



OTTERBEIN
UNIVERSITY

WESTERVILLE, OHIO

The Search for a President



THE OPPORTUNITY

Otterbein University is a private, residential comprehensive Master's institution in Westerville, Ohio and home to nearly 3,000 students. It was founded in 1847 and is associated with the United Methodist Church. In 2010, its name was reverted from Otterbein College to Otterbein University to reflect the increasing array of graduate and undergraduate programs offered.

The Otterbein University Board of Trustees invites applications and nominations for the position of president. Otterbein's 21st president will succeed Dr. Kathy A. Krendl who will be retiring in June, 2018 after nine years of exceptional presidential leadership.

Otterbein University has a history as a national leader and a college of opportunity. The university included women as faculty members and as students from its founding, and was the first institution in the nation to be founded co-educational. The university admitted students of color before the civil war and Japanese-American students who had been sent to internment camps during World War II. These historic values are what continue to define Otterbein's mission today — a person's worth has never been measured by gender, color, or title. Today Otterbein is a private, nationally recognized university offering

bachelors and masters degrees in an environment that encourages service-learning, provides a liberal arts core, and develops students as globally aware citizens ready to embark on successful and impactful professional careers.

Dr. Kathy A. Krendl, who has been leading the university for eight years, has well positioned Otterbein for continued success. Launching new academic partnerships, diversifying revenue streams, strengthening partnerships with business and



Otterbein faculty, 1866

community leaders, and establishing relationships with women's organizations and non-profits focused on equity and inclusion are just some of the achievements that have drawn national attention to this growing and distinguished university. During the last decade, the expansion and diversification of academic programs have helped to define the unique identity of Otterbein. This includes the university's first doctoral program, Doctor of Nursing Practice and unique majors such as zoo and conservation science, environmental health and safety, engineering, and equine business management — to name a few — which help to draw attention from students across the country.

Most recently, the launch of The Point, an economic driver and collaborative partnership with business and industry, the City of Westerville and the State of Ohio, has re-defined the future of higher education as students, faculty, and partners integrate the STEAM (Science, Technology, Engineering, Arts, and Math) fields with an experiential, hands-on learning environment. The collaboration will drive economic growth for the region through business development and job creation, while providing student experiences through internships, capstone projects, and research initiatives. This one-of-a-kind concept has been identified as a model of 21st century education.

Otterbein University's president will build on a tremendous history of innovation, commitment to diversity and inclusion, and

cutting-edge experiential learning in modern higher education. The next president will report directly to the board of trustees and be a leader of impeccable integrity and judgment with outstanding communication, relationship-building, and change-management leadership skills. The president will build upon the university's remarkable history and success and embrace bold new opportunities for the future.

A Ph.D. or other terminal degree is preferred. In lieu of a terminal degree, candidates should have a demonstrated record of successful executive leadership and comparable credentials and/or experience sufficient to warrant the respect and complete confidence of the academic community. The next president will have experience in managing the financial and budgeting operations of a complex enterprise and the creative thinking and entrepreneurial skills necessary to identifying and implementing new revenue streams for the university. He or she will be fluent in current and emerging topics in higher education and have a demonstrated commitment to diversity, inclusion and equity, and the ability to articulate the importance of these values for Otterbein's past, present, and future success. Above all, he or she must be a servant leader who is committed to Otterbein's long-term success.

For information regarding a nomination or expression of personal interest in this position, please see the section **"Procedure for Candidacy"** near the end of this document.



ABOUT OTTERBEIN UNIVERSITY

Located in the City of Westerville since its founding, the university enjoys excellent town/gown relationships and a warm sense of community on a 286 acre residential campus of striking beauty. Otterbein is also a part of the Columbus metropolitan area (population 2 million) and is located 10 minutes from the John Glenn International Airport. As Ohio's largest city and the 14th largest in the U.S., Columbus provides cultural, educational, and recreational resources for Otterbein in a vibrant and friendly urban area.



Otterbein students are taught and mentored by over 174 talented full-time faculty members, 87 percent of whom hold the doctorate or equivalent degree in their field and 107 of whom have tenure. Otterbein faculty proudly espouse a sustained primary commitment to personalized teaching and learning. The student-to-faculty ratio is 12:1 and the average class size is 17.

While the undergraduate residential program remains as the foundation of the Otterbein profile and a commitment to the liberal arts as a basic component in all academic programs is fundamental, an imaginative combination of traditional and professional studies are offered at the undergraduate and graduate levels. Full-time undergraduate enrollment is just under 2,500



and graduate enrollment is over 400. Otterbein is committed to maintain stable enrollment in a volatile market and achieve limited growth through new and expanded programs. Otterbein has robust transfer student and high school programs in place, including a new dual admission program with the largest community college in central Ohio.

In 2017, Otterbein awarded 498 undergraduate degrees and 129 graduate degrees. The university awards seven undergraduate degrees in more than 70 major fields and seven graduate degrees.

- Bachelor of Arts (B.A.)
- Bachelor of Science (B.S.)
- Bachelor of Fine Arts (B.F.A.)
- Bachelor of Music (B.Mus.)
- Bachelor of Music Education (B.M.E.)
- Bachelor of Science in Education (B.S.E.)
- Bachelor of Science in Nursing (B.S.N.)
- Master of Business Administration (M.B.A.)
- Master of Arts in Education (M.A.E.)
- Master of Arts in Teaching (M.A.T.)
- Master of Arts in Educational Mathematics (M.A.E.M.)
- Master of Science in Allied Health (M.S.A.H.)
- Master of Science in Nursing (M.S.N.)
- Doctor of Nursing Practice (D.N.P.)

A Department of Engineering was created in 2015 to meet market demands and now supports four new major programs housed at The Point at Otterbein (otterbeinpoint.com), the university's unique STEAM (science, technology, engineering, arts and mathematics) innovation center.



Several programs of distinction enrich the academic offerings at Otterbein, illustrate the current vitality of the educational program, and provide a strong basis for the consideration of future qualitative growth.

Integrative Studies Program (INST) – Required of all undergraduate students regardless of field of study and focused on the theme of “Knowledge, Action, and the Public Good,” INST has provided a creative approach to the design of the core curriculum of general education for more than 40 years.

Five Cardinal Experiences (5 Cards) – All students are encouraged to explore and apply knowledge during their time at Otterbein in five areas of concentrations including: Undergraduate Research and Creative Work; Internships and Professional Experiences; Global and Intercultural Engagement; Leadership and Citizenship; and Community Engagement. Their work in these areas is supervised by a sponsor and includes a written summary of the experience that is uploaded to a digital portfolio to share with future employers.

Otterbein's Five Cardinal Experiences

- 🌐 Global and Intercultural Engagement
- 📄 Internships and Professional Experience
- 📖 Research and Creative Work
- 🔑 Leadership and Citizenship
- 🤝 Community Engagement

Center for Community Engagement (CCE) – The CCE brings students, faculty, and staff together in endeavors of volunteerism, service-learning, and community-based action research. Annually, an impressive number of courses include service learning components with the help of the CCE. Otterbein is a recipient of the 2015 Carnegie Community Service Classification; a finalist for the 2014 President’s Award for Economic Opportunity Community Service; winner of President’s



Award for General Community Service in 2007; and finalist for the President’s Award for Excellence in General Community Service in 2012 and 2006. Otterbein has been honored With Distinction by the President’s Higher Education Community Service Honor Roll since the list’s inception in 2006. Washington Monthly named Otterbein a Top 50 school for contributions to the public good in 2010.

<http://www.otterbein.edu/public/CampusLife/StudentLife/CommunityEngagement.aspx>

Center for Teaching and Learning (CTL) – Providing workshops, seminars, and individual consultations for faculty, the CTL enhances faculty development, supports pedagogical growth, and expands the university’s definition of scholarship. Through their implementation of small faculty teams (Professional Learning Communities), short presentations, and mini-courses, the CTL has directed campus-wide conversations on diversity, inclusion, and equity; innovative instructional technology use; and research-based pedagogical strategies.



Academic Support Center (ASC) – Through developmental courses, peer tutoring, individual instruction, collaborative learning, and academic coaching, the ASC works with students at all academic levels, including those who are under-prepared or struggling academically. The ASC also facilitates special academic accommodations for students with disabilities.

Center for Student Success (CSS) – The CSS is a resource center for all students at Otterbein. It offers supplemental academic advising and peer mentoring for students dealing with academic concerns; helps students make individualized academic success plans; and refers students to appropriate campus offices for help and guidance. In collaboration with the Academic Affairs Office, CSS staff organize faculty conversations around removing barriers to academic success and improving retention rates. The CSS works closely with the student-led Promise House, a food and resource pantry for students, and the Counseling Center. Retention rates have grown since the development of this resource center.

Courtright Memorial Library - Serving nearly 250,000 visitors annually, the Courtright Memorial Library (<http://library.otterbein.edu>) leads by example, shaping the community through conversation and engagement with unique programming, displays, and services ranging from digital resources to one-on-one research consultations with skilled librarians. The Library is a crucial partner in the accreditation process for the University and its specially accredited programs. Through consortia like OhioLINK and by collaborating with faculty and programs across the university, the Courtright Memorial Library provides the community with access to hundreds of thousands of books, videos, and other resources, both physical and digital, and provides a creative, lively, and inclusive atmosphere for the community members to connect and discover. Library staff provide multifaceted information literacy programming to stimulate intellectual curiosity, physical facilities to foster individual and collaborative teaching and learning, digital and physical resources that meet all program needs for the institution, and help build a vibrant Digital Commons @ Otterbein (<http://digitalcommons.otterbein.edu/>), an institutional repository that brings Otterbein's creativity, inclusion, diversity, and knowledge to life.

Strategic Plan

Since the development of the 2014-2020 Strategic Plan, Otterbein University has made significant strides that affirm and distinguish its identity among institutions of higher education locally, nationally, and globally with its collaborative and innovative teaching and learning environment. Through the hard work and dedication of its outstanding faculty, committed staff, and engaged leadership, substantial gains have been achieved. Otterbein remains committed to being an inclusive community dedicated to educating the whole person in the context of humane

values. Otterbein prepares graduates to think deeply and broadly; engage locally and globally; and to advance their professions and communities.

Enhance Student Success – Otterbein respects all families and students as it relates to their backgrounds and ability to pay. It prides itself in looking at new, cost saving initiatives and programs that can support families and students to seek a four-year degree at Otterbein.

Strengthen Academic Excellence – Otterbein offers the smartest way to learn as compared with many of its competitors. Integrative, experiential learning in innovative environments with the highest caliber of faculty — sets us apart. Otterbein is setting the pace for higher education.

Build a Model Community – Otterbein remains committed to its founding values and doing the right things



for the right reasons. Otterbein is open to feedback, change, acceptance, adaptation, training, and looking forward to meet the needs of our students and employees.

Improve Financial Strength – Otterbein understands higher education is in a disruptive state in the marketplace with a decrease of eligible students in the market area and financial constraints on families and students. By working collaboratively and transparently it can achieve great momentum and have clarity in its execution and goals for a sustainable Otterbein.

Otterbein has consistently ranked in the top 15 percent among its peers in U.S. News & World Report's guide to "America's Best Colleges." In the 2018 edition, Otterbein is ranked 19th of 173 peers in the Regional Universities–Midwest category and once again earned a spot in the list of "A+ Schools for B Students." Among the Ohio schools in its category, Otterbein boasts the third highest peer review score. Otterbein ranked 12th in its category on the "Best Colleges for Veterans" list and once again was named a "Best Value School." It also is recognized in national rankings by Forbes and The Wall Street Journal.

Otterbein's commitment to access and affordability is evident in the increasingly diverse class of first-year students. The class entering in fall 2017 was the most diverse class in Otterbein's history, for the fourth year in a row. This fall's first-year class has 21 percent students of color, or 126 students from a first-year class



of 607. The class represents 25 states and 60 Ohio counties. Forty-five students have enrolled from Columbus City Schools, thanks to outreach programs to the district's graduates, which boast a 93 percent retention rate. Thirty-two percent of the entering class is eligible for the federal Pell grant. More than 40 percent of the class has a 3.8 or higher GPA. Overall retention is up six percent over the last five years, from 75 percent to more than 81 percent. First generation students comprise 22 percent of the student population.

Otterbein currently has 25 international students and two international scholars, representing 10 countries. The students come from China, Germany, Ghana, India, Japan, Netherlands, Saudi Arabia, South Korea, Sri Lanka, and Vietnam. Students from South Korea are the largest incoming group followed by Japan, then China.

Athletics are also important to life at Otterbein, with more than 20 percent of all undergraduate students participating in NCAA Division III varsity sports (10 for men and nine for women) through the historic Ohio Athletic Conference. Otterbein was the first to add a men's lacrosse team in the conference, quickly followed by women's lacrosse. The turf and track were recently expanded and updated at Memorial Stadium to bring



back track competitions and regulate the playing field for lacrosse. In addition, men's wrestling was re-introduced for the first time since 1974 with a dedicated practice space. The Otterbein Cardinals since 2000 have won 74 conference championships, and have had 39 NCAA appearances, including three final four appearances and a national championship in basketball in 2002. A complete intramural program is also well supported.

New scholarships and merit opportunities became a key priority in launching a \$50 million comprehensive campaign "Where We Stand Matters: Investing In Students First" — the university's largest fundraising effort in its history. The campaign supports three funding priorities: campus renewal, access and affordability, and building a model community. Access and affordability provides funds for new scholarships to provide opportunity for students — regardless of their financial circumstances — to receive a quality Otterbein education. Building a model community provides resources for departments, programs, faculty, and students with funds for research, internships, travel and more. Campus renewal supports master planning and facilities updates and additions. The University is on track to meet its \$50 million goal with the support of more than 10,000 donors. (www.otterbein.edu/stand)

Another effort to establish an affordable pathway to an Otterbein degree was announced last spring with the development of a new Dual Admission Program with Columbus State Community College. The non-residential program drastically reduces the cost of a four-year degree for families making an Otterbein degree more affordable than most four-year public institutions in the state (www.csc2ottu.com).

The University Senate is a unique shared governance body at Otterbein, designed to integrate representation from all segments of the campus community, where students, faculty, and administrators serve together. The Assembly of Administrators and Staff Assembly are beginning the process of merging into one group to help increase employee unity and shared governing responsibilities. The Otterbein Board of Trustees has an authorized membership of 26 voting trustees, two of whom are students and two who are faculty members. The board is exercising its responsibilities through excellent leadership and a sense of commitment and involvement.

Otterbein's 25,622 alumni, 12,132 of whom reside in central Ohio, are well represented by eight alumni advisory groups and a seat on the Board of Trustees. The groups and their membership include: the Alumni Council (24, with 39 former member consultants); Greek Alumni Council (20); Young Alumni Advisory Board (16); Athletic Leadership Advisory Board (13); Health and Sport Sciences Advisory Board (13); Otterbein Theatre and Dance Alumni Network (13); African American Alumni Network (9); and Alumni Travel Network Volunteers (9). Otterbein honors alumni each year with the annual Alumni Awards and Young Alumni Awards. Otterbein's alumni magazine, *Towers*, is published twice a year as part of a larger, strategically planned calendar of alumni communications.

www.otterbein.edu/alumni

Additional information about Otterbein University may be found at www.otterbein.edu.

OPPORTUNITIES AND EXPECTATIONS

Otterbein University's next president will be asked to attend to the following inter-related imperatives. They are listed here in no particular order of priority.

Academics and a College of Opportunity

Otterbein is known for its dynamic learning environment due to a mixture of unique academic majors and minors, an experiential and service learning model, and its commitment to a solid liberal arts foundation while responding to today's interest in interdisciplinary study and the changing world of work. Several recent academic affairs and enrollment initiatives are proving to have a strong early return on investment. An Otterbein education is distinguished by the intentional blending of the liberal arts and professional studies, combined with a unique approach to integrating direct experience into all learning.

A major change is the transition from a four-credit hour structure to a three-credit hour structure. This change will allow for a smoother matriculation process and increased opportunities for articulation agreements with colleges and universities. As is reinforced in the University's mission, core values, and strategic goals, Otterbein is a College of Opportunity for students that have ambition to pursue their college education but also face personal and socioeconomic barriers in achieving that goal. For example, Otterbein has had tremendous success with a

dual admissions program with Columbus State Community College. The collaboration provides central Ohio students with an affordable path to college education. Due to a special tuition rate, students receive a private education for less than half of what it costs to earn a four-year degree at a public institution. In addition, partnerships with local K-12 school districts have created affordable opportunities for students graduating from Columbus City, Westerville, South-Western, and Whitehall school districts to complete a four-year degree at Otterbein through special financial award packages.

While these transitions and innovations bring great opportunities for the university's long-term success, it also brings about some immediate challenges that must be addressed by the next president. For example, the three-credit model — which takes effect in the fall of 2018 — will create an abridged class schedule. The change brings concern about maintaining enough time for a robust classroom dialogue and increased faculty teaching loads. This has drawn the attention of students and faculty alike who want to ensure that the changes will not impact the liberal arts values that make Otterbein such an attractive place to study.

The academic agenda is currently being led by an interim provost. This hire will be critical component for the next president very early in his or her tenure. The administration and faculty must utilize this moment in the university's history as a refresh for shared vision and a path forward.

Shared Governance and Model Community

Since the 1960s, Otterbein University has been intentional in giving students, faculty and staff a voice through a unique shared governance system. This structure of formal boards and assemblies ensures an environment of collaboration, discourse and collective ownership of the university's agenda and direction. At Otterbein, campus community members are encouraged to speak out, share their thoughts, challenge notions and collectively move forward in the best interest of the university. Involvement in shared governance is an excellent example of gaining the skills, knowledge and experiences necessary to apply academics and classroom discourse to real-world problem solving.

These experiences inside and outside of the classroom foster civility, compassion, curiosity and critical thinking as surely as they affirm knowledge and comprehension. This kind of transformative experience is critical to Otterbein's vision in building a model community of leaders and learners.

A Workplace of Choice

Otterbein is known as an employer-of-choice in the greater Columbus metro area. It is a supportive environment to grow a





professional career and celebrates long tenure commitment from its faculty and staff. The campus is located in a quaint, small town with easy access to Ohio's largest city of Columbus. Otterbein is committed to extending its legacy to recruit a more diverse faculty, student body, and staff and to foster a climate that doesn't just accommodate differences but celebrates them.

However, there is always room for improvement. One of the areas of concentration is a review of the compensation, benefits, and performance management policies and practices. The university has engaged a consultant to conduct an outside audit of their pay and performance bonus history and practices. Additionally, the university has an ongoing commitment to attracting and retaining an increasingly diverse staff and faculty body. To do so, the university must strategically seek out top-talent, carefully craft competitive compensation packages, and invest in personal and professional development initiatives at all levels of the organization.

Fiscal Health and Philanthropic Support

The historic \$50 million Where We Stand Matters comprehensive campaign has been a tremendous success. The core campaign priorities are access and affordability; building a model community; and campus renewal and while tremendous strides have been made in these areas, there is still much to achieve in the campaign's final stage. The pillars of this campaign will ensure that Otterbein is positioned to successfully attract, educate, and retain a robust student and faculty body for decades to come, as well as position itself as a model campus and institution for 21st century advanced learning.

A key institutional priority is the access and affordability of higher education regardless of need, and the long-term access and ongoing affordability for current Otterbein students. University leadership and the board of trustees have identified several strategies to maintain access to an affordable four-year education. Current initiatives include a freeze on tuition costs for the past four years — an uncommon decision in higher education today — and increasing

the endowment to reduce the current discount rate in a strategic way. Also, Otterbein recently celebrated the grand opening of The Point at Otterbein University, an economic driver and collaborative partnership with central Ohio organizations from the private and public sectors. The Point is home to a new science, technology, engineering, arts, and math institute, STEAM Innovation Center, which combines academics with the business and manufacturing needs of the regional community as well as several resident companies and academic departments with makerspace available to businesses and the broader community. The university's success and long-term ability to offer programs and projects like these will require careful stewardship of the university's resources, strategic investments, and a continued and aggressive focus on fundraising to ensure a greater return on endowment support. The next president is expected to prioritize a culture of philanthropy and individual and collective efforts to raise transformational philanthropic support. The president must quickly build strong relationships and articulate a unique and compelling case for support.

Social Justice

In today's higher education environment, institutions are experiencing an even more elevated critical focus on social justice; freedom of speech; advocacy for state and federal funding in support of higher education; the impact of recent legislation effecting international recruitment; and immigrant college-bound students.

Otterbein University has always encouraged freedom of speech and the right to peaceful protest mindful of the due respect for and safety of the community. Otterbein strongly believes that students from diverse backgrounds of thought, heritage, and religion enhance Otterbein's campus by sharing their unique experiences and perspectives.

The next president must nurture a university platform that continues to embrace this sharing of thoughts and ideas in a welcoming manner. The president must have the ability to hear and consider multiple perspectives when leading the organization in a new — and often sensitive — direction. The president will create a safe space for students who are becoming accepting, empathetic, and compassionate members of society, and lead them by example in word and deed.



External and Internal Community Relations

One of the core values of the Otterbein community is contributing to the betterment of society through community service learning and outreach. The university offers weekly service programs and projects that benefit the campus and local communities as well as alternative spring and winter service breaks especially in regions struck by poverty and natural disasters. Another signature program is the Otterbein Women's Leadership NET (Network, Education, Transform) — a collaborative program hosted by the Center for Community Engagement and the President's Office. It helps students and girls understand how to navigate obstacles to their success while cultivating leadership skills and contributing positively to the common good.

During the last 10 years, the university has developed deep and impactful relationships with the City of Westerville and the greater Columbus metro area. It will be imperative that the next president maintain these ties and quickly establish an even more extended network of volunteers, leaders, and champions for social change. The president must foster an educational environment which leverages a community that wants to make an immediate and lasting impact for the long-term, greater good of society.



Strategic Planning

The university's 2014-2020 strategic plan has helped to shape the agenda and address the challenges and realities of higher education in the 21st century. In today's competitive landscape, where attracting students and resources are at a premium, colleges and universities must think bigger and bolder about what current and future generations need, want, and are inspired by.

The next president will be expected to listen carefully to what is working well and where the university may need to pivot in the interest of being adaptive and responsive to the shifting agenda of internal demands and external pressures since the plan's inception in 2014. To do so, the president must have a deep understanding and appreciation for higher education, while being able to think innovatively about what the next chapter in Otterbein's history may hold. The university has many accomplishments to celebrate, but cannot become complacent in that success.

Otterbein's employees are deeply committed, and it will be important that the next president be an active listener and proactively responsive to the needs of a very competitive marketplace to effectively recruit the most attractive talent to the university's workforce.

Personal Qualities and Professional Qualifications

Otterbein University is a place with heart, where students aren't just a number. It's a community that acts with integrity and generation-after-generation of alumni make the commitment to "pay it forward." Its 21st president must model the behaviors and values which make Otterbein a special place — inclusive, compassionate, and inspired — while moving the university toward a successful 21st century model of higher education.

Otterbein University's president first and foremost must embrace, embody, and champion the mission of the university. The ideal candidate for the position must therefore appreciate the history, culture, and the spirit of this distinctive university. It is essential that the president convey a passion for Otterbein's character and a liberal arts education and bring the willingness to enthusiastically communicate the university's strengths and priorities.

Otterbein's president must demonstrate clear and transparent communication, a team orientation, the ability to mobilize an agenda with urgency, and the willingness to roll up his or her sleeves. The next president must combine these attributes with creativity, the courage to take calculated risks, a tolerance for ambiguity, self-confidence, emotional intelligence, and balanced humility.

Otterbein's president must be able to make timely and informed decisions and spend considerable energy working with external constituencies and community partners to generate the resources needed to expand its operations and enhance its profile. The president must have personal involvement in fundraising and a commitment to develop deep ties with the local and regional community. In building these external relationships, the president must demonstrate considerable skill and experience as a communicator and negotiator with diplomatic dexterity and the judgment necessary for superb leadership.

The ideal candidate for Otterbein's presidency will possess all or significant portions of the following professional qualifications and personal characteristics:

- A Ph.D. or other terminal degree is preferred. In lieu of a terminal degree, candidates must have a demonstrated record of successful executive leadership and comparable credentials and/or experience sufficient to warrant the respect and complete confidence of the academic community;

- Experience in managing the financial and budgeting operations of a complex enterprise and the creative thinking and entrepreneurial skills necessary to identify and implement new revenues streams for the university;
- Demonstrated talent and enthusiasm for fundraising, including the interpersonal and social skills necessary to articulate Otterbein's mission and adapt to changes in the philanthropic landscape;
- A deep appreciation for a liberal arts education and its history while looking toward the future;
- A successful track record of recruiting, developing, and retaining a high-performing executive leadership team;
- A high level of involvement and visibility in the business and residential community including personal engagement in community-based organizations and causes;
- Fluent in current and emerging topics in higher education, including a working knowledge of changing university financial models, enrollment trends, intercollegiate athletics, instructional delivery methods and emerging technologies;
- Willing to actively engage in a culture of shared governance, including seeking appropriate input for major decisions by reaching out to faculty, staff, and students and encouraging their engagement while moving forward in an expeditious manner;
- Commitment to an environment where student success is the top priority with academic and holistic development as the ultimate goal;
- Possess an ability to manage and implement change through influence;
- A demonstrated commitment to diversity, inclusion and equity, and the ability to articulate the importance of these values for Otterbein's past, present, and future success;
- A willingness to engage with students through attendance in campus and extracurricular activities and with key constituents at external community engagements; and
- Above all, a servant leader who is committed to Otterbein's long-term success.

PROCEDURES FOR CANDIDACY

Confidential inquiries, nominations, and applications are invited. Review of applications will continue until the position is filled. Candidates should provide a resume or CV, letter of application that addresses the responsibilities and requirements described in the leadership profile, and the names and contact information of five references. References will not be contacted without prior knowledge and approval of candidates. These materials should be sent electronically via email to Otterbein University's consultants Ann Yates and Melissa Fincher at OtterbeinPresident@witkieffer.com.

Material that must be mailed may be sent to:

President
 Otterbein University
 C/O WITT/KIEFFER
 Attention: Ann Yates and Melissa Fincher
 2015 Spring Road, Suite 510
 Oak Brook, Illinois 60523

Otterbein University is committed to providing a workplace that is free from discrimination. Otterbein does not discriminate on the basis of race, color, gender, national origin, religion, gender identity, sexual orientation, age, disability, genetic information, military status, or veteran status in admissions, in access to, or in treatment within its educational programs or activities, in employment, recruiting, or policy administration.

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