

## **Characteristics of a 21<sup>st</sup> Century President for the University of Louisville – Prepared by Enid Trucios-Haynes, August 2016**

From Chronicle of Higher Ed Presidential Advertisements:

College of Wooster – 7/15/15:

- a visionary leader who values the life of the mind, a strategic thinking and planner who can build a shared vision, an accomplished communicators, a person of intercultural competence and global perspective committed to diversity in its many forms, and a student of higher education who understand the major issues facing private colleges

University of North Carolina – 7/24/15:

- The next president will have the extraordinary opportunity to advance the University of North Carolina but building on the system's nationally recognized academic prominence and excellence, while clarifying its future role as a public good and economic engine for the State of North Carolina and the nation

Suffolk Univ – 3/6/15

- The successful candidate will be recognized as a visionary, inspirational leader, morale-enhancer, and organizational builder with experience in such following areas: proven experience and success with enrollment issues; evidence of successfully meeting fiscal challenges; proven success at attracting external financial support; documented success working with state government and state legislatures; and successful work in economic development related to community needs and issues similar to those of Eastern Massachusetts and the surrounding area

University of Delaware – 7/10/15

- expected to develop, along with Trustees, faculty, staff and the entirety of the university community, a bold, innovative and creative vision for its future.
- S/he will be expected to determine in what areas to invest such that the vision for UD's future reflects the challenges and opportunities of a 21<sup>st</sup> century research university while respecting what has made UD noteworthy in the past.
- expected to partner with business and elected leaders throughout the state, to guide and support policy development for education statewide, and to foster entrepreneurial enterprises and job growth in Delaware and the region.
- expected to build a strong infrastructure for supporting diversity and inclusion, and will play an active role in fundraising.
- Have a thorough understanding of US higher education and its role in economic development
- Demonstrated track record to fostering an unwavering commitment of academic excellence among faculty, staff and students
- Should be an experienced leader, able to inspire others, and a strong commitment to shared goernance

- In keeping with status of UD as a national research university, P should have outstanding academic credentials and a record of significant intellectual achievement, or equivalent professional experience of distinction
- Record of success in senior leadership positions within complex organizations

#### Colby-Sawyer College – 11/16/15

- Expected to bring ingenuity and decisiveness to the presidency and an ability to create a vision and plan that will inspire the college community as it looks to the future
- Other attributes of a successful presidency will include integrity, authenticity, energy, and strong communication skills, all intended to engender the genuine interpersonal relationships upon which Colby-Sawyer thrives

#### University of New Orleans – 11/6/15

- President should empower others through transparent communication, collaborative management, and shared governance

#### University of North Dakota – 11/27/15

- Demonstrated ability to engage in an effective, inclusive visioning and strategic planning process with specific goals and the means to achieve them
- Demonstrative ability to be the voice and face of UND when interacting with its internal and external communities
- A commitment to student-centered learning and devotion to access and success in all areas of student academics and activities including student affairs and Division 1 athletics
- Deep knowledge of financial management and resource generation across the diverse disciplines comprising a flagship research university
- Demonstrated ability to foster and work effectively within a system of collaborative governance using a consultative style and supporting professional development of faculty and staff
- Demonstrated ability to create an inclusive environment to recruit and retain a diverse and representative population of faculty, staff and students
- Demonstrated personal and professional honesty, integrity and fairness along with a commitment to foster a culture of openness, transparency, and cooperation among the various constituencies of the university and the greater local, state and regional community
- Demonstrated ability to address challenging issues through assimilating varied opinions and inputs and making and communicating complex decisions

#### Capital University of Ohio – 10/16/15

- Creativity, authenticity and confidence tempered by self-awareness

- Impeccable integrity, high energy and a genuine work ethic

#### University of Wyoming – 10/9/15

- A compelling vision, impeccable integrity, and exemplary leadership ability to drive positive change
- A strong commitment to educating students with diverse academic interests so that they have the abilities to succeed in life
- An ability to promote excellence in faculty and staff, experience with and insight into the mission and issues of higher education, and a commitment to academic freedom and an environment of tolerance and respect
- The capability to build trust and unite diverse groups, ranging from students, faculty and staff to business and community leaders, community college presidents and elected officials, with strong interpersonal skills
- An appreciation of a commitment to expand UW's participation in the state's economic development
- Significant knowledge of Division I athletics and the relationship between athletics and academics.

#### Miami University of Ohio – 9/18/15

- A consultative leader who will build upon the ideas expressed in The Miami 2020 Plan to address a variety of issues including the University's financial model, changing student demographics, the culture of learning, cross-disciplinary collaborations, and pedagogical innovations
- Must value students, appreciate the core role of faculty, clearly articulate the University's mission and build trust
- Successful completion of the largest capital campaign in its history; ranked 30<sup>th</sup> among public universities by US News.

#### Radford University in Virginia – 9/4/15

- Work collaboratively with multiple internal and external constituencies
- A distinguished record of executive leadership while also demonstrating a commitment to scholarship, learning and discovery
- Embrace excellence, integrity and exhibit the leadership abilities required to achieve the University's vision
- Extensive experience building an accomplished, talented and diverse senior leadership team
- Proven track record of working with business, government and community leaders

Helping to choose the president is a key role of faculty members in shared governance, says William G. Bowen, a former president of Princeton University and author of several books on higher-education administration and governance. "I don't think you can make a really wise decision about a potential president without understanding how the faculty view the

person," he says. "I don't think a person has a good chance of succeeding as a leader without faculty support." <http://chronicle.com/article/Unshared-Governance/235442?cid=rclink>

Dear Members of the Duke Community,

I am writing to tell you that the Duke University Board of Trustees has begun the process that will lead to the selection of Duke's 10th president, who will take office after Richard Brodhead steps down in June 2017 after what will be 13 years of distinguished service to the university.

Selecting a president is the Board of Trustees' most important responsibility and our highest priority for the coming year. To that end, we have appointed a search committee of trustees, faculty, students, alumni and administrators, chaired by Board of Trustees vice chair Jack Bovender (T'67, G'69), to lead the process. Ellen Davis, interim dean of the Divinity School and Amos Ragan Kearns Distinguished Professor of Bible and Practical Theology, will serve as vice chair, and the other members of the committee are listed below. The Board has also engaged the executive search firm of Isaacson, Miller to assist in this process.

The committee will begin its work immediately. It has been charged with undertaking a thorough and inclusive global search for an individual who can build on the strengths that have made Duke University one of the preeminent institutions of education, research, public service and patient care, and lead us to a new level of excellence.

The committee's initial task will be to listen and learn, first by connecting with our many stakeholders, and then by reviewing the opportunities and challenges that Duke, and higher education, will face in the future. This process will be an open and candid one in which input will be invited from all members of the Duke community about the most important attributes of the new president. This will, in turn, inform the development of a position profile and the recruitment of candidates.

While the search process is by necessity confidential, we are committed to keeping the Duke community informed through a new website, [presidentalsearch.duke.edu](http://presidentalsearch.duke.edu), which includes information about the committee, news about the search, and a form to submit your ideas and nominations.

I am grateful to the members of the search committee for the time and wisdom they will contribute to this vital task. And I am especially grateful to you, the Duke community for your commitment to our shared success to date and our optimism for the future.

David M. Rubenstein (T'70)  
Chair, Board of Trustees

### **Members of the Duke University Presidential Search Committee**

- Jack O. Bovender, Jr. (Chair) T'67, G'69, Retired Chairman & Chief Executive Officer, Hospital Corporation of America, Trustee
- Ellen F. Davis (Vice Chair), Amos Ragan Kearns Distinguished Professor of Bible and Practical Theology, Interim Dean of the Divinity School
- Valerie Sheares Ashby, Dean, Trinity College of Arts & Sciences

- Tara Bansal T'17, President, Duke Student Government
- Marcus Benning T'14, L'17, President, Duke Graduate & Professional Student Council
- Jack W. Boyd T'85, Executive Vice President, Marketing & Product Development, Elastic Fabrics of America, President-elect, Duke Alumni Association
- Guy-Uriel Charles, Charles S. Rhyne Professor of Law, Senior Associate Dean for Faculty and Research, founding director of the Duke Law Center on Law, Race and Politics
- Peter D. Feaver, Professor of Political Science and Public Policy
- William A. Hawkins III E'76, Senior Advisor, TPG Capital and Corporate Director, Immucor, Inc., Trustee
- Janet Hill, Principal, Hill Family Advisors, Trustee
- Betsy D. Holden T'77, Senior Advisor, McKinsey & Company, Inc., Trustee
- Nan Jokerst, J. A. Jones Distinguished Professor of Electrical and Computer Engineering, Executive Director of the Duke Shared Materials Instrumentation Facility, Chair, Academic Council
- Mary E. Klotman, MD, T'76, M'80, R. J. Reynolds Professor and Chair of the Department of Medicine at Duke University School of Medicine
- Michael Marsicano T'77, G'78, G'82, President & CEO, Foundation For The Carolinas, Trustee
- Carmichael S. Roberts, Jr. T'90, G'95, General Partner, North Bridge Venture Partners, Trustee
- David M. Rubenstein T'70 (ex officio), Co-Founder and Co-CEO, The Carlyle Group, Trustee
- Laurene Sperling T'78, President, Sperling Family Charitable Foundation, Trustee
- Donald H. Taylor, Jr., Professor of Public Policy
- Richard V. Riddell (Executive Vice Chair, Non-Voting), Vice President and University Secretary