PRESIDENTIAL PROSPECTUS
SEARCH FOR THE 18TH PRESIDENT
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SEARCH FOR THE 18TH PRESIDENT
THE OPPORTUNITY

The Board of Trustees of The University of Akron (UA) is seeking nominations and expressions of interest for the position of President. The new President will guide the next chapters of success for this historic institution and lead the celebration of the University’s 150th anniversary in 2020.

The University of Akron is one of Ohio’s most influential regional public universities, conducting high-quality research in focused areas of excellence, contributing to the vitality of the local economy, and providing a workforce highly trained in diverse disciplines. UA offers more than 20,000 students a wide variety of in-demand bachelor’s, master’s, doctoral and professional degree programs with a career-focused emphasis. UA brings together various disciplines to provide lifelong skills, internships and co-ops, research opportunities, education abroad, on-campus student employment and service projects to a diverse group of learners, including full-time, part-time and online students, veterans, and adults returning to the classroom.

As a STEM-intensive institution, UA has strong connections with industries such as polymers, advanced materials and engineering. UA students are enrolled across eight colleges, including Engineering, Health Professions, Arts and Sciences, Business Administration, Applied Science and Technology, Education, Polymer Science and Polymer Engineering, and Law. In addition, UA offers the non-degree-granting Williams Honors College and operates a branch campus (Wayne College) along with three other sites in Northeast Ohio.
The University balances teaching and research in an academic environment supportive of a high-quality student experience, academic rigor, distinguished scholarship and significant community engagement.

The Board of Trustees is seeking an experienced leader with the vision and leadership qualities needed to enhance the University’s reputation and take it to higher levels of academic excellence and student success. The highly qualified and committed faculty and staff are proud of UA’s history and accomplishments in providing students with outstanding academic and life experiences.

The new President will have a passion for the mission of public education and will appreciate the important social and economic roles the University plays in the city, region and state. The ability to articulate the institution’s values will serve the President well as an advocate for the University at the state level and as a “friendraiser” and fundraiser with the University’s many and broadly based constituents.

This President will arrive at a time when the University is poised to invest in areas of opportunity to sustain its mission and relevance in the face of changing higher education paradigms, and will lead specific initiatives aimed at a continuing transformation of campus thinking, practices and culture.
The Board of Trustees is seeking an experienced and forward-looking leader who will be presented with the following opportunities for professional and personal fulfillment:

- Serve as the leader of a campus that is prepared to take new strides forward in reputation and resources.
- Collaborate regularly with a dedicated team of administrators, faculty and staff in improving the design of the University and the delivery of high-quality academic programs at affordable costs.
- Interact extensively with engaged students who are appreciative of UA's academic and cocurricular programs and eager to apply these resources to their own growth and development.
- Work closely with the region’s leaders – government, private sector, academic, media and community – in conveying UA's commitment to improving the quality of life and economic well-being of the Greater Akron region and its citizens.
- Lead the celebration of UA’s 150th anniversary (2020) among its many stakeholders, including more than 177,000 alumni.
- Work and reside in a vibrant, transforming metropolitan area that provides a high quality of life and a diversity of people, resources and activities.
Beyond the management of a complex academic enterprise, the next President of The University of Akron will be encouraged to place a particular emphasis on a number of strategic, financial and administrative imperatives that will add value to its students, faculty, staff and community.

**Inspire enthusiasm and optimism for UA’s future**
The University of Akron has experienced leadership transitions at many levels over the last several years and is eager for a President who brings stability and a commitment to moving the University forward with energy and vision. The new President has an opportunity to enhance morale and confidence by fostering a shared sense of excitement about UA’s potential among faculty, staff, trustees and community members. A related endeavor by the President will be to forge a leadership culture of trust, confidence, integrity and a shared destiny for UA’s future. The long-standing loyalty of UA’s faculty, staff and alumni, and their pride in the University, will be of great value here.

**Stabilize and grow UA’s resources and results**
Like many institutions of higher learning, The University of Akron’s financial resources have been strained over past years. Enrollment has declined - primarily driven by demographic shifts in Ohio as well as by heightened academic qualification standards. Additionally, The University is carrying a legacy debt load stemming from ambitious construction projects over the past twenty years, and there have been challenges related to elevated scholarship levels, financial planning and management. The Board of Trustees and the interim President and his leadership team have taken important steps to address these challenges. A recent program review phased out 80 academic degree offerings; and through cost-efficiencies and establishment of best practices, it is expected that the next University budget will reduce General Fund base expenditures, including financial support to auxiliary units, by $15 million. Similar efforts will be needed in the following two years to eliminate the current structural deficit. In the area of enrollment management, recent initiatives have resulted in positive increases in confirmations and yield for incoming freshmen and in the academic preparedness of incoming UA students. These trends will be very important in preparing UA to take full advantage of an anticipated positive demographic shift in 2023.
These initiatives – and more – are being driven by The University of Akron’s Three-Year Action Plan, which was approved by the Board of Trustees in December 2018. This data-driven process defines specific priorities and implementation steps to accomplish these goals:

- Increase Student Success
- Emphasize Academic Distinctiveness
- Generate Additional Revenues
- Continue to Improve Efficiency and Effectiveness

This plan (which will be refreshed annually) will provide discipline and direction in establishing budgets and administrative/academic priorities and will be of great value to UA’s next President. A summary of this Action Plan can be accessed here: uakron.edu/president/action-plan

**Refresh UA’s vision and direction**

Beyond fine-tuning and implementing these short-term initiatives, there is a need for a forward-looking vision, systematic planning and disciplined implementation of the plans. The next President must work with the campus and community to articulate such a vision and then provide the leadership necessary to make it a reality. This vision will draw on a knowledge of best practices nationally and an understanding of the issues facing higher education and of the keys to success in the foreseeable future.

**Define and communicate a more distinctive identity for UA**

As an extension of the short- and long-term strategic plans, the President must lead efforts to ascribe more distinctiveness to UA. Building on the new vision and direction facilitated by the new President, a renewed brand and identity effort will directly support the goal of strategically positioning the University and its distinctiveness and enhancing UA’s standing with its key external constituents and funders.
**Intensify UA's advocacy, outreach and engagement**

UA’s success in continuing to grow its reputation and resources will be impacted by the effectiveness of the administration’s advocacy and outreach – with the state legislature, the government, the private sector, donors and the UA community, including alumni. These efforts will need to be intensified in the future, as public resources become tighter and the expectations of these internal and external stakeholders rise.

The President of UA must be able to navigate the complex Ohio political landscape and build a positive and productive working relationship with the state’s political, business, community and academic leaders. He or she must strengthen bridges to the Akron community by engaging actively with business and residential neighbors to address ever-present “town/gown” issues and by working with them to drive healthy physical and economic growth.

The President must be present, visible and attentive to the University community itself, showing a personal commitment to a positive culture that encourages student, faculty, staff and administrators to engage in the rich diversity of campus experiences.

**Garner resources for the University**

The next President will devote a significant amount of time to raising money to support the transformation and growth needs of the University, particularly by engaging the continued generous support of a loyal base of more than 177,000 alumni. Last year, the University raised more than $28 million (previous years averaged $25 million); and there is a solid development infrastructure of strategy, people, processes, tools and technologies to ensure that UA is properly equipped for ongoing success in its advancement efforts.

It is anticipated that a new capital campaign will be launched concurrently with the sesquicentennial celebration (the last campaign was in 2014).
PRESIDENTIAL QUALIFICATIONS AND QUALITIES

First and foremost, the President must embrace, embody and champion the values of The University of Akron. As UA prepares to celebrate its 150th anniversary, the ideal candidates for the position must therefore appreciate the history, culture and spirit of this University. The President must be UA’s “face and voice” and enthusiastically communicate the University’s priorities and possibilities.

The President must demonstrate a servant-leader approach to managing the institution. This approach must emphasize clear and transparent communications, a team orientation, and the ability to both delegate authority and to hold the delegates accountable. Like most effective leaders, UA’s President must be able to balance the need to engage in appropriate levels of collaboration and consultation with the essential ability to make timely, informed and difficult decisions.

The ideal candidate for UA’s presidency will possess a great deal of the following professional qualifications and personal qualities:

PROFESSIONAL QUALIFICATIONS

Academic Credentials
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 confidence of the academic community.

Experience of Shared Governance in a University Environment
Having first-hand knowledge of governance practices is essential, and experience gained in a university setting would be preferred.

Of particular value would be previous experience in an atmosphere of shared governance and/or with collective bargaining. The President should possess the ability to balance the strong executive leadership needed to ensure that decisions are made in a timely and fair manner with
sensitivity to the culture of shared governance, tenure and academic freedom at UA. This includes seeking appropriate input for major decisions; reaching out to faculty, staff and students and encouraging their engagement in campus matters; and conveying a collaborative leadership style.

**Brand Positioning and Promotion**
Much of the University's future successes will be based on a repositioning of its brand and image not only locally, but also nationally and internationally. A key part of driving the University’s strategic direction will be its external marketing efforts. Experience in overseeing a successful institutional branding and promotion campaign will be important.

**Development, Community Engagement and Advocacy**
The new President must be adept, skilled and enthusiastic in fund- and friend-raising, community engagement and advocacy efforts. The President will have the personal and social skills to cultivate financial support and partnerships in the private sector. The President must have a high level of involvement and visibility in the community, helping foster cooperation between the University and community leaders. UA's President must possess the political acumen and "street smarts" needed to position the University effectively and positively with governmental, business and civic leaders and its surrounding higher education competitors.

**PERSONAL QUALITIES**

**Student Orientation**
A commitment to keep students at the center of UA's programs and operations, with their academic and holistic development being the ultimate goal.

**Academic Excellence**
Commitment to an environment where teaching and student success remain the top priority, with an appropriate and integrated research and scholarship agenda.

**Executive Disposition**
A commitment to the qualities, traits, energy and demeanor that generate respect for a leader.

**Drive for Results**
Setting high goals for personal and group accomplishment;
using measurement methods to monitor progress toward goal attainment; tenaciously working to meet or exceed those goals; conveying an entrepreneurial spirit that encourages new ways of approaching problems and opportunities, and a willingness to foster and effect change.

Valuing Diversity
A demonstrated commitment to diversity, inclusion, equity and international education and the ability to articulate a strong rationale for their importance to effective learning at UA.

Personal Values
A leader who exhibits and embodies integrity, collegiality, leadership development, support of scholarship and creative activity, and enthusiasm. A leader who values participating in a campus community that honors tradition, embraces intelligent growth, and reflects the collegiality, respect, mutual support and warmth of a family. Above all, a servant-leader who has the courage and conviction to make necessary decisions in a compassionate way to ensure UA’s long-term success.
PROCEDURE FOR CANDIDACY

Witt/Kieffer is assisting The University of Akron with its recruitment of a new President. The presidential selection process will be conducted by the Presidential Search Committee, which consists of the entire Board of Trustees, including student trustees and advisory trustees, as well as the elected leaders of the six diverse University constituency groups. This committee is accountable for overseeing the recruitment of candidates, performing initial candidate screening and assessment, interviewing, and ultimately making a recommendation to the Board of Trustees. The Board will then conduct its due diligence and ultimately make a final appointment. All of the deliberations of the committee and the Board will be conducted in executive session, which is confidential.

Review of candidates will begin in June 2019. For fullest consideration, expressions of interest materials should be received by May 15, 2019. Those materials should include a letter addressing how the candidate’s experiences match the position requirements, a current CV and contact information for at least five references (who will not be contacted without the prior knowledge and approval of the candidate).

Confidential inquiries, nominations, and expressions of interest materials should be directed to:

John K. Thornburgh, Elizabeth K. Bohan, and Robert Smith, Ph.D.
Witt/Kieffer
UAkronPresident@wittkieffer.com

The University of Akron is an equal education and employment institution. It is the policy of this institution that there shall be no unlawful discrimination against any individual in employment or in its programs or activities at The University of Akron because of race, color, religion, sex, age, national or ethnic origin, sexual orientation, gender identity, disability, genetic information, military status or status as a veteran. The University is also committed to the principles of affirmative action and acts in accordance with state and federal laws.

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from University of Akron documents and personal interviews and is believed to be reliable. Naturally, while every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

Witt/Kieffer is the nation’s leading executive search firm dedicated to serving education, health care, and not-for-profit communities nationwide. Our mission is to identify outstanding leadership solutions for organizations committed to improving the quality of life. Witt/Kieffer has served more than 800 colleges and universities, as well as community, cultural, and service organizations. We focus on searches for Presidents/chancellors; provosts; vice Presidents for advancement, finance, student affairs, enrollment management, and technology; deans; and directors of major service/academic units.
NEARLY 150 YEARS OF INNOVATION AND GROWTH

Since its founding as Buchtel College in 1870 by the Ohio Universalist Convention, The University of Akron has been responsive to the educational and technological needs of the region. Located in the city that became known as the “Rubber Capital of the World,” the then small liberal arts college offered the world’s first courses in rubber chemistry in 1909. The college then transferred its assets to the city and became the Municipal University of Akron in 1913. A year later, the College of Engineering was formed and pioneered one of the country’s first cooperative education programs, working with industrial giants such as Goodyear, Firestone and Goodrich. Later, the U.S. government contracted with the University to establish a rubber research laboratory to aid in the development of synthetic rubber for World War II. As the rubber industry in Akron declined in the decades following the war, the University continued to evolve by becoming a state university in 1967 and establishing the world’s first College of Polymer Science and Polymer Engineering in 1988. The University carried this momentum into the 2000s, entering a new phase of academic and physical expansion, in keeping with its tradition of bold, responsive innovation and growth.
That tradition continues today. With top-ranked and in-demand degree programs ranging from associate through doctoral degrees in the liberal arts, sciences, health care, engineering, business, law, education and more, the University is classified at the highest level as a comprehensive, doctoral-degree-granting institution. It was reaccredited in 2013 by the Higher Learning Commission and has additional accreditations from 29 professional agencies. It serves more than 20,000 students through 11 colleges and schools on the main campus and through satellite campuses in Lakewood, Medina, Millersburg and Orrville.

Moreover, the University continues to invigorate the region and prepare students for a lifetime of success. In fiscal year 2016-17, the University had an estimated $2.7 billion economic impact on its primary service area of Summit, Cuyahoga, Stark, Medina, Portage and Wayne counties, supporting 36,732 jobs, or one out of every 47 jobs. During the same period, former UA students currently employed in the regional workforce generated $2.2 billion in added income for the region. The increased lifetime earnings for UA students are projected at almost $1.263 million, a return on investment that is almost five times the cost of earning a degree.
The University of Akron has received state, national and global recognition for the strength of its colleges and programs and the achievements of its faculty members and students.

The Buchtel College of Arts and Sciences is the largest and oldest degree-granting college at the University, home to more than 20 schools and departments and nine centers and institutes.

- The Ray C. Bliss Institute of Applied Politics, a bipartisan research and teaching institute, is one of the nation’s premier centers of research and instruction on politics. Many former Bliss interns now hold leadership positions in government around the United States.

- The University has the No. 2 Counseling Psychology Ph.D. program in the U.S., according to CounselingPsychology.org, and the Industrial/Organizational (I/O) Psychology program has for decades been one of the country’s most respected and prolific producers of scholarship and I/O professionals. Also, the National Museum of Psychology, the only one of its kind in the United States, opened at the University in June 2018. It is housed in The Drs. Nicholas and Dorothy Cummings Center for the History of Psychology, which was accepted into the prestigious Smithsonian Institution's Affiliations program.

- The School of Communication is home to the highly rated student radio station, WZIP, and the student-run television station, Z-TV, which has won six, and been nominated for more than 30, Emmy Awards.

BUCHTEL COLLEGE OF ARTS AND SCIENCES:

20+ schools and departments

9 centers and institutes

6 Emmy Awards

2nd UA’s rank among counseling psychology Ph.D. programs in the U.S. according to CounselingPsychology.org
• The School of Communication’s Speech and Debate Team won its fourth consecutive Ohio Forensics Association State Championship in 2019.

• The University is home to the National Center for Choreography, one of only two such centers in the nation, providing world-class facilities and resources to professional choreographers – as well as opportunities for students in the University’s dance program to engage with artists who are shaping the future of dance.

The College of Applied Science and Technology offers a wide range of associate and bachelor’s degrees providing practical skills for in-demand careers.

• The new bachelor’s degree in computer information systems with a focus on cybersecurity, a rapidly growing field, is the first four-year track of its kind among public universities in Ohio. The University’s cybersecurity simulation laboratory, currently under construction and funded by a $200,000 gift from the Timken Foundation of Canton, is expected to be the first public testbed in the state that companies can use for network simulation and training. The University was also selected by the Ohio Adjutant General’s Department to join the Ohio Cyber Range, a collaborative effort to train the cybersecurity workforce in public, private, government, military and education constituencies.

• UA has the only ABET-accredited B.S. in Surveying and Mapping in Ohio.

COLLEGE OF APPLIED SCIENCE AND TECHNOLOGY:

1st
four-year cybersecurity track of its kind among public universities in Ohio

$200,000
gift from the Timken Foundation of Canton for the first public cybersecurity simulation testbed in the state

1st
Emergency Management and Homeland Security program to be accredited in the country
• The college’s Emergency Management and Homeland Security program was the first of its kind to be accredited in the country.

Through connections with top businesses and executives, the College of Business Administration (CBA) prepares students to become competent and responsible professionals and leaders.

• The CBA is currently being expanded to include a 15,000-square-foot Professional Development Center.

• The CBA is one of only 189 business schools among thousands worldwide to hold dual accreditation (business and accounting) from the AACSB.

• The CBA has been ranked among the top 50 undergraduate business schools at public universities by Bloomberg Businessweek.

• The MBA program has been nationally ranked by U.S. News & World Report, CEO Magazine, The Princeton Review and Bloomberg Businessweek.

The College of Engineering produces some of the most sought-after, job-ready engineering graduates in the country.

• The college is home to one of the oldest traditional co-op programs in the U.S., in which students gain valuable, practical work experience with more than 2,000 employers nationwide.

• Its student design teams build race cars, rockets, robots and more, frequently ranking among the best in the nation and the world. UA is the only university in the country to have Formula,
Baja, Human-Powered Vehicle, Concrete Canoe and Robotics Mining teams all place in the top 10 in at least one of their respective major competitions in the 2017-18 season.

• UA's bachelor's degrees in corrosion engineering and aerospace systems engineering were the first undergraduate degrees of their kind to be established in the U.S.

The College of Health Professions brings together the University’s well-established and highly regarded programs in dietetics and nutrition, nursing, social work, speech-language pathology and audiology, and sport science and wellness education.

• The Speech-Language Pathology and Audiology Program is one of the largest in the nation.

• The Nurse Anesthesia Program is one of Ohio’s largest, with more than 35 clinical sites throughout the state.

The College of Polymer Science and Polymer Engineering is one of the biggest and best-known research and academic programs in the world devoted to the study of polymers.

• The college has more than 300 issued and pending patents resulting from polymer faculty research.

• Research from the college has helped launch 18 regional startup businesses.

The LeBron James Family Foundation College of Education, in collaboration with K-12 partners, provides preservice teachers with valuable experience through field and coursework in urban, suburban
College and Academic Distinctions, continued

and rural teaching settings.

• After rigorous review, the college of education was reaccredited and recognized for “national excellence” by the Council for the Accreditation of Educator Preparation in 2018.

• Students learn through hands-on experiences in newly renovated, state-of-the-art facilities with technology-enhanced classrooms and laboratories.

The School of Law – housed in the recently renovated, debt-free, $21 million C. Blake McDowell Law Center – provides a top-ranked legal education with flexible degree options.

• Akron Law was ranked among the top 50 part-time law programs by U.S. News & World Report in its 2019 rankings.

• The school was rated a top law school for intellectual property law and trial advocacy in the spring and winter 2018 issues of preLaw Magazine, respectively.

• Akron Law’s student mock trial team finished second in the national Student Trial Advocacy Competition in 2018 – the fourth time in the last five years that the team has earned a spot in the championship.

The Williams Honors College is an intellectual community of high-achieving students of broad academic interests and backgrounds. Its distinguished members enjoy additional scholarships, first-priority class registration, one-on-one research with faculty members, leadership training, interdisciplinary seminars, additional student groups, education abroad opportunities, and access to the residential and academic Honors Complex.
The University has continued to fuel the transformation of the region’s base into a growing, diversified and globally competitive leader in polymers and advanced materials by driving innovation in the fields of manufacturing, medical devices and technology, air filtration, advanced energy, emerging green technologies and microelectronic optical devices.

The nationally recognized University of Akron Research Foundation has helped launch more than 60 startup companies, participates in numerous joint ventures with major corporations and manages more than 300 U.S. patents and 500 patents worldwide on behalf of the University. In fiscal year 2016-17, startup and spinoff companies resulting from UA research were responsible for $15.7 million in added income to UA’s primary service area counties (Summit, Cuyahoga, Stark, Medina, Portage and Wayne). Additionally, UA ranked No. 60 among the top 100 universities worldwide granted U.S. utility patents in 2017, and first among public research universities in Ohio, according to a 2018 report released by the National Academy of Inventors and the Intellectual Property Owners Association. UA was also the highest-ranked Northern Ohio university, and second only to The Ohio State University in the state, for commercialization of technology, in the April 2017 Milken Institute Center for Jobs and Human Capital’s Concept to Commercialization Report.

This tremendous success is made possible, in large part, by UA’s accomplished researchers, including:

- **Dr. Hazel Barton**, professor of biology and director of the Integrated Bioscience Program, whose research on cave formations has been featured in Sports Illustrated, Forbes, National Geographic Explorer, The Smithsonian magazines, NPR, BBC Radio, Animal Planet, the History Channel and more;

- **Dr. Joseph Kennedy**, distinguished professor of polymer science and chemistry and one of the most prolific academic inventors in the country, who has garnered more than 120 patents for his inventions over his 60-year career; and
The University is an internationally recognized leader in the rapidly growing field of biomimicry, with more than 30 faculty members from four colleges belonging to its Biomimicry Research and Innovation Center. Their interdisciplinary projects draw inspiration from organisms as diverse as ants, bacteria, birds, cacti, fish, flies, geckos, snakes and spiders to inform the research and development of adhesives, color-producing additives, building construction techniques and more.

Other research centers and labs at the University include:

• The National Polymer Innovation Center, a facility at the leading edge of polymer advanced manufacturing, developing novel solutions to industry challenges and supporting research for national laboratories and the University’s College of Polymer Science and Polymer Engineering;
• The Timken Engineered Surface Laboratory, formed in partnership with The Timken Co., where students and faculty work alongside industry experts in surface engineering to solve complex problems associated with friction, wear and corrosion;
• The National Center for Education and Research on Corrosion and Materials Performance, originally funded by the U.S. Department of Defense and the only center of its kind in the U.S., providing multidisciplinary approaches to help government and industry develop solutions for corrosion and materials performance challenges;
• The Conquer Chiari Research Center, a state-of-the-art facility staffed with distinguished researchers working diligently to advance the understanding of Chiari malformation and improve the outcomes of patients; and
• The Center for Tire Research, a National Science Foundation/University Cooperative Research Center and consortium of tire and tire-related industry members, performing market-driven research in the areas of tire and tire-related materials, modeling, testing and manufacturing.
True to its legacy, The University of Akron involves numerous partners in its progress, with more than 600 collaborations with business, industry, community, academia and government. Most recently, the University is a key collaborator with Summit County, the City of Akron and the Greater Akron Chamber in implementing the Elevate Akron coordinated economic development strategy.

The University continues to invest in Northeast Ohio’s workforce through partnerships with local companies such as Tremco Roofing & Building Maintenance and Schaeffler Group USA, providing discounted and fully funded pathways to associate and bachelor’s degrees for employees and their dependents.

The University also partners with local public schools to cultivate the next generation of scholars and innovators. In fall 2018, the University was named a “sister university” to three Akron Public Schools (APS), pledging to provide career-themed content and support to students and teachers in the schools’ College and Career Academies. One of those schools, the Akron Early College High School (AECHS), jointly established by the University’s College of Applied Science and Technology and APS, allows APS students, many of them first-generation college students, to earn an associate degree, or up to two years of college credit toward a bachelor’s degree, free of charge. In 2017, the AECHS received its fifth-consecutive “High Performing School of Honor” designation from the state and was ranked second for performance among Summit County’s 25 high schools. The University recently established similar Early College programs at the Portage Lakes Career Center, Barberton City Schools and the R.G. Drage Career Technical Center.

Through ZipAssist, UA’s central hub of resources and support services, the University leverages its partnerships with the Salvation Army of Summit County, the United Way of Summit County and Rubber City Arches LLC to provide textbooks, childcare assistance, pre-packaged meals, financial literacy coaching and more to students in need.

With the support of the John S. and James L. Knight Foundation, the University hosts social media-driven events and activities to encourage...
students to become proud patrons of Akron. The #ZipsInvade events allow students to “invade” designated eateries, shops and other locations for free food, merchandise and experiences; and the #Zips100 list challenges students to complete 100 traditional Akron-themed activities on campus and in the city before graduation.

Other examples of the University’s community engagement include:

- The Medina Fiber Network, a collaboration of the University and the school districts of Medina, Barberton and Springfield to deliver UA courses via state-of-the-art, real-time video conferencing for students in the post-secondary enrollment option program, as well as professional development to area teachers;

- The Medina County University Center, a collaboration of the University and Medina County business and community leaders to establish a workforce development center and surrounding technology park, offering standard college courses, professional development workshops and workforce training;

- Partnership with the LeBron James Family Foundation to provide full scholarships for eligible APS students enrolled in the Foundation’s mentorship program; and to provide UA students the opportunity to gain experience in preservice teacher education, mentorship, community service, and evaluation and data analysis of the Foundation’s Wheels for Education and I Promise Programs; and

- The University’s E.J. Thomas Performing Arts Hall, home to the Akron Symphony Orchestra and serving the cultural needs of Northeast Ohio with concerts of all types, theatre productions, ballets and lectures, as well as the annual Broadway in Akron Series, coordinated and promoted since 2015 by the University’s partner, the Playhouse Square Foundation, an industry-leading entertainment organization in Northeast Ohio.
The University of Akron is home to nearly 1,500 full- and part-time faculty members, including world-class scientists and scholars whose academic impact reverberates far beyond the boundaries of the classroom.

• In keeping with the University’s tradition of meeting the needs of the region, UA’s researchers have taken on the state’s opioid crisis. Dr. Abraham Joy, associate professor of polymer science, is developing a polymer-based fiber mat, with the potential to be embedded onto latex gloves, that can detect traces of opioid residue. This would allow first responders to overdose victims to detect the presence of opioids in the vicinity and take the appropriate precautions to protect themselves from dangerous exposure.

• Dr. Hossein Tavana, associate professor of biomedical engineering, is conducting National Institutes of Health-funded research that has the potential to improve cancer treatment. He recently developed and patented a method to make 3D cultures of clustered cancer cells that better mimic tumors in the body than 2D cultures used in traditional methods (in which a thin layer of cells is treated on a flat, plastic dish), which may lead to more accurate drug testing and more effective treatment. While the University continues to innovate in polymers and biomedical engineering, it is also leading the way in the burgeoning field of biomimicry, unraveling the secrets of nature to solve problems and improve lives.

• Dr. Ali Dhinojwala, H.A. Morton Professor of Polymer Science and interim dean of the College of Polymer Science and Polymer Engineering; Dr. Peter Niewiarowski, professor of biology; and Dr. Todd Blackledge, professor of biology, have developed adhesives inspired by spider silk and the microscopic hairs on geckos’ footpads.
• Dr. Henry Astley, assistant professor of biology, designed a camera-equipped robotic snake that has the potential to search for survivors under rubble in disaster situations.

• Dr. Emily Kennedy, director of external relations at the Biomimicry Research and Innovation Center (BRIC) and graduate of its doctoral program, is working with fellow alumnus Dr. Bor-Kai (Bill) Hsiung on a football helmet lining, inspired by shock-absorbing hedgehog quills, designed to prevent concussions.

UA’s faculty members continue to receive national and international recognition in other disciplines as well. Dr. Sucharita Ghosh, professor of economics, received her second Fulbright Research Scholar award in 2018 — a rare feat — and traveled to Italy to share her expertise in international trade.

• Ryan T. Holte, David L. Brennan Associate Professor of Law and director of the Center for Intellectual Property Law and Technology, was nominated to the United States Court of Federal Claims by President Donald Trump and is awaiting confirmation.

• David Giffels, associate professor of English and former award-winning columnist for the Akron Beacon Journal, who has been hailed by the New York Times as the “bard of Akron,” recently published his latest book, a poignant memoir about his late father — “Furnishing Eternity: A Father, a Son, a Coffin, and a Measure of Life” — with critical acclaim, setting an example for aspiring writers in the Northeast Ohio Master of Fine Arts program, of which Giffels is the UA campus coordinator.

Seventy-four percent of the University’s full-time faculty members possess a terminal degree, and students enjoy a student-faculty ratio of 17:1 — allowing them to receive close and personal attention from dedicated experts who are eager to involve them in research, study abroad opportunities, service projects and other forms of practical, real-world learning.
With support from the University’s Center for Experiential Learning, faculty members connect academic disciplines and engage local communities. Here are some examples from spring 2018:

- **Dr. Hunter King**, assistant professor of polymer science and core member of BRIC, co-taught a course with Kelly Siman, doctoral candidate in the Biomimicry Fellowship program, in which honors students developed technological solutions to Lake Erie’s most pressing problems – including harmful algal blooms – and pitched those solutions to local industry experts.

- **Lauren Houser**, assistant professor of practice in the Department of Marketing, had computer science and business majors combine their programming and marketing expertise to solve client-based problems in her “Synergistic Teams” class.

- **Dr. Melanie G. McCoskey**, an associate professor of accountancy in the College of Business Administration, has created an ongoing program for students in accounting. These students get real-world experience by preparing tax returns for low-income individuals in the Akron community. They prepare federal, state and city tax returns for approximately 1,000 individuals each year in collaboration with United Way, which assists with e-filing of federal and state returns.

**ACADEMIC IMPACT:**

- 1,495 full- and part-time teaching faculty members
- 74% full-time faculty members possess a terminal degree
- 17:1 student-faculty ratio
Students at The University of Akron enjoy the full campus experience, moving seamlessly from the classroom to the city and around the country and globe.

On campus, students:

- Participate in more than 300 student organizations and clubs related to academics, careers, hobbies, faith, film, politics and sports – ranging from a cappella groups to legal societies and veterans associations;
- Play on the University’s new esports teams – including the first varsity esports team at a public university in Northern Ohio, and one of the first 50 in the country – and compete in state-of-the-art facilities totaling more than 5,200 combined square feet;
- Become part of Living-Learning Communities in residence halls, where groups of students with similar academic or special interests – ranging from business to pre-med, Outdoor Adventure and ROTC – live and take classes together;
- Socialize, study and relax at Coleman Common, on spacious campus greens or in the Jean Hower Taber Student Union, where students can bowl, shoot pool, choose from a range of eateries – including Panda Express®, Steak ’n Shake®, Chick-fil-A® and Qdoba® – or watch blockbuster films in the Student Union Theatre;
- Attend plays, concerts and shows at E.J. Thomas Performing Arts Hall and Guzzetta Hall;
- Work on campus as student assistants and volunteer for service events, such as Alternative Spring Break and Make a Difference Day;
- Join the Pride of Ohio Marching Band or the AK-ROWDIES and cheer on championship-winning NCAA Division I sports teams;
- Work out, swim, shoot hoops or climb a 53-foot rock wall at the highly ranked Student Recreation and Wellness Center; and more.

With more than 22,000 businesses in the surrounding Akron metropolitan area, including Fortune 500 companies, students take advantage of internships, co-ops and part-time employment to set themselves apart from the competition. In fact, UA led all
Northeast Ohio universities have increased the number of internship and job placements at area businesses and organizations in a 2018 survey of 101 organizations in the region. Thanks to the University’s new academic schedule – composed of a “Four-Day Core” and “Five-Star Friday” – students focus on classes Monday through Thursday, reserving Friday for internships and other career-focused experiences.

Students extend their experience beyond the city of Akron by participating in study abroad programs that take them to Germany, Italy, France, Spain, South Korea, Japan, India and other countries. For example, since 2014, more than 90 students have traveled to Haiti to help the students of Institution Univers and the people of Ouanaminthe. The initial trip gave rise to a student organization, Zips for Haiti.

By roasting and selling Haitian coffee through a partnering Akron coffee vendor, the student group funded a scholarship enabling a Haitian student to attend the University.

Such global experiences are in keeping with the diversity of the University’s student population, represented by 46 states and 72 countries from around the world. The new International Center serves as a one-stop shop for international students and those interested in education abroad; and institutes, programs and events such as the Rethinking Race events and the Black Male Summit (now in its 11th year) promote multicultural understanding and excellence.
Graduates from The University of Akron become members of the Alumni Association, an ever-growing family of more than 177,000 living alumni, who are making a difference throughout the United States and in 137 countries around the world.

As proud, lifelong Zips, alumni remain connected with one another and their alma mater through social events and reunions, the Akron E-Magazine alumni newsletter and social media. Alumni also enjoy ongoing career services at the University, professional development and continuing education, discounted access to the Student Recreation and Wellness Center and other benefits.

Eager to give back to the University, many alumni join the Roo Crew, a group of volunteers who help with recruitment, assist at Visit Days and other events, speak to student organizations, help graduates find jobs and mentor current students.

Through the Legacy Scholarship, the Alumni Association provides financial assistance to full-time undergraduate students who are the children and grandchildren of, or under the legal guardianship of, University alumni.

Last winter, the Alumni Association opened an online store selling unique UA apparel and merchandise, with the proceeds supporting student scholarships through the Making a Difference, Moving Forward campaign.
A rallying point for community and institutional pride, Akron Athletics currently fields 18 men’s and women’s varsity teams, comprising more than 450 student-athletes. The Akron Zips compete in the NCAA Division I Football Bowl Subdivision and belong to the Mid-American Conference (MAC). The co-ed rifle team competes in the Great America Rifle Conference (GARC). In 2019-20, the University will add baseball and women’s lacrosse teams. Chris Sabo, former Cincinnati Reds’ third baseman, has been named head coach of the baseball team.

The Zips have brought home more than 30 conference titles in the past eight years; and the men’s soccer team, which has captured 15 MAC tournament titles from 1998-2018, won its first-ever NCAA College Cup Championship in 2010. They were runner-up in 2018.

After winning conference titles in men’s soccer and basketball, along with both indoor and outdoor track and field, Akron Athletics was recognized as having the best men’s athletics program in the MAC for the second year in a row in 2016-17, winning the Reese Trophy – the third time Akron Athletics has won the award.

Zips student-athletes have excelled in the classroom as well. Nine UA athletics programs exceeded the national multi-year average in the Academic Progress Rate report – a measure of eligibility, retention and graduation of student-athletes – for the 2016-17 academic year, with women’s cross country and women’s tennis teams each recording a perfect score.

**RALLYING POINTS:**

- 18 men’s and women’s varsity teams
- 30+ conference titles in the past eight years
- 15 MAC tournament titles captured by the men’s soccer team from 1998-2018
- 9 athletics programs exceeding the national multi-year average in the Academic Progress Rate report
GOVERNANCE

Board of Trustees
The University of Akron’s Board of Trustees is the governing body for the University, composed of 11 members - nine voting members and two nonvoting student members - all of whom are appointed by the governor of Ohio, with the advice and consent of the Ohio Senate. Trustees are appointed to a nine-year term of office, with the exception of the student Trustees, who are appointed to a two-year term. In addition, the Board has selected two highly regarded and successful members from the region to serve as non-voting advisory Board members. All Board members participate in all meetings of the Board, including executive sessions.

The Board has been charged by the Ohio Legislature with:
• Selecting and appointing the President;
• Setting the operating budget;
• Approving personnel appointments;
• Granting all degrees awarded by the University, including honorary degrees;
• Establishing tuition and fee rates;
• Approving contracts; and
• Approving all rules, regulations, curriculum changes, new programs and degrees at the University.

Trustees of the 2018-19 Board are Joseph M. Gingo, chair; Olivia P. Demas, vice chair; Dr. Alfred V. Ciraldo, vice chair; Lewis W. Adkins Jr.; Roland H. Bauer; Cindy Crotty; Ralph J. Palmisano; William A. Scala; and Thomas F. Needles. Non-voting student Trustees are Andrew M. Adolph and Joshua E.J. Thomas. Anthony J. Alexander (retired president and CEO of FirstEnergy Corp.) and Akron Public Schools Superintendent David James are advisory Trustees. More information is available online at uakron.edu/bot/members.dot.

UA’s Leadership Team
The President works closely with a team of leaders, including the:
• Executive Vice President/Chief Administrative Officer (Provost)
• Vice President of Development and Executive Director of The University of Akron Foundation
• Vice President and General Counsel
• Vice President/Chief Communications and Marketing Officer
• Vice President for Inclusion and Equity and Title IX Coordinator
• Vice President for Student Affairs
• Vice President of Finance and Administration and Chief Financial Officer

**Shared Governance**

*The University Council* (UC) is the representative and legislative body of the University that deliberates and makes recommendations to the President on matters such as strategic planning, University policy and other substantive matters that pertain to the strategic direction and operations of the University. University Council has three components: UC itself, the UC Executive Committee and the eight UC Standing Committees. The Executive Committee is elected by the UC from among its members and is responsible for agenda-setting and coordination. The Standing Committees are elected or selected by the University community constituencies and report to the UC. The UC and the eight Standing Committees represent all primary campus constituency groups: faculty, staff, contract professionals, students, deans, department chairs and administrators.

As delegated by the Board, the **Faculty Senate** is the other legislative body of the University and is empowered to formulate suitable rules, requirements and procedures for the admission, government, management and control of the students, courses of study, granting of degrees and certificates, and other internal affairs of the institution necessary to meet the objectives of the University in accordance with the established policies of the Board.

The **Executive Committee** of the Faculty Senate:

• Appoints members to appropriate Faculty Senate committees;
• Prepares the agenda for each meeting;
Governance, continued

- Serves as an advisory committee to the Senior Vice President and Provost on governance matters affecting the academic mission of the University;
- Ensures that the business of permanent and ad hoc committees is completed in a timely fashion;
- Brings matters to the Senate or assigns matters to committees;
- Considers any questions and complaints regarding elections of members to the Senate and makes recommendations concerning these complaints to the Senate; and
- Certifies the validity of all Senate elections.

Student Government
The Undergraduate Student Government and Graduate Student Government represent the collective voice and interest of undergraduate and graduate students, respectively, through communication with UA administration, faculty and the broader community. The Student Bar Association represents students in the School of Law.

BUDGET

The University’s annual General Fund budget is approximately $340 million. Beyond the General Fund, the University receives about $34 million annually in donations and about $35 million annually in externally funded research and other sponsored programs.
With a population of about 200,000, Akron is the fifth-largest city in Ohio. It is located just south of Cleveland, and is only a short drive from Columbus, Detroit and Pittsburgh, and a short flight from Washington D.C., Chicago and New York. The vigorous and growing cultural environment of the city and region includes the Akron Art Museum, the Ballet Theatre of Ohio, the Cleveland Museum of Art, Playhouse Square, the Cleveland Orchestra and the Akron Symphony, Blossom Music Center, the Pro Football Hall of Fame, and the Rock & Roll Hall of Fame. The nearby Cuyahoga Valley National Park and Summit County Metro Parks offer extensive opportunities for outdoor activities and sports, as well as ski resorts and miles of nature trails and wilderness habitats.
The University of Akron, a publicly assisted metropolitan institution, strives to develop enlightened members of society. It offers comprehensive programs of instruction from associate through doctoral levels; pursues a vigorous agenda of research in the arts, sciences and professions; and provides service to the community.

The University pursues excellence in undergraduate education and distinction in selected areas of graduate instruction, inquiry and creative activity.
The University’s full Board of Trustees and the elected leaders of the University Council, Faculty Senate, Contract Professional Advisory Committee (CPAC), Staff Employee Advisory Committee (SEAC), Undergraduate Student Government and the Akron Chapter of the American Association of University Professors (AAUP) will serve as the presidential search committee. The selection process is expected to remain confidential.