



The University of Cincinnati Foundation

Cincinnati, Ohio

Senior Vice President for Advancement and Campaign
Director

Leadership Profile



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Leaders Connecting Leaders

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Prepared by

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This leadership profile is intended to provide information about the University of Cincinnati Foundation and the position of Senior Vice President for Advancement and Campaign Director. It is designed to assist qualified individuals in assessing their interest in this position.

The Opportunity

The University of Cincinnati Foundation (UCF), a private sector fundraising entity for the University of Cincinnati, a comprehensive, public research University with an enrollment of more than 43,000 students, seeks a dynamic advancement leader to serve as its Senior Vice President for Advancement and Campaign Director (SVP).

Located in Cincinnati, Ohio, the University garners nearly \$500 million per annum in research funding, ranking 22nd among public universities in the US. The school offers over 100 bachelor degrees, over 300 degree granting programs, and over 600 total programs of study, ranging from certificates to doctoral and first professional education. With an economic impact of over \$3.5 billion per year, it is the largest single employer in Greater Cincinnati.

Joining a world-class advancement operation, focused on recruiting and retaining the very best talent, the SVP will be responsible for envisioning, developing, and implementing programs and infrastructure to sustain advancement activities to launch the University and UC Health's largest comprehensive campaign. The ideal candidate will be responsible for Campaign Management, Corporate & Foundation Relations, Planned Giving, and Regional Development. He or she will manage the teams ultimately responsible for achieving annual and campaign fundraising goals at all levels. The SVP will report and work closely with Rod Grabowski, President of the UC Foundation, to expand the number of actively engaged advancement volunteers and build the pipeline of future donors for the University and UC Health.

The SVP will work with trustees, high-level volunteers, and colleagues (deans, physicians and members of senior administration) to achieve all campaign goals. The incumbent will be charged with taking a solid foundation in giving programs and implementing a more integrated fundraising approach to maximize effectiveness across all levels of the organization. A chief priority will include being a key facilitator in cross-functional efforts and across the entire team.

The new SVP will possess exceptional leadership qualities such as an open, creative problem-solving approach, and a collaborative and collegial spirit. Someone who is a strategic thinker is essential. Critical, too, is leadership experience in an institution of considerable organizational complexity typified by matrix relationships of power and influence. Leadership experience in a campaign setting is required, and experience in the design of such an effort is a distinct preference. He or she will also have a reputation as a person of high integrity and a person of trust.

All inquiries, nominations, and applications for this position should be directed as indicated in the section entitled, "Procedure for Candidacy", at the end of this position specification and will be handled in the strictest confidence.

The Role of the Senior Vice President for Advancement and Campaign Director

Under the successful presidential leadership of the University of Cincinnati's President Santa J. Ono, PhD, (see page 17 for biography), UC Health's CEO Dr. Richard Lofgren (need bio) and reporting directly to and working closely with Rod Grabowski (see page 8 for biography), the President of the University of Cincinnati Foundation (UCF), the SVP will oversee the execution of the University's upcoming comprehensive campaign. The Foundation is currently testing a goal of \$1.5B as part of the current feasibility study to coincide with the UC bicentennial celebration in 2019. The SVP has the latitude and support to assess and determine the best deployment of staff and structure to support the comprehensive campaign effort.

As part of the President of the University of Cincinnati Foundation's senior leadership team, the SVP will lead 3 direct reports and oversee approximately 10 staff (IA organizational chart in Appendix I). He or she will hold the responsibility of budgeting efforts for the assigned areas of operation, including overall management of the campaign budget.



Opportunities and Expectations for Leadership

In addition, the SVP, working with the President of the University of Cincinnati Foundation and other UC and UC Health constituents, will be expected to address the following leadership objectives upon which the SVP will be judged during his or her first three years in office. They are presented here in no particular order of importance.

Lead the successful completion of the campaign

With a working goal of \$1.5 billion this is the most ambitious comprehensive campaign in UC/UC Health's history. Focusing on an investment in people that make UC and UC Health successful, the primary themes of the campaign are: reimagine the student experience; advance human health; acceleration, innovation, creativity and discovery; and, real world urban community connection and impact.

The SVP has overall responsibility for the planning and direction of the campaign, with strategic oversight of setting and achieving of annual goals. He or she will be instrumental in educating faculty, staff, alumni, parents, and friends about the campaign.

The new SVP will work closely with senior leadership, trustees, and other leading volunteers to create an organization and to exercise a fundraising philosophy that is in the best interests of the institution. This person will work closely with the Campaign Manager and Campaign Counsel to assure the creation and maintenance of campaign and gift acceptance policies, counting guidelines and all other policy issues. They will hold the ultimate responsibility for accuracy of campaign and fundraising progress reports.

This person will work closely with the Director of Foundation Board Relations serving as lead staff to the Foundation Board about the campaign. They will support the President of UCF and work with volunteers to develop agendas, timetables and work products for the Foundation Board.

Manage the day-to-day functions of the campaign

The next step in the evolution of the University's advancement efforts is the articulation of a cohesive, coherent, visionary strategic plan that can guide the program's annual planning, its resource allocation, and its goals and accountabilities for the next several years as it relates to the campaign and Bicentennial. This plan should have as its goal the continuing development of an advancement effort at the level of best practices nationally, one that has the capacity to optimize the philanthropic potential of UC and UC Health's entire constituency. It will be the job of the SVP to formulate this strategic plan with the President of UCF and assure the timely production of key deliverables during the planning and execution of the campaign.

The SVP will lead, manage, and evaluate the campaign efforts on behalf of the UC Foundation, UC Health and the University. This will include assessment, goals establishment and communication of the campaign strategic plan to the University community. They will need to provide strategic direction for campaign events, such as kickoffs, cultivation and stewardship events.

Inspire fundraising teams

The institutional advancement function is extremely strong and thriving at UC. The SVP will continue to build a culture of accountability and high-performance while mentoring and coaching managers and staff alike throughout the campaign. The SVP will oversee the Corporate & Foundation Relations, Planned Giving, and Regional Development teams and will guide them to be high-functioning, collaborative and aligned with a cohort of central programs. He or she will do this through open and honest communication, high performance standards, and through leadership by example.

The SVP will direct and facilitate the annual institutional advancement planning process for all teams, including development of metrics and quarterly reporting for the campaign. He or she will focus on annual budget planning and management, office facilities and operations to support a highly productive organization. In partnership with the President of UCF, set agenda for senior management team and foster ongoing team and leadership development for this group as it relates to the campaign.

Build the campaign communication

The SVP will take the lead in communication, education and training of the development team, the foundation board and the faculty about the campaign. He or she will lead by example to:

- Provide leadership to a staff of fundraising and fundraising support professionals, helping them set and evaluate individual goals for the campaign;
- Develop and sustain appropriate training and mentoring, and assigning and monitoring coverage of primary areas of focus for the campaign to the Foundation Board;
- Will work to ensure the successful achievement of campaign goals in line with engaging and in cooperation with the CEO of UC Health and the UC president, provost, the deans and the faculty to become partners in the philanthropic mission of the campaign;
- Collaborate with the President of UCF to provide thought leadership to the University with respect to the campaign and operational strategy and resource management.

Rod Grabowski is an experienced leader and is deeply dedicated to success in UC and the Foundation. He seeks a partner with the strategic insight and creativity to position him effectively for that success. He has already begun to build relationships with the institution's key supporters and prospects. The Foundation is very well prepared to embark on this aggressive campaign goal.

Personal Qualifications and Personal Qualities

UC Foundation seeks an SVP whose personal values resonate with those of this institution and those of the division. The SVP will be a strong, forthright, and self-confident leader who will lead by example and by authority. The successful candidate will be characterized by sound judgment, extensive experience, and a broad perspective on the business of advancement both nationally and internationally. He or she will be a team-builder who galvanizes support for the program within the staff, from throughout the UC community, and among its diverse constituencies. The SVP will be able to build consensus and trust fairly quickly while maintaining momentum.

In addition, the next SVP will possess the following qualifications and qualities:

- A seasoned decision-maker who has demonstrated leadership of large, complex advancement organizations, people, and programs with an innovative and entrepreneurial approach to problem-solving and the ability to manage transition and change;
- Exceptional people management and motivational skills, both strategic and results-oriented, enabling an efficient, productive, and effective department in which employees are committed to the mission and are happy and proud to work for the University;
- An ability to serve as a motivator and mentor to staff while driving a large campaign to its completion;
- A team-builder able to rally the enthusiasm and energy of the organization he or she leads;
- A top development performer and gift closer who thrives in a flexible, self-directed, fast-paced environment;
- An ability to serve as a critical partner to a President of UCF, displaying evidence of high integrity, honesty, and trustworthiness;
- A strong history and track record of working effectively with volunteers, faculty, and administrators, engaging them in the life of the institution and assisting them in improving their personal effectiveness in all aspects of fundraising;
- Extensive and measurable success as a principal gift fundraiser;
- Experience working with presidents, CEO's, provosts, deans, directors, foundations, and corporations to develop new strategies and plans to meet University fundraising goals;
- Focus and/or philosophy geared toward strategic talent management: investing, cultivating, and stewarding staff;

- Thorough knowledge of the principles of running a successful fundraising program;
- Ability to plan and implement strategic initiatives;
- An outgoing, dynamic personality and be a person who is energetic, enthusiastic, and has the ability to motivate others, as well as someone with a good sense of humor;
- Excellent communication skills, and excellent writing and presentation skills; and
- A bachelor's degree, master degree preferred, and at least 10 years of experience at a not-for-profit institution, preferably in higher education development/fundraising.



University of Cincinnati Foundation: An Overview

Established in 1975 as the private-sector fund-raising entity for the University of Cincinnati and UC Health (effective 1/1/2015), the University of Cincinnati Foundation is a 501(c)(3) not-for-profit corporation that exists to advance the futures of the UC Health, the University, its colleges, units, departments, faculty, and students through philanthropy.

In 2013, UC celebrated the end of the most successful fundraising campaign in its history—*Proudly Cincinnati*—that raised more than \$1.09 billion in private support. In 2014 UC tallied the most successful Faculty & Staff fundraising campaign ever with \$13.9 million raised and a 66% participation rate. More than \$170 million was raised during fiscal year 2014, the second best year of fundraising in university history.

Mission Statement

To support UC and UC Health's aspirations through philanthropy by collaborating with the colleges, Academic Health Center and other units to maximize private support. Our advancement efforts promote the development of productive, enduring relationships with alumni, friends, patients, colleagues, students, foundations and corporations.

Vision Statement

To serve as a catalyst to inspire, unite and enlist the support of alumni, friends, colleagues, students, foundations and corporations in the mission of the University of Cincinnati to transform the lives, health and well being of the city, state, nation and global community.

For more information on the UC Foundation please visit www.uc.edu/foundation

For more information on the University of Cincinnati please visit www.uc.edu

For more information on UC health please visit www.uchealth.com

President Rodney M. Grabowski, CFRE, UC Foundation

Rodney Grabowski holds the titles of University of Cincinnati Foundation president, UC vice president for university advancement, and CEO of the UC Health Foundation. He is a highly qualified executive manager offering more than 24 years of fundraising, leadership and management experience. Rod came to UC in June 2013 from the University of South Florida (USF) where he served as senior associate vice president for the university advancement and campaign director. Among his accomplishments, Rod was responsible for the branding and successful completion of the *USF Unstoppable Campaign*, the largest fundraising and outreach effort in the University's history, as well as an annual giving program in excess of \$85 million. Prior to his tenure at USF, Mr. Grabowski held key development positions at the University of North Florida, Jacksonville University and Alfred University in New York. In addition to his more than 24 years of fundraising leadership and management experience, Rod brings a strong understanding of higher education's unique fundraising landscape. He possesses the visionary leadership needed to help the University of Cincinnati and UC Health achieve its strategic goals. Rod holds a Master of Business Administration in International Business from the University of North Florida and Bachelor of Arts in International Relations from Syracuse University. He is a Certified Fund Raising Executive (CFRE) and holds memberships from the Association of Fundraising Professionals (AFP) and the Council for Advancement and Support of Education

(CASE), and is a member of the CASE 50 (top 50 higher education fundraising organizations in the world). Rod is a graduate of Leadership Tampa, Leadership Cincinnati and The Center for Creative Leadership, Leadership Development Program. He currently serves as a board member of Dan Beard Council, BSA.

University of Cincinnati: An Overview

History in Brief

The University of Cincinnati, Ohio's premier urban research university, traces its origins to 1819. In that year both Cincinnati College and the Medical College of Ohio were chartered. In 1870, the City of Cincinnati established the University of Cincinnati, which later absorbed the two predecessor institutions. In 1906, the University of Cincinnati created the first cooperative education program in the world. For many years, the University of Cincinnati was the second oldest and second largest municipal university in the country. In 1968, UC became a "municipally sponsored, state affiliated" institution, entering a transitional period culminating on July 1, 1977 when UC joined the university system of Ohio. Today, the University of Cincinnati is classified as a Research University (Very High Research Activity) by the Carnegie Commission, and is ranked as one of America's top 26 public research universities by the National Science Foundation. U.S. News has ranked UC in the Top Tier of America's Best Colleges. The Chronicle of Higher Education calls UC a "research heavyweight." Forbes, Delta Sky and Travel + Leisure magazines have named UC one of the world's most beautiful campuses. UC has consistently been named a "green university" by Princeton Review.

University of Cincinnati Faculty & Alumni

Among the historic faculty or alumni of the University of Cincinnati are found President and later Chief Justice William Howard Taft; Albert Sabin, developer of the oral polio vaccine; Nobel Peace Prize winner and U.S. Vice President Charles G. Dawes; Pulitzer Prize-winning cartoonist Walt Handelsman; Doris Twitchell Allen, founder of Children's International Summer Village; Astronaut Neil Armstrong; soprano Kathleen Battle; Cleveland Abbe, whose work at UC led to the National Weather Service; Eula Bingham, environmental scientist and head of OSHA; Marilyn Gaston, assistant surgeon general; author Thomas Berger (Little Big Man, Neighbors); Prima Ballerina Suzanne Farrell; sports greats Sandy Koufax, Oscar Robertson, Jack Twyman and Tony Trabert; architect Michael Graves and eco-architect Michael Reynolds; artists Tom Wesselmann and Gilbert Young; Tony Award winner Faith Prince; Douglas Dayton, who helped design Apple's original mouse; and Louise McCarren Herring, the mother of credit unions. The number of living alumni of the University (2014) is counted at more than 260,000 with approximately half (more than 131,000) residing in the greater Cincinnati area.

Mission Statement

The University of Cincinnati serves the people of Ohio, the nation, and the world as a premier, public, urban research university dedicated to undergraduate, graduate, and professional education, experience-based learning, and research. We are committed to excellence and diversity in our students, faculty, staff, and all of our activities. We provide an inclusive environment where innovation and freedom of

intellectual inquiry flourish. Through scholarship, service, partnerships, and leadership, we create opportunity, develop educated and engaged citizens, enhance the economy and enrich our University, city, state and global community.

Leadership

- Thomas H. Humes, *Chair, Board of Trustees*
- Santa J. Ono, *President*

For more information about UC, contact:

M.B. Reilly, *Director of Public Relations*

513-556-1824 reillymb@ucmail.uc.edu

UC Firsts

- First program of cooperative education – Herman Schneider (1906)
- First oral polio vaccine – Albert Sabin
- First observations leading to the National Weather Service – Cleveland Abbe
- First antihistamine, Benadryl – George Rieveschl
- First electronic organ – Winston Koch
- First use of YAG laser to remove brain tumor
- First bachelor's degree program in nursing
- First emergency medicine residency program
- First safe anti-knock gasoline
- First degree program offered via satellite

UC'S Colleges

McMicken College of Arts & Sciences College of Allied Health Sciences Carl H. Lindner College of Business UC Clermont College

College-Conservatory of Music

College of Design, Architecture, Art & Planning

College of Education, Criminal Justice, and Human Services College of Engineering & Applied Science

College of Law College of Medicine College of Nursing

James L. Winkle College of Pharmacy UC Blue Ash College

Graduate School

Programs of Study (2014)

Associate (A.A., A.A.S., A.G.S., etc.): 76

Baccalaureate (B.S., B.A., BSW, etc.): 111

Master's (M.A., M.S., MBA, etc.): 109

Doctoral (Ph.D., D.Sc., etc.): 73

Professional (MD, JD): 3

University of Cincinnati Libraries

11 Library locations

- Holdings: 4.4 million volumes; 70,000 periodicals.
- Ranked 71st among the Association of Research Libraries
- Use: 451,815 items circulated; 116,532 reference transactions.

Student/Faculty Ratio

16/1

Enrollment (2014–2015): 43,691

The University of Cincinnati attracts students from all 50 of the United States, and from 100 countries outside the US.

Full-time Students	31,481
Undergraduate	25,886
Graduate & Professional	5,595
Part-time Students	12,210
Undergraduate	6,791
Graduate & Professional	5,419

Student Diversity

African American	3,613	8.3%
Asian	1,321	3.0%
Hispanic	1,178	2.7%
Ohio Residents	34,567	79.1%
Male/Female	19,975/23,716	45.7%/54.3%
On-Campus Residents	5,199	
Average age	24.6	

Tuition & Fees (2014–15)

Ohio Resident, undergraduate, per year:	\$11,000
Out of State, undergraduate, per year:	\$26,334
Ohio Resident, graduate, per year:	\$14,468
Out of State, graduate, per year:	\$26,210
Room & Board, per year:	\$10,496

Personnel Data (January 2015)

(includes affiliates and volunteers)

Faculty Full Time	2,763
Faculty Part Time	3,534
Staff Full Time	3,206
Staff Part Time	478
<i>Total (Without students)</i>	<i>9,981</i>
Student Workers and Graduate Assistants	6,035
<i>Grand Total</i>	<i>16,016</i>

Annual Payroll

Calendar Year 2014 \$559,236,523.40

Annual Budget (2014–2015)

General Funds	\$594 million
Restricted Funds	\$285 million
Designated Funds	\$125 million
Auxiliaries	\$117 million
Total	\$1.12 billion

Endowment (June 2013)

\$1.183 billion

Annual Giving (FY14)

\$170,801,746

External Grants & Contracts (FY14)

\$390 million (including affiliates)

Economic Impact (2006)

According to "The Future Starts Here: The Role of Research Universities in Ohio's Economy," (Appleseed, 2006) the University of Cincinnati is estimated to have an annual impact of \$1.52 Billion on the economy of the State of Ohio, thereby generating \$11.71 for every dollar invested by the State of Ohio.

Economic Impact: Medical Center & Affiliates (2003)

The UC Medical Center, based on 2002 data, calculates an economic impact of \$3.59 billion, and projects an economic impact by 2006 of \$4.19 billion. The Medical Center's \$3.59 billion impact on the Tri-State comprises \$1.56 billion direct impact and \$2.03 billion indirect impact. The Medical Center provides 16,268 full-time equivalent jobs in the Tri-State (up from 14,746 in 1999), making the Medical Center the largest employer in Greater Cincinnati. The "ripple effect" of that direct employment generates a total of nearly 42,000 jobs in Ohio and more than 50,000 jobs in the Tri-State that are directly or indirectly related to the operations of the Medical Center.

New Buildings, Green Spaces and Major Renovations since 1992:

Vera Clement Edwards Center, Engineering Research Center, Library Plaza, Aronoff Center for Design and Art, French Hall addition, Cardiovascular Research Center, Sigma Sigma Commons, College-Conservatory of Music, Albert H. Vontz Center for Molecular Studies, University Hall, Kingsgate Conference Center, Hastings and William French Building renovation, Science and Allied Health Building, Eden Avenue Garage addition, Campus Green, University Commons, Clermont College Educational Services Building, Clermont College Student Services Building, Center Hill Campus (Large Scale Test Facility, Combustion Research Lab, Leather Industries



Research Building, Erosion Test Facility), Clermont College Facilities Management Building, Braunstein Hall renovation, Schneider Residence Hall, Turner Residence Hall, University Pavilion, Central Utility Plant, University Pavilion, Tangeman University Center expansion and renovation, College of Applied Science Classroom Building, Steger Student Life Center, Mews Garden, MainStreet open space, Schott Stadium, Gettler Stadium, Calhoun Street Garage, Clermont College Activities Center, Campus Recreation Center, Raymond Walters College Veterinary Technology

Building, Van Wormer Library renovation, Varsity Village Garage, MRI Center, Trabert-Talbert Tennis Center, Lindner Center, Clermont College West Woods Academic Center, Eden Quad greenspace, CARE/Crawley, Morgens Hall.

Ongoing/upcoming projects: Nippert Stadium renovation, Medical Sciences Building expansion and renovation, Teachers College/Dyer Hall renovation, Scioto Hall renovation, Radiation Safety Building, Health Professionals Building, Wherry Hall.

More details at: [uc.edu/content/dam/uc/about/docs/UC Construction Projects_web.pdf](http://uc.edu/content/dam/uc/about/docs/UC_Construction_Projects_web.pdf)

Campus	Acreage	Gross SF	# Buildings
Center Hill Research	25	24,061	4
UC Clermont College	91	213,297	7
College of Applied	8	217,591	5
Genome Research	23	382,185	10
UC Blue Ash College	132	298,244	10
Uptown Campus East	57	3,811,613	19
Uptown Campus West	137	8,506,833	62
Total	473	13,453,824	117

Rankings by External Sources

Academic Ranking of World Universities (2014)

The influential Academic Ranking of World Universities, published by Shanghai Jiaotong University, ranks the University of Cincinnati among the top 300 of more than 1,200 ranked worldwide.

Barron's Profiles of American Colleges (2011)

The University of Cincinnati is ranked as "Competitive +."

Bloomberg BusinessWeek (2014)

In recent rankings, Bloomberg Businessweek placed UC's MBA program at No. 47 nationally (No. 23 among public institutions). The University of Cincinnati's undergraduate business program was ranked at 84th among all schools and 36th among public business schools.

Business Insider (2013)

Business Insider surveys art directors, product designers and others who obtained a design education and placed UC's College of Design, Architecture, Art, and Planning number 3 on a list of design schools best suited to landing a job. In fact, UC is the top-ranked public university on this prestigious list

DesignIntelligence (2015)

For the 16th straight year, UC was ranked among the best design and architecture programs in the nation. UC's undergraduate industrial design program was ranked No. 1 in the country, while the undergraduate interior design program was ranked No. 6. UC's graduate design program was ranked No. 9 nationally, while the graduate architecture program was ranked No. 18.

Diverse Issues in Higher Education (2010)

The University of Cincinnati is ranked among the Top 100 schools in awarding master's degrees to African American and Native American students. UC also ranks among the Top 100 schools in awarding doctoral degrees to African American, Asian and Native American students, and in awarding medical degrees to African American students.

Higher Education Excellence in Diversity Award (2014)

The University of Cincinnati was among the recipients in September 2014 of the Higher Education Excellence in Diversity award from INSIGHT INTO DIVERSITY magazine, the oldest and largest diversity-focused publication in higher education.

International Student Barometer (2014)

The International Student Barometer, an annual survey of international students attending 178 global institutions, gives UC high marks. In the latest International Student Barometer (ISB), the University of Cincinnati ranked 7th among national peers and 37th globally.

The Leiden Ranking (2011)

The Centre for Science and Technology Studies (CWTS), Leiden University, has developed a new ranking system entirely based on its own bibliometric indicators. This web-publication is the first in a series of rankings. The work focuses on all universities worldwide with more than 700 Web of Science indexed publications per year. UC ranks 93rd in the world in the number of publications, 62nd in the United States.

London (UK) Times Higher Education Supplement (2011)

The Times Higher Education supplement, emphasizing research universities, ranks the University of Cincinnati 190th among all the universities in the world, 69th among United States universities, and 28th among U.S. public universities.

NACUBO Endowment Ranking (2013)

UC's 2013 endowment of \$1.183 billion ranks 80th among colleges and universities in the United States and Canada.

Poets & Writers (2011)

The University of Cincinnati ranks 8th among creative-writing doctoral programs in the country according to a ranking published by Poets & Writers magazine in their September/October 2011 issue.

Planetizen Guide to Graduate Urban Planning Programs (2015)

The 2015 rankings of the nation's top master's degree programs in urban planning were recently released, and the University of Cincinnati's graduate planning program was ranked No. 17th in the nation and No. 4 in the Midwest region.

Princeton Review: Best 379 Colleges (2015)

University of Cincinnati is ranked by the Princeton Review among the top schools in the United States.

Princeton Review: The Best 295 Business Schools (2014)

University of Cincinnati College of Business is ranked among the top schools in the country.

Princeton Review's Guide to 322 Green Colleges (2014)

The Princeton Review today named the University of Cincinnati among the nation's best "green" schools – leading in environmental practices and in preparing the next generation of green professionals.

Research: National Science Foundation (2011)

The National Science Foundation, based on Federally Financed Research & Development Expenditures ranks UC as 47th in the U.S. and 26th among public universities.

SCImago Research Group (2011-2012)

The SCImago Research Group's Institutions Rankings World Report 2010 ranks the University of Cincinnati 203th in the world out of 3,290 institutions. UC is ranked 70th among 581 North American institutions in this report that combines four global indicators revealing performance, institutions' ability to generate scientific knowledge and to achieve international visibility.

Faculty Scholarly Productivity Index (2007)

Nine University of Cincinnati programs are ranked among the Top 10 programs of their type in the United States. UC programs ranked among the Top 10 are:

Biological Sciences	2nd in the US
Classics & Classical Literatures	3rd in the US
Criminology and Justice Studies	6th in the US
Ecology	6th in the US
Environmental Engineering	6th in the US
Physiology	7th in the US
Biomedical Sciences	9th in the US
Special Education	9th in the US
Toxicology	10th in the US

US News & World Report Rankings (2015 or most recent previous ranking)

The University of Cincinnati is ranked 129th among the top tier of US universities. (That places UC among the top 3 percent of US universities.)

Five years ago, UC entered the top tier of the US News & World Report's "Best National Universities" list at a rank of 156. Since that time, UC has risen 27 places on this list. No other university in the top 130 has jumped as many places in only five years.

Rankings of specific colleges and programs

Cooperative Education	4th in the US
Pharmacy	32nd in the US
Medicine	46th in the US
Business (Graduate)	60th in the US
Business: Full-time MBA	60th in the US
Education (Graduate)	62nd in the US
Nursing (Graduate)	64th in the US
Law	79th in the US
Engineering	81st in the US

Music and Arts Programs

Opera/Voice	3rd in the US
Interior Design	3rd in the US
Musical Conducting	5th in the US
Music	6th in the US
Industrial Design	6th in the US
Music Composition	9th in the US
Orchestra/Symphony	9th in the US
Drama	37th in the US
Creative Writing	46th in the US
Master of Fine Arts	62nd in the US

Science and Engineering Programs

Paleontology	6th in the US
Environmental Engineering	20th in the US
Aerospace Engineering	31st in the US
Civil Engineering	48th in the US
Mechanical Engineering	60th in the US

Medical and Human Service Programs

Criminal Justice (Graduate)	3rd in the US
Pediatrics	3rd in the US
Nursing: anasthesia	32th in the US
Nursing: midwifery	35th in the US
Speech and Language Pathology	35th in the US
Audiology	37th in the US
Otolaryngology	43rd in the US
Primary Care	78th in the US
Physical Therapy (Graduate)	99th in the US

More rankings <http://magazine.uc.edu/favorites/rankings>



President Santa J. Ono, PhD, University of Cincinnati

University of Cincinnati President Santa J. Ono, PhD, is a highly accomplished researcher in eye disease and a member of several national and international honorific societies as well as a sought-after public speaker, frequent opinion leader on higher education issues, and a recognized trailblazer in the use of social media. Serving as UC's president since August 2012, he has gained a reputation as a chief executive who is accessible and responsive to the university's wide range of constituents, including students, faculty, staff, alumni, parents, business, civic, arts and government.

Under his leadership, UC has achieved its largest enrollment in history at 43,000 and has launched Creating Our Third Century, a sharpening of the university's vision as it prepares for its bicentennial in 2019. His tenure has also been marked by increasing accolades for UC, among them its selection as the Public University of the Year by the Washington Center and its jump of 27 places in the past five years in the U.S. News & World Report ranking of best colleges. No other university in the top 130 has risen as much.

Since his appointment as the university's 28th president, Dr. Ono has also brought greater diversity to the President's Cabinet, appointed the university's first full-time Chief Diversity Officer, increased investments in diversity and inclusion, and spearheaded a restructuring of the UC Foundation.

A widely recognized as a leader in the use of social media among higher education executives, President Ono was named the 2014 Twitter Madness National Champion in a communications study based on the 64 universities and colleges competing in the 2014 NCAA basketball tournament. *Inside Higher Education* has named him the university president that is "in" for 2015. He also was named the "top social CEO" in Greater Cincinnati in a study in 2013. Education Dive said that Dr. Ono "sets the standard for the digital age" in its listing of six university presidents to watch in 2014. On Twitter, he coined the term "#Hottest-CollegeinAmerica" to reflect the momentum and spirit he finds on UC's campus, and the phrase now appears on T-shirts and other items.

Dr. Ono is UC's first Asian American president and one of only a handful of Asian American university or college presidents in the United States. In December 2013, he was named by the Japanese government as an honorary consul of Japan for the state of Ohio.

Dr. Ono served two months as UC's interim president before his appointment as president in October 2012. Prior to that, he served as the Senior Vice President for Academic Affairs and Provost at UC, his role upon arriving at the university. As Provost, he led the development of an Academic Master Plan (AMP) aligned to the university's strategic plan. Dr. Ono holds appointments as Professor of Pediatrics in UC's College of Medicine and Professor of Biology in its McMicken College of Arts and Sciences. Dr. Ono's principal research interests focus on the immune system and eye disease and he maintains an active research lab.

Prior to UC, Dr. Ono served at Emory University as Vice Provost for Academic Initiatives and Deputy to the Provost and then Senior Vice Provost for Undergraduate Academic Affairs. Earlier in his career, he also served in a variety of teaching, research and administrative positions at the Johns Hopkins School of Medicine, Harvard Medical School and the Schepens Eye Research Institute, University College London (UCL) and Moorfields Eye Hospital in London.

Dr. Ono's service in the community includes membership on the Cincinnati Business Committee and on the boards of Ohio's Third Frontier, Cincinnati USA Regional Chamber of Commerce, Cincinnati Art Museum, Cincinnati Symphony Orchestra, Cintrifuse, CincyTech, UC Health, Uptown Consortium, United Way, Juvenile Diabetes Research Foundation, and Japan America Society of Cincinnati. He chairs the UC Research Institute board and the United Way Research Council and co-chairs the Cincinnati/Northern Kentucky Early Grade-Level Reading Campaign. He chairs Ohio Gov. John Kasich's biopharmaceutical task force and is a member of the Chancellor's Ohio Completion Task Force of the Ohio Board of Regents as well as the Executive Committee of the STRIVE partnership and served on the Board of Advisors for Strive for College.

He has served on the Medical Research Council's Medical Advisory Board and College of Experts and the immunological sciences (IMS) and hypersensitivity, autoimmune and immune-mediated (HAI) diseases study sections of the National Institutes of Health. He has consulted widely for companies such as GSK, Cambridge Antibody Technologies plc (now part of Astra Zeneca), Johnson & Johnson, Santen Inc. and Oxagen plc.

As a scholar and researcher, Dr. Ono has served on the editorial boards of the *Journal of Immunology*, *Journal of Biological Chemistry*, *Immunology* and the *Journal of Allergy & Clinical Immunology*.

Among his many honors and awards are the American Diabetes Association Career Development Award, the Investigator Award from the National Arthritis Foundation, the Brit Katz Award (Emory University), the Roche Laboratories Award for Excellence in Research, and the Pharmacia International Award in Allergy Research. He was elected a Fellow of the American Association for the Advancement of Science in 2012, inducted as a member of the National Academy of Inventors in 2014 and inducted into the Johns Hopkins University Society of Scholars in 2015.

Ono is also a recipient of the American Jewish Committee National Human Relations Award, Pillar Award for Community Service – Nonprofit Executive Director of the Year Award (Medical Mutual/Smart Business), the People of Vision Award from Prevent Blindness Ohio and the Transformation Award from the Center for Respite Care.

Born in Vancouver, Canada, Dr. Ono earned his PhD at McGill University and his BA at the University of Chicago.

University of Cincinnati Health: An Overview

UC Health brings together the region's top clinicians and researchers to provide world-class care to the Cincinnati community and beyond. From our flagship University of Cincinnati Medical Center to our state-of-the-art West Chester Hospital, UC Health delivers the absolute best in treatment and care.

Continually recognized for excellence and backed by the academic strength of the University of Cincinnati, one of the nation's top 25 public research universities, UC Health is revolutionizing how discovery-driven care is delivered. Because our physicians are teachers and researchers at the [University of Cincinnati College of Medicine](#), they are able to provide our patients with high-quality and innovative medical treatment and care.



With Cincinnati's largest and most distinguished group of board-certified physicians practicing in every medical and surgical specialty, UC Health can offer patients what no other physician group, hospital or health system in our community can – access to the best and brightest minds who are deeply passionate about solving the most complex medical cases. Simply put, when it matters most, our expert physicians are the ones to call.

Our Mission

- Provide life changing, patient centered medical care.
- Drive innovation through groundbreaking research.
- Educate and inspire the next generation of healthcare professionals.

Our Vision

- Our vision is to be the region's quality health care partner and a national leader in solving complex medical problems.

Our Values

- Respect
- Integrity
- Teamwork
- Excellence

President and CEO, Richard P. Lofgren, MD, MPH, FACP, UC Health

Richard P. (Rick) Lofgren, MD, MPH, FACP, became president and CEO of UC Health in December 2013. He is a board-certified internal medicine physician and administrator with 35 years of experience in health care.

Most recently, Dr. Lofgren served as senior vice president and chief clinical officer for University HealthSystem Consortium (UHC), an alliance of 120 academic medical centers and 300 of their affiliated hospitals, headquartered in Chicago. As a member of the organization's senior executive team, he was responsible for helping UHC members improve the quality, safety, efficiency and effectiveness of clinical services as they transformed their health care systems. His responsibilities included health care delivery redesign, operational efficiencies, performance improvement and applied health services/quality research.

Prior to UHC, Dr. Lofgren spent eight years at UK HealthCare, the University of Kentucky's health system and academic medical center. Joining as chief medical officer in 2004, he was a member of the senior executive team that transformed UK HealthCare into an integrated clinical enterprise and increased market share from 28.5 percent to 43.3 percent and revenues from \$345 million to \$705 million in five years. He also implemented new programs that reduced mortality by 30 percent.

Dr. Lofgren was promoted in 2008 to vice president for health care operations and chief clinical officer with executive oversight of UK HealthCare's clinical services, including its three hospitals, ambulatory services and faculty practices. He grew discharges by 23.6 percent, operating room cases by 33 percent and emergency department visits by more than 66 percent. He also increased the number of inpatient and outpatient referrals—driving a 32 percent growth of inpatient transfers and a 24 percent growth of new patient visits to physician practices. Before joining UK HealthCare, Dr. Lofgren held various hospital, faculty and administrative posts throughout the Midwest including the Medical College of Wisconsin, the University of Pittsburgh (and the Pittsburgh VA Medical Center), the University of Minnesota (and the Minneapolis VA Medical Center) and Michigan State University.

He received his undergraduate degree from the University of Michigan, completed his residency and chief residency at the University of Minnesota and received a master of public health from the University of Minnesota, School of Public Health.

Cincinnati, Ohio

Settled in 1788, Cincinnati is located on the north bank of the Ohio River at the Ohio–Kentucky border, near Indiana. The population within city limits was 296,945 according to the 2010 census, making it Ohio's third-largest city. According to the census, the population of the metropolitan area was 2,214,954 making Cincinnati the 28th most populous Metropolitan Statistical Area (MSA) in the United States and largest centered in Ohio.

Cincinnati is home to two major sports teams, the Cincinnati Reds and the Cincinnati Bengals, a thriving arts scene, a world-class zoo and aquarium and a revitalized riverfront with shops, clubs and restaurants. The University of Cincinnati, founded in 1819 is one of the 50 largest in the United States.

Cincinnati is known for its large collection of historic architecture. In the late 1800s, Cincinnati was commonly referred to as 'Paris of America,' mainly due to significant architectural projects, like the Music Hall, the Cincinnati Hotel, and the Shillito Department Store. Constructed mainly between 1850 and 1900, Over-the-Rhine was the center of life for German immigrants for many years, and is one of the largest historic districts listed on the National Register of Historic Places.

For more information on Cincinnati please visit www.cincinnatiusa.com



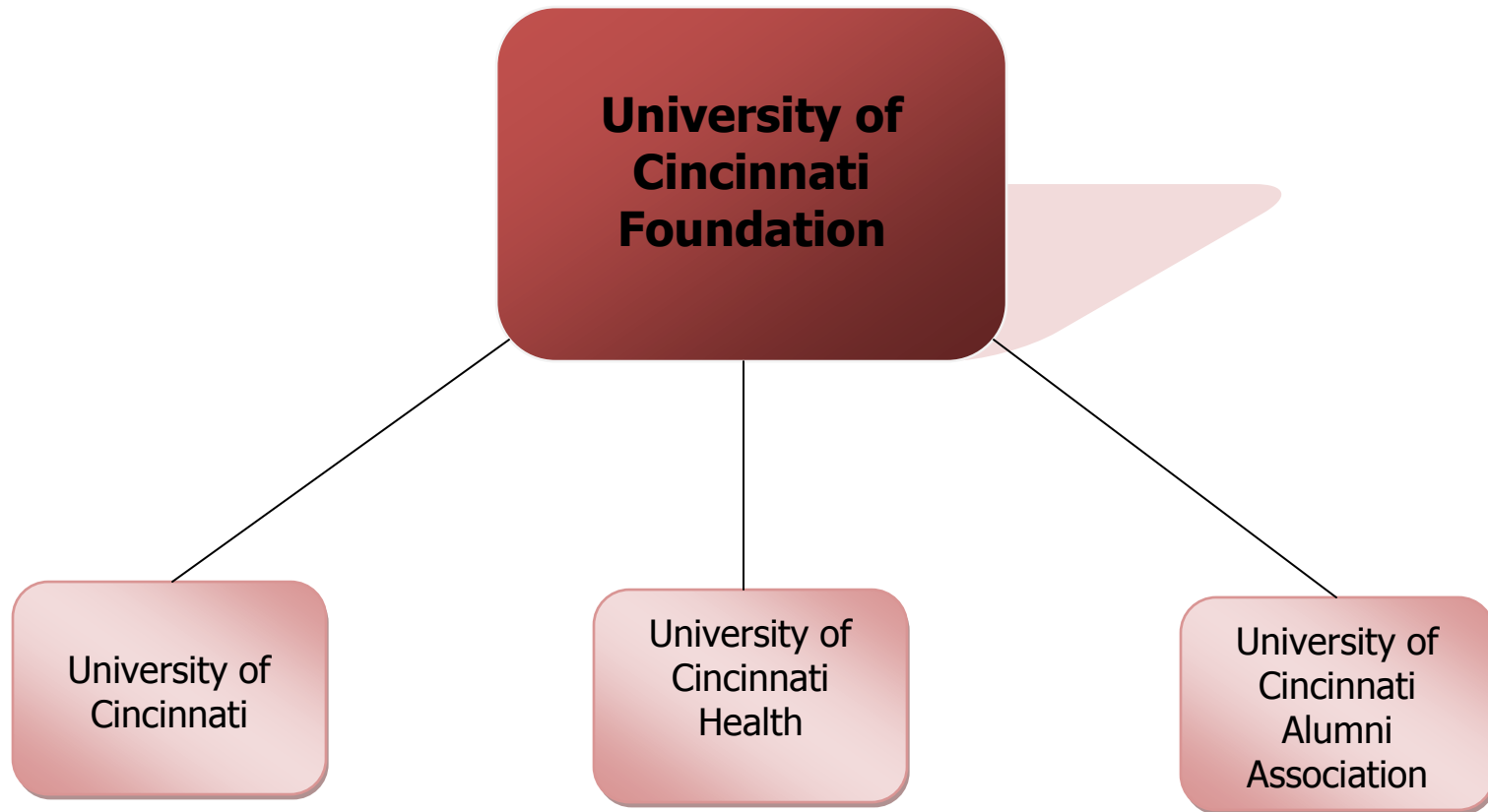
Procedure for Candidacy

Inquiries, nominations and applications are invited. Review of applications has begun, and will continue until the position is filled. Candidates should provide a *curriculum vitae*, a letter of application that addresses the responsibilities and requirements described in the Leadership Statement available at www.wittkieffer.com, and the names and contact information of five references. References will not be contacted without prior knowledge and approval of candidates. These materials should be sent electronically via e-mail to the UCF consultant, Mercedes Vance, at UCFSVP@wittkieffer.com. Documents that must be mailed may be sent to Witt/Kieffer, 2015 Spring Road, Suite 510, Oak Brook, IL 60523. The consultant can be reached by telephone at 630/575-6948.

The University of Cincinnati Foundation values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

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 the University of Cincinnati Foundation 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.

Appendix I



WITT / KIEFFER

Leaders Connecting Leaders

Witt/Kieffer is the preeminent executive search firm that identifies outstanding leadership solutions for organizations committed to improving the quality of life. The firm's values are infused with a passion for excellence, personalized service and integrity.