LEADERSHIP PROFILE

Northern Illinois University
Executive Vice President and Provost

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The Opportunity

Northern Illinois University (NIU), a student-centered, engaged, doctoral/research-high university, seeks a collaborative and forward-thinking executive vice president/provost to join the senior leadership team. President Lisa Freeman, appointed in 2018 as the institution's 13th president, seeks a partner who will support NIU's aspiration to be an engine for innovation, creativity, and social mobility that empowers students, faculty, and staff to make a difference in our globally connected world. The new executive vice president/provost is the chief academic officer and will be an innovative leader who provides a vision for all aspects of academic and student life in the University. The executive vice president/provost will work with members of the University leadership team to help achieve the University's strategic goals and vision of excellence, including enhancing NIU's role as a community and regional leader. The executive vice president/provost will achieve this vision by strengthening administrative processes and support systems, improving internal communications, establishing a synergistic and inclusive community, guiding faculty development and scholarship, setting budget policy, and by fostering partnerships and engagement locally, regionally, nationally, and internationally.

The executive vice president/provost must be an experienced administrator with demonstrated leadership skills including a minimum of 10 years experience in leadership roles; a clear sense of the various challenges of a public research university with undergraduate, graduate, and professional schools; demonstrated experience with, and commitment to, shared governance; and the skills required to promote individual and mutual strengths within and among units. The executive vice president/provost will demonstrate a personal commitment to equity, diversity, and inclusion by acting to create and encourage an atmosphere that welcomes and celebrates all aspects of diversity. He/she will be expected to quickly develop a deep knowledge of and ability to promote NIU's mission. Extraordinary communications skills are essential for success, as is the ability to work collaboratively throughout the institution to promote a culture of collegiality and innovation. In addition, the executive vice president/provost must have an earned terminal degree and a record of teaching and scholarly achievement that would merit appointment to the faculty at the rank of professor.

The executive vice president/provost reports directly to the president, and is first among equals among the vice presidents, expected to lead the institution in the president's absence, and to oversee a $214-million divisional budget and 19 direct reports. As chief academic officer, the executive vice president/provost leads the deans of the College of Business, College of Education, College of Engineering and Engineering Technology, College of Health and Human Sciences, College of Law, College of Liberal Arts and Sciences, College of Visual and Performing Arts, and University Libraries. Other leaders who report to the executive vice president/provost are the vice provosts for faculty affairs, resource planning, institutional effectiveness and undergraduate studies; the senior associate vice presidents for human resource services (chief human resources officer) and academic diversity (chief diversity officer, a co-report to the president); the associate vice president for student affairs (chief student affairs officer); the associate vice president responsible for international programs and graduate studies (the dean of the graduate school who also serves as senior international officer); the title IX coordinator; and the executive director of extended learning.

The successful candidate will have a deep appreciation for the business fundamentals of the University while prioritizing student success, faculty scholarship, and staff professional development, as well as diversity, equity, and inclusion. Experience with strategic planning and change management is highly desirable, as is demonstrated leadership experience in our highly complex, constantly shifting higher
education environment. Of great importance is a leadership style that emphasizes communication, accessibility, collaboration, and decisiveness.

Recruitment will continue until the position is filled. Information regarding the process for nominations and applications for this opportunity may be found near the end of this document in the section entitled “Procedure for Candidacy.”

Northern Illinois University: Your Future. Our Focus.

NIU Mission, Values, and Accomplishments

NIU is a thriving community of dedicated faculty, staff, students, alumni, local residents, and friends. Together we support the goal of providing upward social mobility to our students, as well as the opportunity to make an enduring impact on our future.

NIU is wholeheartedly dedicated to our mission: promoting excellence and engagement in teaching and learning, research and scholarship, creativity and artistry, and outreach and service. In pursuit of this mission, the University values:

- A community of diverse people, ideas, services, and scholarly endeavors in a climate of respect for the intrinsic dignity of each individual.
- Access for a broad spectrum of students to high-quality undergraduate, graduate, and professional programs that prepare them to be lifelong learners and productive, socially-conscious citizens.
- Engaged teaching and learning that evolves from the synergy of research, artistry, and service.
- Research and artistry in creating, transmitting, expanding, and applying knowledge.
- Student success supported through academic and co-curricular programming and activities.
- The application of current technology in enhancing and broadening all institutional endeavors.
- A system of shared governance that incorporates input from faculty, staff, and students in decision- and policy-making.
- Commitment to a public purpose addressing regional, state, national, and global challenges and opportunities.

As a first step in strategic planning, NIU is beginning the process of reviewing and refining its vision, mission, and values statements. In this context, NIU has defining ideals that will not change:

- The public mission and commitment to access, affordability, and quality;
• The identity as an engaged, student-centered, research university;
• The aspiration to model inclusive excellence across the University community.

As a major student-centered public research university, NIU is proud of established programs of excellence, and its recent accomplishments; these include:

• Ranked in *U.S. News & World Report’s* elite “National Universities” category;
• Recognized in a 2017 report by the Brookings Institution among a select group of public universities, for simultaneously producing important research while also extending social-mobility opportunities to students from low-income households;
• Selected by the Carnegie Foundation to receive its Community Engagement Classification, and designated by the Association of Public and Land Grant Universities as an Innovation and Economic Prosperity University;
• Nationally-accredited programs in business; clinical and school psychology; engineering; nursing; visual and performing arts; and teacher educator licensure and preparation among others that meet the highest standards of academic quality and rigor;
• A U.S. Department of Education Title VI National Resource Center. Established in 1963, NIU’s Center for Southeast Asian Studies is affiliated with more than 18 departments on campus, and offers language instruction in Burmese, Indonesian, Khmer, Tagalog, and Thai, as well as an undergraduate minor and graduate certificate programs;
• Internationally-acclaimed faculty members who are teachers, scientists, scholars, and artists. More than 35 have been named Fulbright scholars. Additionally, faculty have won awards from the ACLS, NEH, NSF, and the Institute for Advanced Studies, and have been Guggenheim fellows;
• For two years in a row (2014 and 2015), NIU faculty members were selected as “Illinois Professor of the Year” by the Carnegie Foundation for the Advancement of Teaching and the Council for Advancement and Support of Education;
• In fiscal year 2018, University-wide sponsored funding awards totaled more than $30 million, of which $12 million is sponsored research;
• Strong and growing collaborations with two nearby national laboratories, Fermi National Accelerator Laboratory and Argonne National Laboratory;
• A rapidly growing honors program attracting increasing numbers of high-achieving students by offering scholarships, specialized courses and advising, extracurricular programming, and a vibrant living-learning community;
• A revised general education curriculum embodied in NIU PLUS — our progressive learning platform for undergraduate studies that comprises a course curriculum and academic experiences that together create an integrated learning environment, connect students to their peers across campus, and encourage cross-disciplinary thinking and intellectual advancement;
• Strong community college partnerships focused on providing students with seamless transfer pathways and programs, including a Rockford-based engineering degree completion program supported by local industry;
• An alumni base of more than 225,000 individuals contributing $8 billion a year to the Illinois economy with engagement efforts that bring 25,000+ alumni in personal contact with their *alma mater* each year;
• Four major building projects on campus that have been funded through private donations from
  proud alumni since 2000;
• A newer, state-of-the-art, 1,000-bed residence hall that represents the best combination of living
  space, privacy, amenities, and technology anywhere in the nation;
• A newly renovated, 5,900-square-foot collaboration space located in Founders Memorial Library.
  The Discover Campus Innovator Program, a unique collaboration between NIU and Discover
  Financial Services, anchors this area, known as “71 North”/Laboratory for Corporate
  Partnerships; and
• A highly successful and competitive NCAA Division I athletics program that ranks among the best
  in the nation in academic performance and graduation rates.

NIU serves a large, diverse, rural, suburban, and urban population,
including many first-generation college
students. NIU's Fall 2018 enrollment of
over 17,000 students included 12,788
undergraduates, 4,121 graduate students,
260 law students, and 1,211 international
students from 77 different countries. The
University has 41 academic departments
distributed across seven colleges:
Business; Education; Engineering and
Engineering Technology; Health and
Human Sciences; Law; Liberal Arts and
Sciences; and Visual and Performing Arts.

History

Chartered in 1895, NIU first opened its doors as the Northern Illinois State Normal School in 1899 as a
teachers' school. The Normal School became Northern Illinois State College on July 1, 1955, and Northern
Illinois University on July 1, 1957. The Illinois General Assembly granted NIU an independent governing
board in 1996. Today, NIU is a research-focused public institution that attracts students from across
Illinois, the country, and the world, and engages with the communities it serves.

Since 1940, NIU's athletic mascot has been a Huskie dog. The University's colors are cardinal and black. NIU's athletic teams and the University community take pride in being "Smart, Tough, Relentless."

The main campus sits on 756 acres in DeKalb and includes 64 major buildings. Additional campus centers
include the Lorado Taft Field Campus (144 acres), NIU Rockford (10 acres), NIU Hoffman Estates (24
acres), and NIU Naperville (11 acres). The Lorado Taft campus provides outdoor education and
conference services to pre-college students and community groups. The regional education centers in
Hoffman Estates, Naperville, and Rockford offer many of NIU's academic programs at times and locations
designed to accommodate the needs of its wider service region. Today, these facilities also serve as
conference centers and co-working spaces.

NIU is connected to the Chicagoland innovation ecosystem. In fact, the University was just awarded $15
million to support the Northern Illinois Center for Community Sustainability, a “hub” in the Illinois
Innovation Network. This center will focus on improving food systems and water resource management in a world facing shrinking natural resources, changing climate, and increasing urbanization, and will foster collaboration among NIU, the University of Illinois system, governmental agencies, and the private sector.

NIU is in the early planning stages of a comprehensive capital campaign that is expected to be in the $350-million range. Campaign priorities will likely include student financial aid and capital projects. NIU is well positioned to attract external investment, because most of the DeKalb campus and contiguous portions of the City of DeKalb are qualified as an Opportunity Zone, able to attract new investments eligible for preferential tax treatment under the guidelines of the 2017 Tax Cuts and Jobs Act.

**Degree-Granting Colleges:**

**College of Business**

Nationally recognized, the College of Business is among the elite 5 percent of business schools worldwide that have AACSB accreditation in both business and accounting. Recognitions of the College include being ranked among the top 100 undergraduate business programs in the country by *Bloomberg Businessweek* and the tier one rating for the Executive MBA by *CEO* magazine. The college has a strong reputation in academic and industry circles for preparing principled business leaders of tomorrow. The experiential learning model of the College is distinguished by ensuring students have the ability to integrate knowledge across functional areas to turn challenges into opportunities. Among its many achievements, NIU's College of Business is recognized for its active engagement in the Chicago area business community as well as for its nationally- and world-renowned faculty, the majority of whom served as business professionals before earning their doctorates.

**College of Education**

NIU's College of Education continues the institution's 100-year history of preparing professional educators for the region and nation. One of every five superintendents in Illinois is an NIU graduate, one of every 12 principals in Illinois is an NIU graduate, and one of every 12 teachers in Illinois is an NIU graduate. NIU partners with five professional development school districts, and the college works with an additional 25 collaborating districts and more than 150 individual schools. Degree programs prepare our students to teach, lead schools, harness the power of instructional technology, analyze test data, reshape curriculum, and understand how human beings learn. There are more than 53,000 College of Education alumni, with 67 percent living in Illinois. *U.S. News & World Report* has ranked our online graduate programs in the nation's Top 5 for six consecutive years. Accreditation has been awarded by the Council for the Accreditation of Educator Preparation (CAEP), the Council for Accreditation of Counseling and Related Education Programs (CACREP), the Commission on Accreditation of Athletic Training Education (CAATE) and the Association for Education and Rehabilitation of the Blind and Visually Impaired (AER).

**College of Engineering & Engineering Technology**

The College of Engineering & Engineering Technology (CEET) is ranked by *U.S. News & World Report* in the top 100 Best Undergraduate Engineering Programs nationally. Accredited by Accreditation Board for Engineering and Technology (ABET), NIU's Electrical Engineering, Mechanical Engineering, Industrial & Systems Engineering, Electrical Engineering Technology and Manufacturing Engineering Technology programs provide a solid educational foundation, capable of leading innovation and anticipating the
welfare and safety needs of the public. NIU’s Industrial Technology Program is accredited by the Association of Technology, Management and Applied Engineering (ATMAE), attaining professional goals and standards for technology while encouraging “Continuous Quality Improvement.” The College also was recently approved to offer B.S. degree programs in Biomedical Engineering and Mechatronics Engineering.

**College of Health and Human Sciences**

The College prepares leaders to enhance the lives of individuals, families, and communities across the lifespan by offering diverse baccalaureate and graduate programs, preparing students for entry into specialized career and professional fields within health and human sciences. Accredited by 11 national professional accreditation agencies, the College offers programs in health studies and health preparation (audiology, communicative disorders, health education, medical laboratory sciences, nursing, nutrition/dietetics, physical therapy, public health, rehabilitation counseling, rehabilitation services, and speech-language pathology); human sciences (early childhood studies, family and child studies, gerontology, hospitality and tourism management, and fashion merchandising); and military science.

**College of Law**

The NIU College of Law offers its diverse student body a broad perspective of the law through high-quality programs and practical-skills training taught by well-respected, engaged, and diverse faculty. An ABA-approved law school, NIU College of Law has been ranked by the National Jurist as a top 50 school for Best Value and Most Diverse Law Schools, and as one of the top 40 law schools in the United States for bar preparation. NIU is also one of the top 20 Best Schools for the percentage of graduates pursuing a career in public service, and in its short life has placed more than 100 graduates into the judiciary.

**College of Liberal Arts & Sciences**

With 18 departments and spanning the humanities, social sciences, and natural sciences, the College of Liberal Arts and Sciences is the largest of NIU’s six undergraduate colleges. By the nature of its mission, the College touches virtually every new student to the University, regardless of their major. The College houses the bulk of NIU’s graduate programs in addition to being the leader in research activities, with a strong emphasis on student engagement. Distinctive strengths include Computer Science, Nonprofit and NGO Studies, Physics, Psychology, Public Administration, and Southeast Asian Studies.

**College of Visual & Performing Arts**

The College of Visual and Performing Arts is home to the Schools of Art & Design, Music, and Theatre & Dance — all accredited by the National Association of Schools of Art. The College provides outstanding artistic presentations and services to regional, national, and international communities in ways that champion student learning, and promote faculty and student artistry and research. An internationally-distinguished faculty and committed staff focus on engaging students in rich, experiential learning opportunities and scholarly inquiry. The NIU College of Visual and Performing Arts is one of the most vibrant and rich academic artistic communities in the nation, ranking in the top 100 fine arts programs in the U.S.
University Libraries

Located at the heart of campus, the Founders Memorial Library and its two satellite libraries (the Music Library and the Faraday Science Library) collaborate closely with the rest of the campus to advance student and faculty success. In addition to a strong print collection of more than 2.6 million volumes, the library collections include diverse electronic resources, digitized collections, and distinctive collections in the areas of regional history, popular culture, and Southeast Asian studies.

Opportunities and Expectations for Leadership

The following, in no order of priority, are some of the immediate opportunities that the new executive vice president/provost will address during the first two to three years in office.

Build on NIU's Momentum and Inspire the Huskie Community

NIU is poised to thrive in its current environment having successfully navigated the State-level budget impasse during fiscal years 2016 and 2017 and the related financial stress to public institutions. During this same period, NIU developed and implemented a comprehensive program prioritization process which has shaped and guided the institution. In fact, in the 2018 mid-cycle assurance review, the Higher Learning Commission (HLC) recognized the University for being responsive to changes in our challenging operating environment. Specifically, the HLC peer review report commended NIU for its activities during times of financial stress, and encouraged the University to continue making strategic resource reallocation decisions to further strengthen the institution for the future.

Today, as in many institutions, priority setting has become very important at NIU. The University is beginning a strategic planning process that will include review of the institutional vision, mission, and values statements in the 2018-19 academic year, and development of a formal strategic plan in 2019-2020. In this context, the new executive vice president/provost will provide leadership to NIU’s priority setting and resource allocation processes, and will inspire the University community to move forward, and to focus its energy and efforts on making NIU a better, more sustainable institution.

The new executive vice president/provost will work with the president and other University leaders to maintain transparency in the budget process, ensure that the academic mission of the University drives decision-making, and empower NIU deans, chairs, and directors to establish and achieve objectives that support University priorities. The executive vice president/provost also will model good stewardship of resources, and encourage the formation of innovative partnerships and programs that increase the University’s opportunities and impact.

In addition, the new executive vice president/provost will review NIU’s policies and processes with an eye toward increased efficiencies and effectiveness. Questioning historical conventions and bringing fresh perspective and openness to new technologies and techniques is imperative to NIU’s success. All
of this must be accomplished within the framework of the University's mission and values and in a manner respectful of institutional shared governance and the State of Illinois’ regulatory environment.

**Strengthen the Academic Program and the Student Experience to Enhance Student Success and Support Enrollment Growth.**

NIU is renowned for its intersection of research and knowledge creation with educational opportunity and upward social mobility. NIU has a tradition of academic excellence with a breadth of programmatic offerings that meet the modern and evolving workforce demands. The distinguished faculty are dedicated to their academic disciplines and focused on their students’ futures. Through internships, research, study abroad, 320 student organizations and more, the faculty and staff of NIU work hard to provide students with life-changing opportunities. A fiercely proud alumni base of well over 220,000, have accomplished careers in a diverse array of fields and reside primarily in northern Illinois. They provide professional networking opportunities to Huskie students and NIU graduates, and economic vitality to the region.

The University has just completed a strategic enrollment management plan with four overarching goals:

- Attract and retain students representing the diversity of the region, nation, and the world.
- Support equitable access, opportunity, and success for students from diverse backgrounds where diversity is defined broadly.
- Strengthen our distinctive identity as a public university that combines educational opportunity with student engagement.
- Achieve student enrollment that respects our mission and values while positioning NIU for fiscal sustainability.

Strong admissions outcomes and excellent graduation rates enhance NIU’s ability to invest in its people and programs. To support such positive outcomes, the executive vice president/provost will work with NIU's Enrollment Management, Marketing, and Communications team to understand the interests of prospective students and their families, and to align the promotion of academic and student affairs programming accordingly. In addition, the executive vice president/provost will work with the faculty to ensure that curricular offerings are compelling both in their substance and in how they are presented to students and their families for consideration.

To create and maintain a compelling curriculum with academic integrity, the executive vice president/provost will encourage the faculty to consider, assess, revise, and create programs and pedagogies that address the evolving demands of students and society. An obvious example is online and other technologically-enhanced pedagogy. NIU is continuing to move significantly into these emerging pedagogies. NIU online student credit hours increased from 4.4 percent in 2011-12 to 10.9 percent of total student credit hours earned in 2016-2017. The executive vice president/provost will catalyze this progress and will provide the resources necessary to ensure success.

The executive vice president/provost also will work to support programs and services that foster student success and encourage persistence to the degree. Since 2012, NIU's first-year retention-rate has improved from 66 percent to a consistent 73 percent, with the increase attributable in part to the expansion of high impact practices such as first-year seminars, internships, undergraduate research, service learning, and living-learning communities. NIU is committed to improving college outcomes for
all students and to reducing any achievement gaps that may exist for low-income, first generation, African American, Latino, and other under-represented student populations. The executive vice president/provost will lead the implementation and expansion of evidenced-based practices focused on closing equity gaps. He/she will be attentive to ways in which the learning environment can be improved to become more inclusive and supportive of success for all students.

Recently, NIU brought academic and student affairs together under the same senior leader, with the goal of catalyzing collaboration. Substantial progress has been made towards integrating and aligning these areas to serve a shared vision. The partnership between academic affairs and student affairs has created a Student Experience Team, a multilateral leadership group focused on supporting student success, maximizing student learning, and advancing institutional accountability and quality. The executive vice president/provost will build upon the success of this initiative by supporting efforts to improve the integration of curricular and co-curricular programs to enhance the holistic student experience, and to improve students’ chances for success as measured by academic achievement, retention, and graduation.

**Encourage Collaboration, Research, Innovation and Excellence**

The new executive vice president/provost will work with leadership across the institution to increase expectations for collaboration, and to create the incentives that underscore that environment. Limitations on available resources across recent years during the State of Illinois budget impasse have had the predictable effect of incentivizing units to marshal resources, in some instances creating an environment that discourages collaboration. As the University moves forward, it will be essential to foster an environment that leverages strengths and resources across the institution in support of both its parts and the whole, and recognizes relationships as substantial resources.

NIU is dedicated to excellence in undergraduate education, focused on the faculty-student relationship and experiential learning opportunities, and committed to student success. At the same time, its faculty are scholars, and many of them have maintained and grown research agendas over many years despite resource constraints. In addition, NIU faculty recruitment efforts in recent years have been extremely successful at bringing to the University graduates of the nation’s most prestigious research universities, people for whom research is a driving motivation. The new executive vice president/provost will work with the faculty and the vice president for research and innovation partnerships to strengthen the research mission by providing incentives for scholarly productivity and bringing the fruits of such efforts to the academy, the public, and the classroom.

Specifically, NIU’s vision for research and innovation, scholarship, and artistry, “Preparing Northern Illinois and the Nation for a Century of Change,” rests on four areas of activity: responding to the changing climate, preparing for changing demographics, leading the evolution of technology, and
interpreting our changing world. The executive vice president/provost will advance this vision by supporting cross-disciplinary scholarship and cluster-hiring initiatives, and by leveraging the power of inter-institutional collaboration and community engagement. In addition, the executive vice president/provost will advocate and provide support for faculty research and scholarly and creative activities as essential to the academic enterprise.

**Foster Trust Across Divisional Lines by Communicating and Connecting with Varied Audiences, and By Engaging Employees Effectively**

The new executive vice president/provost will need to build a trusting relationship with faculty and staff, at a dynamic time characterized by significant changes to the operating environment for Human Resource Services, including unionization of tenure-track faculty, and compulsory transition of professional staff positions to the State University Civil Service System. To be successful, the executive vice president/provost will need to lead by collaboration, and to communicate regularly — informally and formally — in ways that make information easy to understand.

NIU benefits from the presence of 17 collective bargaining units within its workforce, as well as from a historically-strong shared governance system defined by a University Council that reflects the voices of an active student association, strong staff councils, and a participatory faculty senate. At the request of shared governance, the University is establishing a policy library to increase transparency, and to identify and address inconsistencies across University policies. In this complex environment, it is critical for the executive vice president/provost to provide guidance and feedback to NIU Human Resource Services, Academic Affairs, and Student Affairs as these divisions strive to streamline administrative processes, enhance responsiveness, and increase consistency and accountability. And, it is equally important for the executive vice president/provost to ensure that faculty, staff, and student voices are heard, and strong partnerships are nurtured and sustained among these groups and the NIU administration.

**Commitment to the University's Values of Diversity, Equity, and Inclusion**

The new executive vice president/provost will champion NIU's priorities for inclusive excellence including cultivating equity; building inclusive community; and promoting education, awareness, and action to further our diverse community. To be successful, the new executive vice president/provost will bring experience building inclusive teams of excellence, and have a proven record of valuing diversity, equity, and inclusion as a core value that encompasses the public mission of higher education.

NIU is committed to fostering an environment of diversity, equity, and inclusion. Through the work and recommendations of a Diversity and Inclusion Task Force convened in May 2014, NIU's first chief diversity officer (CDO) was hired in August 2015. Following the CDO's hire, a three-year diversity, equity, and inclusion plan was developed to provide a coordinated effort to foster a campus that
embraces the diverse identities and perspectives of our students, faculty, and staff. With a mission of establishing an equity-minded community that challenges and eliminates exclusionary systems and practices, the Office of Academic Diversity, Equity, and Inclusion — in collaboration with the campus community — has made significant achievements in advancing initiatives identified through the task force and the three-year plan. Those achievements include the utilization of data to reduce equity gaps; promotion of inclusive policies and practices; synergistic alignment of the diversity centers, presidential commissions, and offices that support our diverse population; increasing social justice and equity programming; and developing strategies for diversifying our faculty and staff. It is important that the next executive vice president/provost champions this work to ensure that the NIU community reflects its value of diversity, equity, and inclusion in both word and action.

Qualities and Qualifications of the Ideal Candidate

Northern Illinois University is continuously adapting curriculum and co-curricular offerings to empower students to become leaders in their communities and prepare students to meet the demands and expectations of a 21st Century workforce, and its chief academic officer is key to its success. NIU’s executive vice president/provost must understand the University’s mission and values, and thus a demonstrated history of dedication to and activity in support of inclusive excellence is highly desirable. The candidate of choice will embrace hard work and demonstrate a genuine commitment to diversity, equity, and inclusion across the institution. The candidate will be of unimpeachable integrity and superb judgment, exemplified by fairness, flexibility, empathy, responsiveness, and broad and compelling personal and professional experience. Exceptional communications skills are required — especially strong listening skills and an ability to find and form consensus.

The successful candidate will be required to possess the following qualities and qualifications:

- Earned a terminal degree and academic credentials commensurate with appointment to the Northern Illinois University faculty at the rank of professor;
- A record of accomplishment as the leader of an academic organization with a professional approach characterized by collaboration, open communication, respect for shared governance, inclusive decision-making, and courage of convictions;
- An appreciation for engaged, public research institutions;
- Minimum of 10 years of progressive responsibility in one or more leadership positions with considerable managerial authority in a higher education context of comparable or greater complexity;
- An empowering and transparent management style and a record for facilitating the success of other academic leaders;
- Considerable understanding of the business enterprise of higher education preferably including human resources;
- Knowledge of and experience with higher education financing, budget models, and processes and a strong history of productive allocation of resources;
- Demonstrated experience with developing, implementing and/or launching innovative academic programs, and/or practices;
• Sound and actionable understanding of higher education’s current and evolving environment combined with a record of leading an institution during a period of change;

• Evidence of thought-leadership, action-oriented creative planning, and successful implementation;

• Strategic thinking skills;

• Entrepreneurial spirit, creativity, and the agility necessary to bring ideas to fruition in a timely fashion;

• Deep respect for the role of faculty, staff, and students in the governance of the institution; and

• Employ a leadership approach emphasizing a shared strategic vision, empowering others while inspiring university-wide support of common, socially just priorities.

The following qualities and qualifications are preferred:

• Previous experience at the decanal level;

• Experience at the leadership level of strategic-planning exercises;

• Extensive experience in academic and co-curricular program review;

• Hands-on experience with regional and professional accreditation; and

• Previous experience with the highly-regulated environment of a public university including state appropriations processes, employee classification systems and collective bargaining units.

DeKalb, Illinois

NIU is in DeKalb, Illinois, about an hour west of Chicago. DeKalb is a community of approximately 44,000 residents, with excellent schools and state-of-the-art health care, offering big-city arts and culture in a small town atmosphere relatively free of traffic and congestion. Chicago’s world-class museums, restaurants, and theatre scenes are easily accessible from DeKalb. There are also excellent shopping, restaurants, and arts and entertainment options close to NIU and DeKalb in the neighboring community of Sycamore, in the city of Rockford, the towns of the Fox River Valley, and the collar counties of Chicago. To learn more about what NIU, DeKalb, and the surrounding area offers for arts, culture, dining, entertainment, education, sports, and recreation, please visit: https://www.proudlydekalb.com/.

Procedure for Candidacy

Confidential review of applications will begin immediately and continue until the position is filled; for fullest consideration, materials should be conveyed no later than December 31, 2018. Nominations, expressions of interest and applications (including a statement of application, a curriculum vitae/resume and the names and contact information for five references; references will not be contacted without the expressed permission of the candidate) should be submitted via email to NIUProvost@wittkieffer.com.
Material that must be mailed may be sent to:

**Provost**

**Northern Illinois University**

c/o Witt/Kieffer

Attention: Dennis M. Barden, Charlene Aguilar, and Andrew Bowen

2015 Spring Road, Suite 510

Oak Brook, IL 60523

Confidential inquiries and questions may be directed to the Witt/Kieffer consultants supporting this search: Dennis M. Barden, Charlene Aguilar, and Andrew Bowen at 630-575-6152.

*In compliance with the Illinois Campus Security Act, before an offer of employment is made, the University will conduct a pre-employment background investigation, which includes a criminal background check.*

*In accordance with applicable statutes and regulations, NIU is an equal opportunity employer and does not discriminate on the basis of race, color, national origin, ancestry, sex, religion, age, physical and mental disability, marital status, veteran status, sexual orientation, gender identity, gender expression, political affiliation, or any other factor unrelated to professional qualifications, and will comply with all applicable federal and state statutes, regulations and orders pertaining to nondiscrimination, equal opportunity and affirmative action. NIU recognizes Dual Career issues.*

*In compliance with federal law, all persons hired will be required to verify identity and eligibility to work in the United States and to complete the required employment eligibility verification document form upon hire.*

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Northern Illinois University documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern. All images and logos used in this leadership profile were attained from Northern Illinois University and/or are owned by Witt/Kieffer via Getty Images.

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