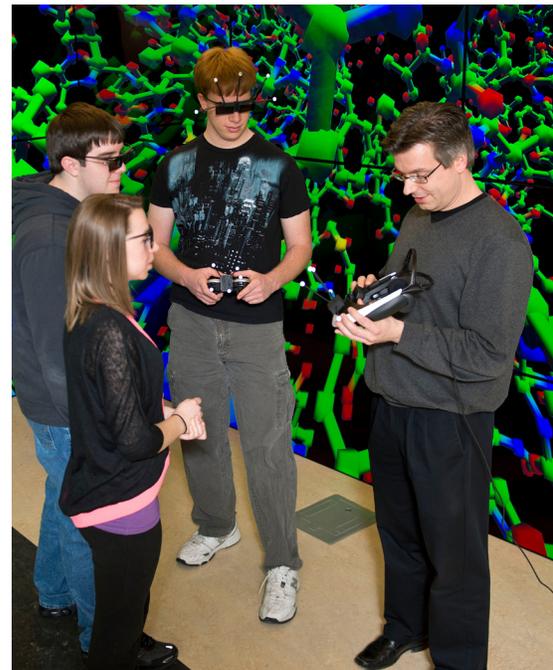
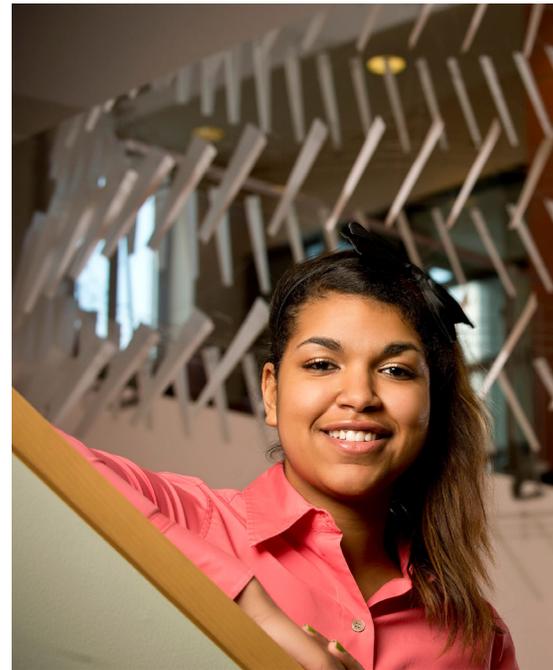
*U.S. News & World Report* has ranked the Wright State master's degree in curriculum and instruction as No. 17 in the nation among online graduate education programs. The college also offers diverse programs such as marriage and family counseling, rehabilitation counseling, sign language interpreting, and sports science/athletic training. Organizational leadership and leadership development are some of the college's largest programs.

### The College of Engineering and Computer Science

The College of Engineering and Computer Science offers 12 ABET-accredited bachelor's degrees and 14 graduate degrees. All of the college's bachelor's programs have a 4+1 option that allows students to complete both their B.S. and M.S. degrees in five years. In 2001, the college developed a new approach to teaching engineering mathematics. By dramatically redesigning the calculus component of the engineering curriculum, the college has doubled its four-year graduation rates. This Wright State model for engineering mathematics is being adopted by colleges and high schools across the country. *U.S. News & World Report* has ranked the industrial and human factors engineering online master's program No. 38 nationally.

### The College of Liberal Arts

The College of Liberal Arts is a diverse college made up of 12 academic departments and six interdisciplinary programs, offering more than 100 bachelor's, master's, and certificate programs in the social sciences, the humanities, and fine and performing arts. The college's theatre, dance, and motion pictures programs are some of the most selective at the university. The Applied Policy Research Institute gives students the opportunity to work on real-world projects that help nonprofit and government leaders create effective change. The Department of Political Science's Model United Nations Team has won top honors at the national conference for a record 37 consecutive years.





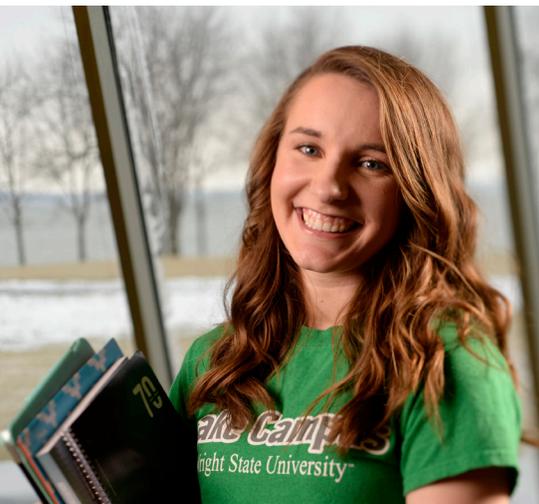
### **The Wright State University–Miami Valley College of Nursing and Health**

The Wright State University–Miami Valley College of Nursing and Health trains the nurses of the 21st century. Students can enroll in a four-year B.S.N. program, an online R.N.-to-B.S.N. program, or an accelerated program option for military veterans with medical training. The college also offers a master’s degree with 10 concentration options, several graduate certificates, and an online Doctor of Nursing Practice program in partnership with the University of Toledo. Wright State is a leader in disaster management training. The National Disaster Health Consortium teaches military and civilian medical personnel to work together in emergency situations to more effectively respond to disasters.



### **The College of Science and Mathematics**

The College of Science and Mathematics offers eight undergraduate programs, 15 master’s programs, and four doctoral programs. The largest departments in the college are biological sciences and psychology. Undergraduate research and experiential learning are key components of the curriculum. Students are linked to faculty members for research projects from their first year through graduation. The college also has a robust pre-health program that prepares students to become competitive applicants for many health professional programs including medicine, dentistry, optometry, veterinary medicine, physical therapy, occupational therapy, pharmacy, and physician’s assistant.



### **University College**

University College serves as the first academic home for more than 2,500 students. Professional academic advisors assist students in a successful transition into the college or major of their choice, while also providing services through its Academic Success Centers to ensure student academic achievement. Additionally, University

College collaborates with all of Wright State’s degree-granting colleges to provide more than 50 first-year seminars, serving about 1,000 freshmen who share academic and social interests. University College also coordinates placement testing, tutoring, the common text program, and learning communities.

### **Lake Campus**

Lake Campus, a 173-acre campus on the shore of Grand Lake St. Marys, just a 90-minute drive from Dayton, Ohio, makes higher education more accessible to rural west central Ohio. In 1969, the Western Ohio College in Celina became a Wright State branch campus. What was then a one-building college now has four buildings, more than 1,300 students, and a broad range of undergraduate and graduate programs. Students enjoy small classes, affordable tuition, and a community-supported atmosphere. Lake Campus offers campus housing, student organizations, athletics, and a growing variety of degree options.

### **The Graduate School**

The Graduate School embodies the Wright State pioneering spirit of innovation through cutting-edge research, outstanding faculty and educational opportunities, and rich connections to the world around us. The Graduate School serves more than 3,000 students in more than 100 master’s programs and eight doctoral programs. It offers numerous graduate assistantships and fellowships to make attaining a high-quality graduate education affordable. Flexible class schedules and online options help accommodate each student’s individual needs. Several graduate programs have earned national accolades including those in business, education, engineering, and nursing.

## The School of Professional Psychology

The School of Professional Psychology is the public institution in Ohio that confers the Doctor of Psychology (Psy.D.) degree. The school admits 25 new doctoral students each year and has no undergraduate programs. As a practitioner-model program, the school focuses on training students for professional clinical psychology practices, and has 800 alumni practicing worldwide. Nationally known for its multiple identities diversity training, students may also elect to pursue added depth in the following emphasis areas: child, health/rehabilitation/neuropsychology, or forensic psychology.

Locally, clinical psychology students provide a broad array of behavioral health services and consultation at the Ellis Human Development Institute. Regionally, the school maintains formal training partnerships with more than 30 agencies throughout Ohio, and has achieved 100 percent placement of its students in national internships in four of the last five years.

The school also houses a highly competitive doctoral internship certificate program that admits only six new students from across the nation. The Psy.D. program and the doctoral internship program have each been awarded the highest level of accreditation from the American Psychological Association.

## The Boonshoft School of Medicine

The Boonshoft School of Medicine offers medical education leading to the M.D., M.D./Ph.D., M.D./M.B.A., or M.D./M.P.H. degree for about 440 medical students; residency training in 13 medical specialties and fellowship training in 10 subspecialties for about 445 resident physicians and fellows; and master's degree programs in aerospace medicine, pharmacology/toxicology, and public health. In addition to almost 465 full-time faculty, Wright State's voluntary faculty include more than 1,250 physicians in private practice and other health care professionals in the community.

Instead of operating a university-based hospital for clinical training, Wright State is affiliated with seven major teaching hospitals in the greater-Dayton area and has formal affiliation agreements with more than 25 other health care institutions in the Miami Valley. This model exposes medical students and resident physicians to a broad spectrum of patients and health care facilities.

A 2010 study published in the *Annals of Internal Medicine* ranks the Wright State University Boonshoft School of Medicine fourth in the nation for its social mission, measured by the percentage of graduates who practice primary care, work in health professional shortage areas, or are underrepresented minorities.



## EXPERIENTIAL LEARNING

Wright State helps students gain valuable real-world experience both inside and outside the classroom. The University Center for International Education has study abroad partnerships in more than 40 countries on six continents. Wright State helps students connect with co-ops and internships to build their résumés. Students can participate in unique programs like a hands-on archeological excavation or a pilgrimage to visit many of the historical landmarks of the Civil Rights Movement. STEM programs allow students to work closely with faculty on research projects, even at the undergraduate level. Hundreds of courses offer service-learning or community engagement components. This focus on experiential learning helps Wright State students to succeed long after they graduate.

## AFFORDABILITY

Wright State has an earned reputation for providing an exceptional educational value, in keeping with its belief that an outstanding education should be accessible to families from all backgrounds. Wright State's tuition continues to track below the U.S. national average for four-year public universities. It had the second-lowest tuition (and total cost with room and board) among Ohio's 12 major four-year

public universities in 2015–16, according to the University System of Ohio. In addition, nearly 70 percent of Wright State students receive financial aid. By easing the financial burden of higher education, Wright State demonstrates its commitment to access, inclusion, and the dreams of individual students.



## DIVERSITY

Wright State is dedicated to diversity and strives to be known as Ohio's most inclusive university. The university ranks No. 4 in the state for the number of enrolled veterans using GI benefits, and was awarded the Edward M. Kennedy Community Service Award from the American Association for Access, Equity, and Diversity. More than 23 percent of Wright State faculty members and more than 18 percent of staff members identify as African American, Asian American, American Indian or Alaskan Native, Native Hawaiian or Pacific Islander, Latino, or more than one race. The student population is 19.6 percent minority.

The university has numerous cultural and identity centers, including the Asian and Native American Center, the Bolinga Black Cultural Resources Center, the Office of Latino Affairs, the Office of LGBTQA Affairs, and the Women's Center. Each coordinates a variety of activities and educational initiatives during the academic year. Hundreds register each fall for the annual Diversity in the Multicultural Millennium Conference, which features thought-provoking speakers and workshop sessions.

Wright State University is committed to achieving an intellectual, cultural, and social environment on campus in which all are free to make their contribution. The university creates an environment in which every student may think, learn, and grow without prejudice, without intimidation, and without discrimination. Wright State strives to maintain campuses where personal dignity and respect for the individual are recognized by all.

Wright State promotes the acceptance and appreciation of every individual regardless of race, color, religion, age, national origin, national ancestry, sex, pregnancy, gender, gender identity or expression, sexual orientation, military service or veteran status, disability, socioeconomic status, or personal experiences. The university encourages appropriate activities and events that foster learning about the diversity of our world.



## CAMPUS AND FACILITIES

Wright State University takes pride in its beautiful 557-acre campus, which includes lush forests and a biology preserve. The university's state-of-the-art facilities include 71 academic and academic support buildings, 33 student residential buildings, and a world-class entertainment and athletics venue. Underground tunnels connect 20 of 22 buildings in the academic section of campus, shielding students and employees from any adverse weather and adding to the university's national reputation for accessibility for those with disabilities.

### Student Success Center

Home to University College, the \$17 million, 67,000-square-foot Student Success Center opened in the fall of 2015 to provide academic support and motivate students to achieve their potential. This building features scale-up, active-learning classrooms to facilitate engaged learning. Students have access to the Math Learning Center, the University Writing Center, Academic Advising, Tutoring Services, and an active-learning Math Studio, all housed in the Student Success Center. More than 6,000 Wright State students make use of these centers for guidance and academic support to ensure a successful transition to college, develop skills for civic engagement, and encourage lifelong learning.

### Creative Arts Center

The Creative Arts Center has just completed a \$22 million renovation. Additions include a new combat and dance room and a modern, inviting space for the Stein Galleries, which boasts an impressive permanent collection and regular exhibitions. In addition to classroom and practice spaces, the facility features two concert halls and two theaters that provide settings for plays and dance performances; concerts by the orchestra, chorus, and several instrumental groups; and other performances by visiting artists as well as students and faculty.

### Tom Hanks Center for Motion Pictures

The Tom Hanks Center for Motion Pictures is a state-of-the-art facility housing the university's award-winning motion pictures programs. Students study all aspects of the industry, including directing, producing, camera work, art directing, and scriptwriting as well as film theory, history, and criticism. Hanks, who dedicated the facility in April 2016, also supported the university as the national honorary co-chair of *Rise. Shine. The Campaign for Wright State University*.

### Neuroscience Engineering Collaboration Building

The \$37 million Neuroscience Engineering Collaboration Building opened in April 2015, bringing researchers from six disciplines under one roof to work with area health professionals to understand brain, spinal cord, and nerve disorders and develop treatments and devices. The building is designed to foster research projects that break new ground by putting neuroscientists, engineers, and clinicians in a collaborative environment.

### University Libraries

The University Libraries include the Paul Laurence Dunbar Library, the Lake Campus Learning Center, the Student Technology Assistance Center (STAC), and Special Collections and Archives. The *Wright Brothers Collection*, housed in Special Collections and Archives, includes Wilbur and Orville Wright's technical and personal library, family papers, and thousands of photographs documenting the invention of the airplane and the family's history.

### Nutter Center

The Wright State University Nutter Center is a world-class entertainment venue and serves as a stage for spectacular concerts, shows, political events, and Wright State Raider athletics. It has become a beacon and ambassador for the university. The university-owned Nutter Center is an economic driver for the region, putting money into the pockets of hotels, shops, and restaurants.



## RESEARCH

Research is vital to Wright State's mission and vision. The university has cultivated an environment of collaboration and innovation, resourced with state-of-the-art facilities, that allows our faculty and student researchers to pursue excellence and discovery across a wide range of disciplines. Creative scholarship at Wright State is nationally recognized in numerous areas, from neuroscience and molecular biology to history, and computer science to the performing arts.

Housing the Dayton region's only medical school, Wright State supports biomedical and translational research and clinical trials that directly improve the quality of life and health in our community and beyond. The Wright State Research Institute works with interdisciplinary faculty to deliver high-impact solutions for government, industry, and health care, addressing critical challenges facing the nation and world. With almost \$50 million of research and development expenditures, the university's research enterprise contributes significantly to regional economic development through

commercialization initiatives, work force development, and collaborative partnerships with other institutions, government, and industry. Through a range of unique partnerships across the state, and particularly with Wright-Patterson Air Force Base, Wright State has emerged as a leader in multidisciplinary collaborative research among Ohio's universities. Wright State research covers a broad spectrum of activity, from fundamental investigations into the physical, biological, and neurological sciences, all the way to translational research that directly improves the quality of life in the Dayton region and beyond.

The hallmarks of Wright State—multidisciplinary collaboration and innovation—are critical for 21st century research endeavors and enable its faculty to compete successfully to grow their research programs through major funding awards from federal agencies and industry. Supported by high-quality graduate programs and outstanding students and scholars in every college, Wright State is well positioned for continued excellence and achievement in the future.



## CAMPUS LIFE

Wright State students enjoy a vibrant campus community that invites them to make the most out of their college experience. They can get connected with others who share in their interests and build leadership skills through one of the more than 180 student organizations. The Student Union houses a variety of fitness options, including a state-of-the-art fitness center, swimming pool, climbing wall, fitness classes, and more. The Outdoor Resource Center organizes hiking, kayaking, and backpacking excursions. Students can experience the arts in our newly renovated Creative Arts Center, where they can catch a music or dance performance, explore an art exhibit, or enjoy a play. They can also see national performing acts at the Wright State University Nutter Center. Annual events like Raiderthon, Fall Fest, April Craze, Homecoming, and Welcome Week bring the campus together to show some Raider pride. Students can make sure the fun never stops by living on campus in one of Wright State's three residence hall communities or four apartment communities.

## ATHLETICS

A member of the NCAA Division I Horizon League, Wright State sponsors 16 intercollegiate sports—seven for men and nine for women. These programs include men's and women's basketball, cross country, soccer, swimming and diving, and tennis; women's softball, indoor track, outdoor track, and volleyball; and men's baseball and golf.

The Raiders can boast successful professional athletes among their alumni, including Major League Baseball pitchers Brian Anderson and Joe Smith, NBA center Vitaly Potapenko, and PGA Tour golfer Frank Lickliter.

## COMMUNITY ENGAGEMENT

Wright State has a long history of volunteerism and civic engagement. Its students, faculty, and staff are passionate about making a difference and improving the world around them. Community engagement is everywhere on campus and throughout the region, ranging from small, personal volunteer opportunities to large, campus-wide initiatives. Academic service-learning courses, internships, and co-ops allow students to learn while making a difference in the real world.

In 2015, the Carnegie Foundation for the Advancement of Teaching selected Wright State to receive its Community Engagement Classification. Just 361 colleges and universities receive the classification nationwide. Wright State also has been named to the President's Higher Education Community Service Honor Roll for five consecutive years.





## ALUMNI

Wright State has awarded 123,620 degrees to 109,852 alumni. Of those graduates, more than 60 percent still live in Raider Country, the contiguous 16-county region in Ohio anchored by Wright State's two campuses.

Wright State alumni are leaders in their fields, building on the education and opportunities they experienced during their time on campus. Through politics or research; in Broadway theatres, Hollywood studios, and outer space; from the classroom to the emergency room to the board room; Wright State alumni are making a difference and transforming lives.

Annual alumni events and awards help keep their Raider pride alive. Events include the Legacy Scholarship Golf Outing, Homecoming Weekend, Alumni College, and the Alumni Achievement Awards. There are also regional gatherings in the Dayton area as well as active networks of Wright State graduates across the nation, including Tampa, Columbus, New York City, Los Angeles, Houston, and Washington, D.C.

Their graduates reflect their positive college experience in their giving. During *Rise. Shine. The Campaign for Wright State University*, nearly 13,000 alumni donated more than \$32.5 million through late September 2016. More than 5,000 of those were first-time donors.

## FUNDRAISING

*Rise. Shine. The Campaign for Wright State University* has been an enormous success. It is spearheaded by co-chairs Amanda Wright Lane, great-grandniece of Wilbur and Orville Wright, and Tom Hanks, Academy Award-winning actor, producer, and director.

The campaign, which continues through December, has surpassed its \$150 million goal. So far, it has raised more than \$161.2 million from alumni, faculty, staff, retirees, friends of the university, corporations, and foundations.

Funds raised during *Rise. Shine.* are designated to one of three broad priorities: individuals, environments, and innovations.

Gifts in the individuals category support scholarships, research at all levels, endowed chairs and professorships, salary funds, and student support in all forms.

Gifts in the environments category fund new buildings, classrooms, laboratories, studios, athletic facilities, green spaces, equipment, and software.

Gifts in the innovations category include programmatic funds, community outreach, lectures, student competitions, events, experiential learning, and multicultural affairs.

## LIVING IN RAIDER COUNTRY

Raider Country is the contiguous 16-county region in western Ohio anchored by Wright State University's two campuses. Also home to Wright-Patterson Air Force Base, the region is known for its strengths in information technology, aerospace research and development, advanced materials engineering, and health and human services. Raider Country features gourmet restaurants, eclectic shops, green spaces, and excellent schools.

The closest large city to Wright State is Dayton. Located in the Miami Valley region of southwest Ohio, Dayton is a mid-sized city surrounded by a diverse metropolitan area of almost a million residents. Last year, Dayton ranked No. 2 on *Livability's* list of the Best Affordable Places to Live. "The real bargain that comes from living in Dayton is the high quality of life residents enjoy," according to *Livability.com*. "Dayton offers a rich assortment of things to do, from outdoor recreation that includes canoeing and ice skating to cultural amenities, like the Dayton Philharmonic Orchestra and the Benjamin and Marian Schuster Performing Arts Center."

### History

The Miami Valley has a long history of innovation. In the early 1900s, Dayton became the invention capital of the United States, with the most patents per capita. As the birthplace of aviation, Dayton is home to the National Museum of the United States Air Force—the oldest and largest military aviation museum in the world and Ohio's No. 1 tourist attraction—and one of the country's premier air shows. The city's other influential inventions include the cash register, the self-starting ignition for automobiles, the pop top beverage can, the electric wheelchair, the stepladder, and the parking meter. Visitors can explore this rich history and see the original 1905 Wright Flyer III, a large collection of cash registers, and other gems of local history at Carillon Historical Park.

### Fine and Performing Arts

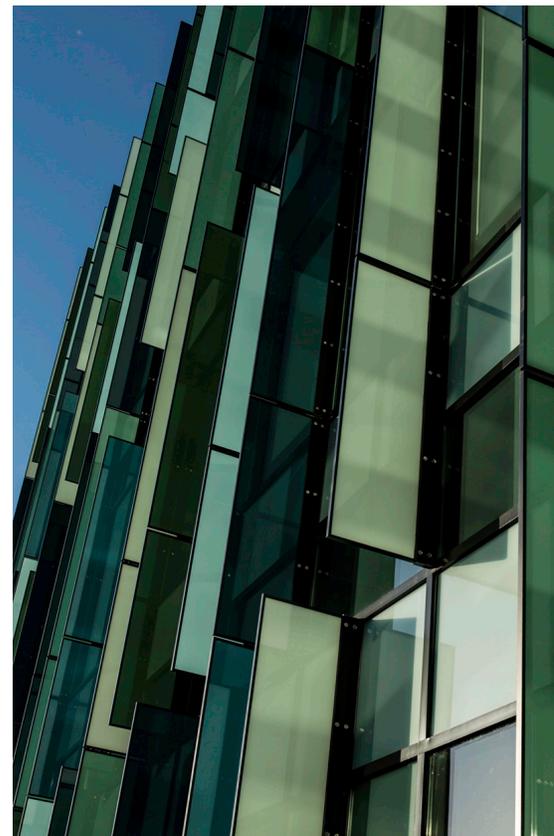
The region's arts scene is more vibrant than that of many larger cities. The Benjamin & Marian Schuster Performing Arts Center is a world-class facility offering the best in local, national, and international performing artists. Dayton Opera and the Dayton Philharmonic Orchestra call the Schuster Center home, and it showcases the latest Broadway shows and traveling productions. The city's cultural flavor also includes the Dayton Ballet, the Dayton Contemporary Dance Company, the Human Race Theatre Company, and numerous community arts organizations. The historical Victoria Theatre is stage for many of these performers, and five other major-event venues also host shows and concerts. In the world of visual arts, the Dayton Art Institute offers an outstanding collection of 26,000 works of art.

### Dayton Literary Peace Prize

Inspired by the 1995 Dayton Peace Accords, this international literary award is the first and only in the United States to recognize the role literature plays in the promotion of peace. Begun in 2006, the Dayton Literary Peace Prize offers educational and inspirational programming to universities and the public.

### The Great Outdoors

The Miami Valley is a great place for outdoor adventurers. The area has seven MetroParks, as well as more than 35,000 acres of parks, nature preserves, and a popular river corridor along the Great Miami River. Bikers can explore more than 330 miles of trails, with more coming through rails-to-trails initiatives. Rural Greene County offers hiking in the Clifton Gorge State Nature Preserve, the Glen Helen Nature Preserve, camping and hiking in John Bryan State Park, and canoeing along the Little Miami River, Ohio's first stream to be named a National Scenic River.



## Sports

Sports enthusiasts are glad to call Raider Country home. The Dayton Dragons baseball team was named one of the “Top Ten Hottest Tickets in Sports” by *Sports Illustrated* magazine. With Wright State’s NCAA D-I sports program and professional teams in Columbus and Cincinnati, the region provides ample opportunities for sports fans. The NCAA includes Dayton in its list of Nine Great Basketball Towns. Each year the NCAA tournament begins in Dayton, site of the First Four games that trim the field to a 64-team bracket.

## Shopping and Dining

The area’s largest shopping mall, the Mall at Fairfield Commons, is located near Wright State’s campus. The Greene—a 72-acre town center featuring pedestrian-friendly streets, retail stores, and restaurants—is just 15 minutes away. Unique restaurants and shops are part of downtown Dayton’s historic Oregon District. The region is “hopping” with more than a dozen microbreweries, and the *New York Times* named The Pine Club steakhouse one of the “World’s Ten Greatest Traditional Dining Institutions.”

## Weekend Getaways

The Miami Valley’s prime position near the intersection of Interstate 70 and Interstate 75 makes it easy to visit major cities like Cincinnati, Columbus, and Indianapolis. The Midwest’s largest amusement and waterpark, Kings Island, is just 35 miles south of Dayton. World-class museums, indoor and outdoor concert halls, riverboat cruises, award-winning zoos, and casinos are all within a one-hour drive.



# BUILDING A LEADERSHIP AGENDA

The next president will have the opportunity to lead Wright State University to new heights and even greater distinction. At a time in higher education when universities aspire to claim a special niche, the Wright State presidency offers a unique formula for success. The next president will be asked to steadfastly maintain the university's core values, while addressing current issues not uncommon to institutions of higher learning today. The next president should be prepared to enhance this blend of institutional grounding and creative future, and also accept a dynamic agenda including the following:

## 1. Financial Stability

In the face of state cost reductions and mandated tuition freezes, institutional financial reserves have shrunk from \$162 million in 2012 to \$59 million in 2016, with a projection of \$40 million in 2018. Given these numbers, Moody's lowered the university's bond rating from A1 to A2. Yet, Moody's did point to a number of long-term institutional financial strengths including "large-scale operations, sizeable resources, moderate financial leverage, recent enrollment growth, and reserve diversity."

To maintain and build upon these strengths, the board and the president, in the summer of 2016, introduced a two-year financial remediation plan including expense and personnel reductions and increased fees. President Hopkins, presenting the plan, described it as a "leadership initiative designed to address the growing financial challenges we face in order to better serve our students, staff, and faculty, and most importantly to achieve the critical mission of Wright State University."

The implementation of year two of the financial remediation plan in order to seize the opportunity to enhance the Wright State mission will certainly be a primary element of the next president's leadership agenda.

## 2. Administrative Transparency

Wright State University awaits word from the U.S. Attorney's Office in its federal investigation of the university for its misuse of the H-1B visa program on campus many years ago involving a limited number of non-immigrant employees.

Wright State officials and the Board of Trustees have cooperated fully with the investigation. Several notable steps have been taken to prevent the university from inappropriately using non-immigrant visa classifications, and to strengthen its operations now and in the future. Immediately following the news of the investigation, the university contracted with an independent forensic accounting firm to investigate all aspects of university operations.

Steps taken by the university included the termination of multiple administrators; sweeping changes and improvements to university compliance and review programs, buttressed by multiple new compliance positions; leadership changes and staff expansion in the Office of General Counsel; increased administrative accountability and oversight through the creation of separate chief operating officer and chief academic officer positions; thorough review of contract processes of the Wright State Research Institute, which, in part, led to the university's new affiliated-entity policy; and third-party review and management of Wright State's ongoing process of using non-immigrant employees.

These changes have already improved university accountability and oversight, and enabled the university to move forward in a stronger, more informed position than it was in before the investigation. Wright State's new president will have the opportunity to work with their team and the Board of Trustees to consider further improvements that will enable the university to strengthen operating control and oversight.

## 3. Campus Conversation

The caring and ethical manner with which members of the university family interact with one another should be fostered by the new president's intuitive ability to engage the campus in an authentic fashion. These personal and professional qualities will also be needed beyond the campus, where the university wants to sustain its leadership role and further nurture its partnership with business, government, and community leaders in the greater Dayton region.

The new president will accept responsibility for Wright State at a moment when the institution is eager to discuss its future. In the past few months, President Hopkins summarized the beginning of that agenda in his remarks concerning the approaching 50th anniversary in 2017.

The president stated that institutional progress during the past 50 years has been "incredible." This provides an exciting platform for further exploration of the vision for Wright State as a leading institution in Dayton, Ohio, the region, and beyond.

Leading campus constituencies through a discourse of discovery will most definitely be a unifying element of the next president's leadership agenda.

# QUALIFICATIONS, EXPERIENCE, AND LEADERSHIP ATTRIBUTES

The leadership agenda for Wright State University's next president calls for a combination of professional qualifications, experience, and personal attributes deemed necessary to lead a comprehensive educational institution in its commitment to academic excellence and public service.

Wright State University's next president certainly must bring a distinguished record of scholarly, artistic, or professional achievement, as well as successful, collaborative leadership experience. The appointee also is expected to possess the following:

## Professional Qualifications and Experience

- A servant-leader who advocates tirelessly on behalf of the university and its students, faculty, staff, and alumni.
- A dedication to students and the student experience, both individually and collectively. A genuine love of interacting with, meeting, and learning about a diverse student body and the students within. A belief in maintaining and improving a student-centered environment that empowers students to achieve at the highest levels.
- Demonstrated experience with fundraising and/or leading a comprehensive campaign.
- An active listener who builds respectful relationships, possessing the experience and judgment to make sound decisions in a highly complex environment.
- A leadership style characterized by integrity, collaboration, and optimism for the university's future. A disposition for innovation, an entrepreneurial spirit, and a passion for strategic planning.
- A commitment to fostering and encouraging a culture of diversity on campus where students and all community members feel welcome, respected, and encouraged to use the strength of their unique differences to create a more rewarding and inclusive academic and campus environment.
- An understanding of the increasingly broad range of issues and challenges now facing American public higher education in general, and research institutions in particular.
- An earned doctoral degree or equivalent terminal professional educational credentials.
- Experience in a leadership role—at the dean/vice president level or higher—that includes budget challenges and fiscal prioritization.
- An understanding of Wright State's mission and place in Ohio and in American higher education.
- An eagerness to embrace the university's undergraduate, graduate, research, and medical education programs and the communities they serve.
- The ambition to be a positive change agent, coupled with the ability to lead within the context of well-established and distinctive educational practices.
- Outstanding communication and interpersonal skills that include the ability to generate constructive conversations around difficult issues and to promote an environment of consultation, trust, accountability, and transparency. A clear commitment and proven ability to build consensus.
- Broad knowledge and experience to enhance Wright State's reputation as a leader in research and innovation, with an ability to work collaboratively with high-level research partners, both on campus and in the surrounding communities.
- Experience with projects aimed at increasing equity and nurturing a rich, vibrant campus community.
- A progressively responsible record of administrative success recruiting and supporting a diverse faculty and staff. Commitment to working within a collective bargaining environment, including joint labor-management problem solving in relation to contract implementation. A demonstrated interest in providing opportunities for professional development within a culture characterized by intellectual curiosity and academic freedom.
- Experience working productively with, and influencing, external stakeholders—including community and civic leaders and local, state, and federal governments—with special emphasis on building and sustaining relationships with legislators and state government officials.
- Experience building national and international partnerships.





## APPLICATION AND NOMINATION PROCESS

The search for Wright State University's next president is being assisted by Academic Search, Inc. Applications, nominations, and expressions of interest can be submitted in confidence to **WrightStatePres@academic-search.com**. Applications should consist of a substantive cover letter addressing the qualifications and expectations listed in this document, a curriculum vitae, and a list of five professional references with full 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.

Applications will be accepted until the position is filled, but only those received by the December 5, 2016, application deadline can be assured full consideration. Confidential discussions about this opportunity, including the request of reasonable accommodations related to ongoing medical conditions or disability, may be arranged by contacting Dr. Jerry Israel, senior consultant, at **jmi@academic-search.com** or Dr. Mac Stewart, senior consultant, at **mas@academic-search.com**.



## NON-DISCRIMINATION POLICY

Wright State University does not discriminate on the basis of race, color, religion, age, national origin, national ancestry, sex, pregnancy, gender, gender identity or expression, sexual orientation, military service or veteran status, mental or physical disability, or genetic information in employment, admission, treatment, or access to its programs or activities.

Wright State University adheres to all applicable state and federal equal opportunity/affirmative action statutes and regulations.



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