SLIPPERY ROCK UNIVERSITY

Presidential Prospectus
The Council of Trustees and its Presidential Search Committee invite nominations and expressions of interest for the position of 17th president of Slippery Rock University. It is anticipated that the new president will take office July 2018.

In its 128-year history, SRU has transitioned from a normal school with the primary purpose of training teachers, to a master's level public university offering more than 150 academic programs to almost 9,000 students. Cheryl Norton, SRU’s 16th president, has ably guided the University through a renewal of vision and mission with the development of nine strategic goals to serve its students and community. The University is firmly rooted in its normal school heritage and characterized by a commitment to advancing students’ intellectual development and commitment to civic responsibility. Students are provided with a comprehensive learning experience that intentionally combines academic instruction with enhanced hands-on learning experiences. Because of its strong financial position, growing enrollment and its commitment to providing a “Rock Solid” education, SRU has won accolades from a wide range of national publications. These recognitions include a rising rank in U.S. News & World Report, a listing in the 2016 Princeton Review, a rating as “A Best Value Institution” by Money magazine, and recognition as a “2016-2017 College of Distinction” and in the top 50 of “America's Best Small Town Colleges.” Additionally, it has been applauded by The Chronicle of Higher Education six times as a “Great College to Work For,” and its efforts in sustainability have been recognized by the Association for the Advancement of Sustainability in Higher Education (AASHE), among others.
Founded in 1889 as Slippery Rock State Normal School, the institution was purchased by the Commonwealth of Pennsylvania and became a four-year teachers’ college in 1926. Slippery Rock State College was established in 1960 and for the first time, could award undergraduate and graduate degrees in the liberal arts and in the professions. It was granted university status in 1983.

A 20-member Board of Governors establishes broad educational, fiscal and personnel policies for the 14 institutions in Pennsylvania’s State System of Higher Education. An 11-member Council of Trustees governs SRU. Its members are appointed by the Governor and serve a term of six years. The University is accredited by the Middle States Commission on Higher Education and 19 discipline-specific accreditation agencies. In 2011, the Middle States Commission affirmed the University’s accreditation and awarded it 16 commendations. The visiting team’s report on the University’s five-year Periodic Review, completed last summer, commended the University for its comprehensive review, as well as for the quality of its assessment and planning strategies, its efforts to diversify faculty and students and its high retention and graduation rates, in particular.

SRU launches this search from a position of strength.

In the past five years, the strategic plan and administrative structure of the University have been revised to support its newly crafted mission and vision. Once known as a top residential college, Slippery Rock now has branched out to provide new graduate programs, online programming, off-site instruction and international partnerships. Fifteen new academic programs have been introduced since 2013.
OUR VISION
Slippery Rock University will excel as a caring community of lifelong learners connecting with the world.

OUR MISSION
The fundamental educational mission of Slippery Rock University (SRU) is to transform the intellectual, social, physical, and leadership capacities of students in order to prepare them for life and career success. Complementary missions are to engage in scholarly activity and professional service.

SRU is committed to serving a diverse student body and empowering anyone regionally, nationally, and internationally who can benefit from its programs and lifelong learning opportunities. Thereby SRU addresses the educationally-related economic, health, environmental, social, cultural, and recreational needs of the communities served by the University.

In pursuit of SRU’s educational purpose, talented faculty and staff provide creative integrated curricula and experiences that are connected to the world in which graduates will work and live. Students are taught using powerful and engaging pedagogies in appropriate learning spaces employing state-of-the-art technology. They study in an open, caring, nurturing, and friendly environment, and live in a safe community with access to high-quality student services. SRU strives to be a best-value institution with an affordable cost and substantial student financial support.

In addition to the national accolades it has received, these initiatives have resulted in Slippery Rock’s recognition as one of the top schools in the State System. Launched in 2015, the State System financial dashboard assesses a variety of metrics across the areas of market demand, operating efficiency and financial performance. The latest dashboard, issued in January 2017, showed that for the third consecutive year SRU had received a “green,” or low risk, ranking and for the second year in a row, SRU had improved its risk profile to the rank of second among the 14 universities in the State System. The University, moreover, received “excellent” ratings in those metrics linked to enrollment, such as projected demand, brand strength and matriculation. The University increased its rating more than any other university in the past year.

Slippery Rock offers 95 programs leading to bachelor’s (65 degrees), master’s (27 degrees) and doctoral degrees (3 degrees). In addition, students can take a variety of minors, concentrations and certificates that allow them to tailor their academic experience to meet their career goals. Certificates are also available to non-degree students seeking additional career preparation.

The primary growth in programs has been in graduate education. The University has implemented new programs and opportunities as a way to serve the needs of its changing student population and regional employers. The most recently approved programs focus on health-related degrees, security and information intelligence, engineering, and specialty degrees, such as the Bachelor of Fine Arts in Dance, the Doctor of Education in Special Education and a Master’s in Public Health. In fall 2016, the University began offering a Bachelor of Science in Industrial and Systems Engineering. In March 2017, the Council of Trustees approved a new, entry-level doctoral degree in occupational therapy that aligns closely with the existing Doctor of Physical Therapy program.

As of fall 2016, enrollment was 8,881 students, the largest in the institution’s history. 7,664 undergraduates and 1,217 graduate students study in four colleges: the College of Business; the College of Education; the College of Health, Environment and Science; and the College of Liberal Arts. The average SAT for freshmen was 1,001 and average high school GPA was 3.46. Freshmen to sophomore year retention is 82.6 percent, graduation rate in four years is 49.8 percent and graduation in six years is 68.3 percent. The majority of undergraduate students are in-state, full time, female and under the age of 25. The majority of graduate students are part-time and online. The current student population draws from 44 states and 33 foreign countries and is 12.5 percent non-majority.
SRU is located in the rolling hills of western Pennsylvania, less than an hour north of Pittsburgh, 90 minutes south of Erie and 45 minutes east of Youngstown, Ohio, in the borough of Slippery Rock in Butler County, Pennsylvania, a safe and friendly community of approximately 3,000 people. Two major highways, Interstate 79 and Interstate 80, intersect seven miles from the University, conveniently linking it to the entire Commonwealth.

It has two additional locations, one at the Regional Learning Alliance, an educational center located in Cranberry township and a second at the Harrisville Building, a health education facility in nearby Harrisville, Pennsylvania.

SRU offers a trio of graduate degree programs (MBA, education and public health) and its doctoral degree in special education and its doctoral degree in special education and its doctoral degree in special education at the Regional Learning Alliance in nearby Cranberry Township. Opened in August 2004, the RLA is the region’s most modern technology-based conference and training center and a national model of excellence in collaborative learning, featuring an array of educational offerings from eight colleges and universities in one location. The RLA was created to help provide western Pennsylvania businesses with workforce training facilities and remains a unique operation and the largest such cooperative in the nation.

SRU’s Harrisville Building is home to the University’s physician assistant program. The PA program blends on-site and online education. The facility houses 13 state-of-the-art labs and equipment that simulates real-time patient care, including an interactive mannequin that produces mock vital signs. Four exam rooms include cameras for professors to monitor student progress. The 24-month program readiness students to examine patients, diagnose injuries and illnesses and provide treatment under the supervision of a doctor or surgeon.

SRU’s doctoral degree program in occupational therapy, which will begin in June 2018 and is the first of its kind in the State System, will also be housed at the building.

The 2016-17 fiscal year education and general expenses revenue budget was $132,847,794, with tuition and fees totaling 69.5 percent of the total budget, while state appropriations totaled 27.3 percent of the budget. As in most states, there is a downward trend of state support, from about 50 percent in the late 1990s. The 2016-17 auxiliary budget, which covers food services, housing, the student center and campus recreation, was $24.4 million. In the past five years, to meet the enrollment and fiscal challenges brought on by declining state support and uncertain demographics, the University developed new academic programs, enhanced marketing and recruitment strategies and reduced the impact of increasing personnel costs. These actions have resulted in enrollment growth and fiscal stability.

A Culture of Planning and Assessment

In 2015-16, a collaborative process led to the refinement of the University’s mission and to the establishment of nine strategic goals:

1. Increase enrollment while enhancing student quality and diversity.
2. Offer a quality, flexible, agile and integrated curriculum and co-curriculum to develop the intellectual, social, physical and leadership capacities of students.
3. Fuel learning with powerful pedagogies and transformational experiences in and out of the classroom.
4. Maintain an unwavering focus on success for all students.
5. Provide a supportive campus experience through quality housing, dining, recreation, health, safety and administrative services, and a caring community.
6. Attract, retain, and develop highly qualified and diverse faculty, staff and administrators.
7. Increase financial resources, enhance physical facilities, employ cost-effective technology and use sustainable processes and procedures.
8. Engage alumni and friends in the life of the University.

Committees have formed around each of the nine goals and have been meeting regularly to develop appropriate strategies, responsibilities for implementation, timelines, assessment measures and resource requests. Budgeting connects these goals to resource-allocation decisions. This new strategic plan has prompted the development of a new Campus Master Plan.

Eight student learning outcomes have been identified, six of which are in the general education program. All academic departments’ assessment plans are expected to align with the universitywide outcomes. Results from assessment are reported on all levels in annual reports, program reviews conducted every five years, survey results and through disciplinary accreditation processes. Strategic planning, annual assessment measures and resource allocation are tightly linked.
Located on 650 acres in the small, friendly borough of Slippery Rock, the University boasts more than 40 major buildings, including a $38 million, 105,000 square-foot student center that features a movie theater, bookstore, offices and meeting rooms for campus organizations and a food court with a number of prized national franchises. The Aebersold Student Recreation Center is an 82,000 square-foot facility devoted to health and wellness. It features an aquatic center, a 44-foot climbing wall, five multi-purpose sport courts, a 200-meter indoor track and the latest technology in fitness equipment and assessment in the Russell Wright Fitness Center.

With a student-to-faculty ratio of 22:1, SRU boasts 379 full-time faculty. Freshmen to sophomore year retention stands at 82.6 percent and the six-year graduation rate is 68.3 percent. In 2016-17, SRU had its first Barry Goldwater Scholar selected, and the U.S. Department of Education conferred Green Ribbon status, making the University one of only 11 colleges and universities in the country to earn such designation.

At the undergraduate level, the College of Health, Environment and Science has the largest number of student majors, followed by the College of Business, the College of Education and the College of Liberal Arts.

The departments with the largest number of undergraduate student majors are exercise science and rehabilitative sciences; business administration; special education; safety management; and public health and social work. At the graduate level, the College of Education and the College of Health, Environment and Science have the largest number of majors. Special education, elementary education and the school of physical therapy are the largest departments/schools.

SRU’s master’s degree in data analytics has been ranked among the nation’s top 50 “big data” degree programs by College Choice. Its Bachelor of Arts in Dance has been ranked fifth in the country, alongside BYU; the University of California, Irvine; NYU; and the University of Alabama. Its online master’s degree in criminal justice has been ranked among the top 25 programs nationally by GoGrad.org and among the top 45 programs in the country by affordablecollegesonline.org, which also ranked the English, history and math programs in the top 20 in the country. BestColleges.com has named SRU’s online master’s degree in special education as one of the top 25 programs in the country, and its online master’s degree in elementary education also was ranked among the top 10 programs nationally.

The SRU Honors Program offers advanced coursework and signature research opportunities to talented and motivated undergraduates. A separate Living Learning Community gives students a chance to get to know each other. Honors conferences and study abroad opportunities expand the
learning opportunities. Every spring, students travel to a major U.S. city for a learning and discovery experience.

The Office for Global Engagement offers a wide range of study abroad options. Ranging from a week, a summer, a semester or a year, students can study in more than 20 foreign countries.

More than 150 clubs and organizations give students the opportunity to engage on campus or in the community. There is an active Greek community that includes seven fraternities, six sororities and five National Pan-Hellenic Council organizations. Intramural sports enable students to play everything from flag football to Ultimate Frisbee to roller hockey and dodgeball.

The Slippery Rock Student Government Association operates as a separate 501(c)(3) non-profit corporation. It serves as the elected and representative student government of SRU and allocates the student activity fee (in excess of $2 million annually), as well as managing the campus bookstore and an on-campus preschool and child care center. Four students serve on its 12-member Board of Directors.

The campus is rich in cultural activity. The annual Kaleidoscope Arts Festival showcases the best of SRU’s dance, music, theatre and visual arts, as well as nationally and internationally known guest artists. The Martha Gault Art Gallery is an on-campus gallery showcasing the work of professional artists and students alike.

Rock Athletics supports competitive intercollegiate play at the NCAA Division II level, fielding 17 teams across 12 sports (7 men’s and 10 women’s). An artificial turf football stadium seats 10,000 and serves five additional sports. The University is also home to a state-of-the-art baseball stadium.
Throughout the year, SRU sponsors CareBreaks – weeklong service trips that help people in need from New York to New Mexico and from Jamaica to Bolivia. Since the program began, students, faculty and staff have put in more than 200,000 hours volunteering around the world. At the local level, students work with people with disabilities at SRU’s equestrian center, clean up parks and neighborhoods, raise funds for non-profits, advocate on behalf of the poor and disadvantaged and assist the needy.

While more than 42,000 alumni live in Pennsylvania, there are SRU alumni living in every state in the union. There are more than 66,000 alumni of the University that support its Alumni Association and Foundation, both of which are separate 501(c)(3) organizations. “The ROCK,” the University magazine, is published three times a year and shares the University story with friends, alumni and influencers around the world.

During fiscal year 2016-17, SRU students contributed approximately 4,684 hours of volunteer services valued at $110,378.

The President’s Commission on Wellness facilitates initiatives designed to promote awareness of wellness and empower individuals to make choices and enact behaviors that positively influence their health. Free programs and events encourage students, faculty and staff to get up and get active. The annual President’s 5K Run/2K Walk promotes wellness and raises funds for undergraduate scholarships. In total, there are six presidential commissions that are focused on creating a campus community that is caring, engaging, fair and respectful.

The Office for Inclusive Excellence serves as a catalyst for the entire campus community to celebrate and engage in intellectual discourse around the intersectionality of culture, power and privilege through the efforts of the Women’s Center, Pride Center and Veterans Center. Campus-wide collaborative programs have brought many speakers, workshops and activities designed to advance the University’s diversity, equity and inclusion goals.

Founded in 1970, the Slippery Rock University Foundation (SRUF) currently has an endowment of $27,509,025. Gift income was $2,688,773 for the 2015-16 fiscal year and has generally been on the rise during the last five years. Private support to the University has increased 32 percent from 2010-11 to 2015-16. The 1889 Society celebrates planned giving donors. The Founders’ Society honors sustained annual leadership gifts of $1,000 or more. Since its launch three years ago, the Founders’ Society has grown from 282 to 391 donors, a 39 percent increase. The 125th Anniversary Challenge raised $2 million, exceeding its goal of $1.25 million in support of scholarships.

Crowdfunding also has been adopted by the Foundation. They have launched a website, Raise the Rock, where supporters can come together to raise funds for faculty research, student scholarships, service projects, athletics and programs enhancing student learning.

In addition to seeking and managing private contributions and grants, the Foundation also is the developer of the Slippery Rock Technology Park, a 39-acre development adjacent to the campus. The Foundation’s Board of Directors has 21 members. In 2016, the SRUF sold its $120 million on-campus student housing facilities to the SRUF Student Housing LLC. These facilities provide high quality, on-campus housing for students attending the University. The complex houses 2,074 students within six individual residence halls totaling 742,836 square feet and offers seven suite configurations.
At a glance

Enrollment
- 7,664 Undergraduate Students
- 1,217 Graduate Students
- 8,881 Total Students
- 12.5 percent Nonmajority Students From 44 States

2016-17 Admissions
- Freshman Completed Applications: 5,889
- Acceptance Rate: 69.5 percent
- Percent Accepted Enrolled: 38.2 percent

Admitted Freshmen:
- Mean SAT 1001, Mean GPA 3.46, Median Class Rank 33.7 percent
- First Generation Freshmen: 40.0 percent
- Nonmajority Freshmen: 15.3 percent

Retention
- Freshman-to-Sophomore Retention: 82.6 percent

Graduation Rates
- 4-Year: 49.8 percent
- 5-Year: 64.5 percent
- 6-Year: 68.3 percent

Faculty
- Student/Faculty Ratio: 22/1
- Average Class Size of Organized Class Sections: 34
- Faculty with Terminal Degree: 95 percent (FT Tenured/Tenure Track)
- Faculty Hired, 2015-16: 15 (Tenure Track)
- No. of FT Tenured/Tenure Track Faculty: 330
- Total Number of Faculty: 451 (includes part-time)

2016-2017 Operating Budget E&G:
- 69.5 percent from tuition and fees
- 27.3 percent from state appropriations
- 3.2 percent from other revenue/sources

Auxiliary: $24.4 million
Restricted: $23 million
Total Operating Budget: $180.2 million

2016-2017 Budgeted FTE
Positions 922.35

Educational Expense per Student (2016-2017)
- Tuition and fees: $9,862
- Room and board: $6,978
- TOTAL: $16,840

2016-2017 Instruction and Department Research
- Expenditures as percent of Total E&G Operating Budget 42.3 percent

Slippery Rock Foundation
As of February 28, 2017:
- Total Assets: $33,645,859
- Income: $5,450,207
- Expenses: $3,078,627
- Endowment: $27,509,025

Academic Opportunities
- Undergraduate Approved Degree Programs: 70
- Undergraduate Minors: 74
- Graduate Approved Degree Programs: 25

Scholarships and Support
- Undergraduates Receiving Financial Aid: 94 percent (2015-16)
- Total Financial Aid Awards (All sources): $104,151,766 (2015-16)

Alumni
- Alumni of Record: 66,164
- Alumni Employed Within Year of Graduation: 63 percent
- Alumni Enrolled in Graduate School Within Year of Graduation: 21 percent

Student Volunteerism
- Total Estimated Volunteers: 4,685
- Estimated Value of Service: $110,378.60 ($23.56/hour)
- Federal Off-Campus Work Study (Community Service): 27,500 hours, $199,369 (134 students)

Technology
- Computers in Labs: 1,654
- Student/Computer Ratio: 5 to 1
- Electronic Classrooms: 150
- Bandwidth to Internet: 1Gb
- Percent of Campus that is Wireless: 95 percent (indoor)

Housing
- On-Campus Housing: 8 Residence Halls, 1 Apartment Complex with 8 buildings
- On-Campus Capacity: 2,800
- Students Living in College-Owned, Operated or Affiliated Housing: 35.8 percent
- Students with Meal Plans: 50.0 percent
- Flex-Only 12.4 percent

2015-2016 Graduates
- 1,672 Undergraduate Degrees
- 421 Graduate Degrees
- Total = 2,093

Athletics
Slippery Rock University sponsors 17 intercollegiate athletics teams, including 10 women’s sports and seven men’s sports, with more than 400 student-athletes that compete at the NCAA Division II level within the nation’s largest conference, the Pennsylvania State Athletic Conference. Slippery Rock student-athletes have earned more than 85 Academic All-America honors, a number that ranks first in the Atlantic Region and sixth among all NCAA Division II institutions. In addition to its outstanding record for academic success among student-athletes, Slippery Rock also has a long history of athletic success that includes more than 90 PSAC team championships, 15 NCAA regional titles, two team national championships and multiple individual national titles.
SRU is a proud member of Pennsylvania’s State System of Higher Education—a university system that values collaboration and coordination in the delivery of high-quality educational opportunities across the Commonwealth. The State System is Pennsylvania’s largest provider of higher education, serving more than 100,000 students through 14 universities. The president of Slippery Rock University is the institution’s chief executive, reporting to the Board of Governors of the State System through the Chancellor. The President also works closely with the university’s Council of Trustees regarding university policy and fiduciary matters.

The Board of Governors is committed to ensuring the long-term sustainability of all 14 institutions within the System so that each may continue to serve students, its region, and the Commonwealth. The Board recently completed a top-to-bottom strategic review of the System and has adopted three priorities that are guiding its redesign: 1) ensuring student success; 2) leveraging the strengths of each university; and 3) transforming the governance and leadership structure. The next Chancellor will lead the System in shaping its future in accordance with these priorities.

Desired Presidential Attributes

When students and alumni talk about their SRU experience, you’re sure to hear about its caring community, picturesque campus and balanced blend of academic and social development. They’ll tell you The Rock is a place where they can be intellectual and “cool” at the same time. The culture is unique, as faculty and staff powerfully engage students both in and out of the classroom. Focused, hard-working, and often the first in their families to attend college, SRU students value the encouragement and support they receive from faculty, staff and other students that give them the motivation to succeed. Students truly do come FIRST at SRU.

Having recently met some fiscal challenges with prudent and strategic curricular development, the University seeks a leader who will build on its current strengths and advance its mission. It is in this context that the University seeks a leader, who not only possesses an earned doctorate or equivalent terminal degree, but also demonstrates the following personal and professional attributes:

- A documented history of significant and successful senior leadership experience in higher education with a demonstrated ability to act decisively and collaboratively to effect positive change.
- The financial acumen to lead the University in matching aspirations with finite resources while thinking creatively about growth opportunities. A data-driven strategic and innovative thinker who will value and enhance SRU’s culture of strategic planning and fiscal accountability.
- A clear commitment to the value of and imperative for diversity and inclusion in its many forms.
- A passion for advocacy and brand-building, whether at the System level, in the State House or in the community.
- A deep understanding of and appreciation for the role of faculty and what goes into excellent teaching, learning and scholarship at an institution that is committed to preparing students for a global economy.

The next president should also be:

- An eager fundraiser who has an aptitude and passion for building a culture of philanthropy.
- A visible, student-centered leader who actively engages campus constituents and enthusiastically participates in the SRU community.
- A “super communicator” who fosters a culture of transparency and openness and comfortably interacts with the campus and the community.
- A team-builder who understands and respects the University’s commitment to collective bargaining and shared governance.
- An energetic, thoughtful and ethical leader who demonstrates enthusiasm, dedication to the University, a willingness to take risks and, ideally, has a sense of humor.
The past five years have been characterized by bold leadership, strategic reinvestment and market focus that have resulted in a myriad of changes that have benefited the University, as well as the local and regional community. The new president joins a University that is well-recognized nationally, as well as in the state, for its fiscal prudence and creative curricular initiatives. The next president must carefully guide the overall pace of change and set clear priorities for resource reinvestment. Therefore, the leadership agenda for the future is to:

**Sustain the University’s Trajectory and Build on its Current Success.**

Faced with what some would describe as “the perfect storm”—a demographic decline in the number of traditional-age, college-bound students, coupled with significant reductions in state appropriations that were challenging the University's financial stability—strategic initiatives were developed to add advanced degree programs, enhance online opportunities and expand the University's recruiting footprint both nationally and internationally. New and innovative undergraduate options such as homeland security, corporate security and engineering were introduced. Also, there were additions to the graduate programs, especially in the health care professions, such as the physician assistant program, the master's in public health and the master's in health care informatics. These new programs helped offset enrollment declines and provide financial stability. In the last five years, 15 new programs were developed, with a 16th approved in March 2017. The reinvestment of resources generated by strategic budget cuts allowed the institution to grow during this difficult period. The new president will need to evaluate the current mix of degree programs and determine whether further curricular growth is necessary to maintain financial stability, since significant increases in state funding are unlikely and rising cost patterns are expected to continue.

**Grow the Enrollment.**

During this period, the University undertook a major reinvestment in developing international educational partnerships that allowed it to partner, not only in the traditional mode of individual-to-individual, but also institution-to-institution, creating a seamless curriculum where students move easily between two institutions. The next president will need to evaluate these international partnerships to determine how to build on them for future gain. Similarly, while primarily a residential university, Slippery Rock has developed a strong online presence. Most of its graduate programs are online and its undergraduate students also incorporate online courses in their curriculum at an increasing rate. The new president will need to determine if this, too, is an area for future growth and development.

**Enhance Retention Efforts.**

Through restructuring, academic and student affairs came together under the provost. Currently, the University has an enviable record of freshmen-to-sophomore year retention and four-year and six-year graduation rates. Going forward, attention must be paid to the retention and graduation rates of underrepresented minorities. Furthermore, today’s student population frequently seeks greater access to mental health services and career counseling. Student support services are in demand and require review and attention.

**Develop a Culture of Philanthropy.**

The new president will serve as the University’s chief fundraiser and will need to work with all constituencies, including the Foundation, to develop a culture of philanthropy. Whether focusing on the annual fund, cultivating prospects for major or planned gifts, or initiating a future capital campaign, SRU’s next president will need to engage internal and external constituencies. SRU operates in an increasingly competitive higher education market. Additional resources for
academic infrastructure, financial aid and merit-based scholarships would be most welcome. A review of the University and Foundation’s roles and relationship will most likely be necessary for the president to significantly increase fundraising.

**Model and Advocate for Diversity and Inclusion.**
The president must be committed to promoting inclusion and diversity on campus and have the ability to work with diverse groups of people. Students, faculty and staff are particularly supportive of building an intentionally inclusive campus community that celebrates the belief that academic excellence and intellectual and personal growth will flourish in a truly inclusive environment that encourages the fullest possible range of ideas and expression.

**Ensure a Culture of Openness and Transparency.**
SRU wants a leader who is visible, accessible and transparent. Students and faculty refer to the “Cheers-like” environment of the campus, where friendliness is a valued tradition. They seek a president who will fully embrace this culture and be present and engaged in campus activities. S/he will also need to regularly communicate with campus constituencies on matters of impact and importance in order to build morale. Slippery Rock has undergone significant changes in the last year, both in organizational structure and curricular development. Open and continual communication is key to sustaining a collaborative culture. The ability to ask thoughtful and strategic questions, listen carefully, shape civil discourse and lead the campus through points of conflict are key to being successful. Modeling and encouraging transparent decision-making will grow the sense of community and foster the collegiality that all desire.

**Extend SRU’s Reach and Impact.**
To some degree, this process is already underway. This primarily regional university has received an impressive array of national accolades. Whether it is Princeton Review’s recognition as “one of the best universities in the Northeast,” Money magazine’s ranking as a “Best Value Institution” or the repeated recognition that the University has received from The Chronicle of Higher Education as “A Great College to Work For,” Slippery Rock has won national recognition. Despite this, it is not well-recognized in the region for the quality of education it provides. As focused as the campus is on fostering student success, it is rarely recognized as unique in this area. The next president will play a leading role in communicating this value proposition and become an advocate for SRU at the System level and in the region.

**Develop the Campus Master Plan.**
With a history that dates back 128 years and a campus covering 650 acres, campus facilities are always a concern. The University is developing a campus master plan that will identify future opportunities for growth and renewal. Through this process, the next president will be able to address concerns about deferred maintenance, identify new opportunities to improve the sustainability of the campus and develop a timeline of future renovations that will work to provide all departments and programs the necessary space to fulfill their mission.
<table>
<thead>
<tr>
<th>What others say about the</th>
<th>ROCK</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SLIPPERY ROCK UNIVERSITY</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Experience the Difference</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>One of the top 100 regional universities in the North</strong></td>
<td><strong>A Great College to Work For</strong></td>
</tr>
<tr>
<td>– U.S. News and World Report</td>
<td>– Chronicle of Higher Education</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>One of the Top 353 Green Colleges in America</strong></td>
<td><strong>A military friendly university</strong></td>
</tr>
<tr>
<td>– The Princeton Review’s 2017 Guide to Green Schools</td>
<td>– Victory Media</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>A Best Value Institution</strong></td>
<td><strong>Best value for the money</strong></td>
</tr>
<tr>
<td>– Money Magazine</td>
<td>– College Factual</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>National, Regional and Public College of Distinction</strong></td>
<td><strong>Among the best colleges and universities nationwide</strong></td>
</tr>
<tr>
<td>– Colleges of Distinction</td>
<td>– Wall Street Journal/Times Higher Education College Rankings</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>One of the top 100 “best value” universities nationally</strong></td>
<td><strong>One of Pennsylvania’s “Best Online Colleges”</strong></td>
</tr>
<tr>
<td>– ETC College Ranking Index</td>
<td>– AffordableCollegesOnline.org</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>One of state’s best online colleges</strong></td>
<td><strong>Online bachelor’s degrees ranked among the best in the nation</strong></td>
</tr>
<tr>
<td>bestcolleges.com</td>
<td>– U.S. News and World Report</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>One of the top 125 Green Universities in America</strong></td>
<td><strong>One of the best universities in the Northeast</strong></td>
</tr>
<tr>
<td>– Sierra Club Magazine</td>
<td>– Princeton Review</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Among the “Top 30 Best Value Colleges in Pennsylvania”</strong></td>
<td><strong>SRU’s online bachelor program graduation rate ranks among the nation’s top 10</strong></td>
</tr>
<tr>
<td>– AffordableCollegesOnline.org</td>
<td>– U.S. News Short List</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Slippery Rock ranked among the 30 safest college towns in America</strong></td>
<td><strong>Among the top universities nationally for providing a “best educational experience”</strong></td>
</tr>
<tr>
<td>– SafeWise</td>
<td>– Buffalo Business First</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>A national “Green Ribbon School”</strong></td>
<td><strong>One of only 47 universities in the nation to be named a “top online school” for students with disabilities</strong></td>
</tr>
<tr>
<td>– U.S. Department of Education</td>
<td>– SR Education Group</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Best for the Money-Middle Atlantic states</strong></td>
<td></td>
</tr>
<tr>
<td>– College Factual</td>
<td></td>
</tr>
</tbody>
</table>
The presidential search committee will begin a review of applications immediately and continue work until an appointment is made. To assure full consideration, applications should be received by Friday, December 22, and include a letter of interest, curriculum vitae and five professional references with email addresses and telephone numbers. References will not be contacted without prior authorization from the applicant. Applications should be sent electronically (MS Word or PDF) to SRUpres@agbsearch.com.

Please direct nominations and inquiries to:

JoAnn Gora, Ph.D.
Senior Consultant, AGB Search
jmg@agbsearch.com
765.748.9491

Laird Desmond
Consultant, AGB Search
laird.desmond@agbsearch.com
253.566.6830
Notice of Non-Discrimination

Slippery Rock University of Pennsylvania does not discriminate on the basis of race, color, sex, sexual orientation, gender identity, gender expression, national origin, religion, age, disability, age/or veteran status in its programs or activities in accordance with Title IX of the Educational Amendments of 1972, the Americans with Disabilities Act of 1990, Section 504 of the Rehabilitation Act of 1973, Title VII of the Civil Rights Act of 1964, and other applicable statutes and University policies.

104 Maltby Avenue
Slippery Rock, PA 16057

www.SRU.edu
A member of Pennsylvania’s State System of Higher Education