



**PROVOST AND EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS  
NORTHERN KENTUCKY UNIVERSITY**

**HIGHLAND HEIGHTS, KY**

**THE SEARCH**

Northern Kentucky University (NKU) seeks an entrepreneurial and strategic leader to serve as its next Provost and Executive Vice President for Academic Affairs (provost). This individual will join NKU at a critical moment, against the backdrop of a global pandemic, with unprecedented challenges facing public higher education. Courageous leadership is more important than ever. NKU's next provost will work alongside a dynamic and visionary president and a highly talented and committed leadership team. The provost will be unafraid to challenge academic conventions, but only following deep consultation and with an authentic investment in collegial governance, to help NKU fulfill its vision of a student-ready and regionally engaged institution.

NKU is a flourishing public university located in the Northern Kentucky/Cincinnati metropolitan area, just minutes away from downtown Cincinnati. Nationally recognized as a steward of place, NKU is a model for public engagement through the alignment of its teaching, learning, research, scholarship, and economic and civic mission with the needs of the region. The university delivers innovative student-centered education and engages in impactful scholarly and creative endeavors, all of which empower learners to have fulfilling careers and meaningful lives, while contributing to the economic, civic, and social vitality of the region. A young institution, NKU can reflect on its five decades with pride, and more recently at the founding of two new colleges; the construction of several new buildings on campus, including the state-of-the-art Health Innovation Center; welcoming the inaugural UK College of Medicine cohort to the Northern Kentucky campus, and a successful transition to Division I athletics.

Reporting to President Ashish Vaidya and collaborating closely with other university leaders, the provost will serve as the chief academic officer with responsibility for aligning resource allocation with strategy. The provost will have direct responsibility for seven colleges – the College of Arts and Sciences, the Haile/US Bank College of Business, the College of Education, the College of Health & Human Services, the College of Informatics, the Honors College, and the Salmon P. Chase College of Law – as well as the Institute for Health Innovation; W. Frank Steely Library; Undergraduate Academic Affairs; Enrollment and Degree Management; Graduate Education; the Center for Global Education and International Affairs; and a number of other programs and initiatives.

The ideal candidate will possess a distinguished record of teaching and scholarship commensurate with full professor status at NKU; a demonstrated commitment to diversity, equity, and inclusion; a proven history of forging and leveraging strategic community partnerships; experience in senior academic administration with a record of supporting student success, and managing complex change initiatives in a collaborative and consensus-building environment.

NKU has retained Isaacson, Miller, a national executive search firm, to assist in this search. All applications, inquiries, and nominations, which will remain confidential, should be directed to the search firm as indicated at the end of this document.

## **NORTHERN KENTUCKY UNIVERSITY**

The most recently established of Kentucky's eight public universities, Northern Kentucky University celebrated its 50<sup>th</sup> anniversary in 2018. As a Carnegie Community Engagement classified institution, NKU values its role as an integral part of the Northern Kentucky and Greater Cincinnati region and recognizes the region as a powerful source of knowledge and experience that will strengthen, enhance, and enrich every aspect of the university. NKU achieves its mission by cultivating outstanding faculty, state-of-the-art programs, and community partnerships. NKU prides itself on its learner-focused education, entrepreneurial spirit, global perspective, innovative programs, technology-enhanced academic programs, and active co-curricular learning opportunities—including student research, education abroad, internships, co-op programs, and service learning. NKU has been named “One of America’s Best Universities” by *Forbes* for ten years in a row.

Accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), NKU is a regional comprehensive university on a thriving 424-acre campus with technologically-advanced infrastructure. NKU provides a strong arts and sciences undergraduate core complemented by innovative professional colleges aligned with regional and national workforce needs. A general education program, Foundation of Knowledge, was implemented in 2010 with the intent of guiding students to become independent learners, innovative thinkers, and responsible citizens.

The university strives to become international in its perspective and to be a region that attracts, retains, and celebrates people from diverse backgrounds, races, cultures, ages, incomes, and family structures. NKU aims to create a culture of tolerance and inclusion where all can thrive. The Haile/US Bank College of Business’s recent expansion of its MBA program to students in India embodies an important element of NKU’s internationalization strategy.

NKU has 602 full-time faculty (355 tenured/tenure-track and 247 non-tenure track), 480 part-time faculty, and 869 staff members and supports more than 15,500 students. About 68 percent of the students are Kentucky residents. Students come from 110 Kentucky counties and 42 states, though primarily from the Kentucky, Ohio, Indiana, tri-state region, and enrolls more than 350 international students from 57 countries. NKU has a proud history of helping students who arrive on campus navigate diverse pathways. Side-by-side, the university serves traditional residential students who enroll directly after high school, post-traditional students, and working adults. Fifty-one percent of new NKU students are first-generation college students, with 37 percent qualifying as low-income by federal standards. The university has been recognized as one of America’s most military and disability friendly, schools as well as one of the safest college campuses in the

US. NKU has a large population of students who commute, with only about 14 percent of full-time, undergraduate students living on campus.

The university offers 79 undergraduate degree programs, master's degrees in 21 disciplines, graduate certificates in 15 areas, a specialist degree, two doctoral programs, and a law degree. Twenty-nine programs are offered in fully-online formats, and over 3,100 students are currently enrolled as fully-online majors. Enrollment in online courses and degree programs has grown substantially over the years and includes a relatively new collaboration with Academic Partnerships.

### **Strategic Framework**

In spring of 2019, NKU's new president, Dr. Ashish Vaidya, unveiled NKU's strategic framework, [Success by Design](#), and its three supporting pillars: *access, completion, and career and community engagement*. NKU strives to be nationally recognized as a student-ready and regionally engaged university that empowers diverse learners for economic and social mobility.

In 2019, NKU launched its [Further, Faster](#) comprehensive capital campaign with a goal of raising \$75 million to support student success in tandem with *Success by Design*. The campaign will seek to raise at least \$25 million to support each pillar of the strategic framework. To date, the university has raised \$60 million, nearly 80 percent of the goal.

### **Inclusive Excellence**

As a steward of place, NKU is working hard to build its organizational capacity for a more equitable, inclusive, and just campus. In January, the university welcomed its inaugural Chief Diversity, Equity & Inclusion (DEI) Officer who will work closely with the Inclusive Excellence Council, a group of faculty, staff, and students charged with developing strategies for implementing best practices for infusing diversity, equity, and inclusion into core aspects of the University. NKU is deeply invested in creating DEI-related goals that will help shape the university's future through the *Success by Design* strategic framework.

### **Finances**

Northern Kentucky University is financially healthy. The most recent Moody's report upgraded NKU to A1 stable, taking into account the university's sound operating performance, moderate scope of operations, and proximity to the greater Cincinnati metropolitan area.

The Kentucky legislature recently implemented a new outcomes-based funding model for post-secondary education. The model allocates state support based on three main components: student outcomes, credit hours completed, and institutional operations. While initially the model applied to only five percent of state appropriation, it has been designed to apply over time to the entirety of Kentucky's higher education funding. Under this new system, a funding disparity of about \$10 million for NKU was identified by the Kentucky Council on Postsecondary Education. The legislature approved a \$5.1 million equity adjustment for 2017-2018 and \$2.4 million for 2018-2019 to begin to address this underfunding.

The university budget is \$250 million with approximately \$8 million coming from externally-funded grants and contracts. The NKU Foundation endowment is approximately \$106 million. The single

largest revenue stream for the university is tuition, which is frozen for the 2020-2021 academic year. In 2015, NKU shifted from an incremental budget model to a decentralized, incentive-based budget model to incentivize growth and entrepreneurship in departments and colleges.

### **Location**

NKU sits in the heart of a vibrant metropolitan region with a dynamic, growing economy. With all the attributes of a larger college town, NKU's location in Highland Heights, Kentucky, allows it to take advantage of the conveniences of metropolitan living—it is seven miles south of downtown Cincinnati and 20 minutes from the Cincinnati/Northern Kentucky International Airport—while being located in a suburb. The campus provides a peaceful and quiet community that is safe, clean, and walkable.

## **THE OFFICE OF THE PROVOST AND EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS**

The Office of the Provost and Executive Vice President for Academic Affairs provides oversight for NKU's academic programs and support services. The provost's office supports the success of faculty and students engaged in NKU's central mission: sound academic preparation of its students for a lifetime of learning, professional achievement, personal satisfaction, and public engagement.

The provost has 16 direct reports with an overall staff size of 583 and an annual budget of \$123.7M, representing 55 percent of the total university budget. The office provides oversight for 78 bachelor's degrees, 23 master's degrees, and three doctorates.

Reporting to the provost are the deans of the College of Arts and Sciences, the Haile/US Bank College of Business, the College of Education, the College of Informatics, the Salmon P. Chase College of Law, the College of Health and Human Services, and the Honors College; as well as the following units: the Institute for Health Innovation; the W. Frank Steely Library; the Office of Enrollment and Degree Management; Graduate Education; Undergraduate Academic Affairs; and the Center for Global Engagement and International Affairs.

***See Appendix A for more information on each.***

## **THE ROLE: OPPORTUNITIES AND CHALLENGES**

NKU seeks as its next provost a collaborative and strategic academic leader who will effectively manage an extensive administrative enterprise, champion student success, inspire and lead the faculty, align with other university leaders, and represent NKU, its academic programs, and educational mission to external and internal constituencies.

The provost will run the university's academic enterprise. They must have the capacity to help shape and implement the president's vision and the strategic framework's pillars, be an informed and influential partner for other senior administrators, and a judicious delegator of appropriate tasks.

Specific opportunities and challenges include:

### ***Advance the academic mission***

The provost's primary role is to advance the university's academic mission. The new provost will need the requisite experience to engage and motivate deans, chairs, faculty, and staff across the university to align their respective academic missions to help the university fulfill its bold aspirations. The provost will have a track record of academic innovation and change management within an academic setting and will be expected to develop a strategic plan for academic affairs that aligns with the *Success by Design* framework. To do so, the provost will successfully integrate academic operations with long term planning and strategic goal setting.

The provost will bring a track record of success in the varied roles of an academic leader: as a teacher, scholar, and administrator. They will build strong relationships with faculty, based in a demonstrated understanding of the challenges, rewards, and current transformations of academic careers. The provost must also have a natural curiosity about and an appreciation for a wide range of academic disciplines and functions, and a disposition for identifying areas of cross disciplinary and cross school collaboration.

The provost will build on existing transfer collaborations with community colleges as well as pursue potential collaborations with other universities in the region. Gateway2NKU is a dual-admissions partnership between Gateway Community & Technical College and NKU. Also, the UK College of Medicine-Northern Kentucky Campus, a partnership between the University of Kentucky Medical School, St. Elizabeth Healthcare and Northern Kentucky University, welcomed its inaugural cohort of 35 students in fall 2019. The four-year medical school is located on NKU's campus and complements offerings at the main campus in Lexington.

### ***Implement the vision for the university***

NKU is guided by the vision laid out in the strategic framework: becoming nationally recognized as a student-ready and regionally engaged institution. The provost will embrace the *Success by Design* pillars and play a critical role in its implementation, working particularly closely with the Vice President and Chief Strategy Officer, a newly created role, focused on identifying and overseeing strategies to support student success.

NKU's primary academic focus is student centeredness through excellence in undergraduate and graduate student education. With an increasingly diverse student body attending the university in the coming years, the provost will help create structures that promote access to equity and inclusion in higher impact educational experiences and practices. Working closely with other senior university leaders, the provost will need to pay close attention to student success, focusing on improving graduation rates and factors such as enrollment strategy, retention, and time to graduation, in addition to offering excellent and relevant academic degree programs that appeal to students and employers in the region and around the country.

### ***Promote diversity, equity, and inclusion efforts***

The next provost will share the institution's commitment to diversity, equity, and inclusion and bring a track record of advancing these efforts in a complex institutional and political environment. The provost will carry forward current initiatives and communicate in a variety of institutional settings the value and importance of diversity, equity, and inclusion. The provost will also

champion a learning environment where everyone feels welcomed and respected, and where the diversity of ideas and opinions enriches both the educational experience and learning outcomes.

***Seek alignment across divisions of the institution.***

Implementation of *Success by Design* will require collaboration and alignment across divisions within the institution. The provost will need to interact and collaborate with the full range of university divisions, especially Student Affairs. Students' sense of belonging, retention, and engagement requires that academic affairs work more closely with other divisions to define academic programs and to support students in navigating them.

The provost will complement the president, board, and senior leadership team, advancing an approach rooted in institutional alignment. The provost will garner the trust and respect of senior colleagues, bringing sophistication and fluency about the most challenging topics facing higher education; the ability to question assumptions in a collaborative way; and a capacity for stimulating the very best thinking among NKU's leadership.

***Provide trusted leadership for the faculty***

The next provost will bring a demonstrated track record of working effectively with faculty colleagues and honoring the principles of shared governance. The provost, in close collaboration with the faculty, will seek to continuously improve academic matters such as curriculum and pedagogy. To support ongoing professional development, and communicate clearly and in a transparent fashion, the provost must connect effectively with faculty and staff across the institution. The provost will understand cutting-edge professional development and the deans, department chairs, faculty, and staff will benefit from the provost's innovative ideas and support. Among other initiatives, the provost will promote and encourage the evolution of a forward-looking Center for Teaching and Learning.

***Recruit, retain, support and mentor outstanding faculty***

The ability to hire and retain high-quality faculty is critical to NKU's long-term success. The next provost will partner with deans and chairs and lead efforts to recruit and retain excellent faculty. The provost will further strengthen the systems for hiring, developing, and retaining faculty that recognize changing needs over the course of a career and varied modes of work, including tenure line and non-tenure line appointments, and establish priorities and plans for faculty mentoring, development, and retention.

Focused attention on efforts to recruit, and retain, a more diverse faculty will be a top priority for the next provost. NKU seeks to maintain its status as a leader in Kentucky and Greater Cincinnati. This will require a heightened dedication to sustainably increasing the proportion of its students and faculty drawn from diverse racial, economic, and cultural backgrounds. The provost's personal leadership will be central to advancing this goal, and the successful candidate will bring a deep-seated commitment to the mission of diversity, equity and inclusion, and a nuanced understanding of its complexities.



### ***Lead institutional change that advances core mission and values***

The provost will bring a strong record of managing change, personnel management, conflict resolution, and professional development for staff and faculty leaders. They will value the wisdom and diverse expertise of direct reports, empower them, and ensure their effectiveness individually and as a team. The provost will bring a record of successful oversight of complex planning, content development, and budgeting efforts as well as financial acumen.

The provost must ensure that the provost's senior team and office continue to provide efficient and effective support for both faculty and staff by ensuring consistency in policy and approach, open communication, and trust in decision making. The provost is also responsible for cultivating a culture of collaboration and mutual respect between staff and faculty. The provost will bring an attention to detail coupled with an ability to prioritize and delegate effectively.

### ***Manage resources effectively***

As the academic leader of the university, the provost has an expansive portfolio and manages a large budget, a complex structure of faculty leadership, and the university's largest personnel group. The new provost will work with the president, the senior staff and the appropriate faculty committees to assess administrative structures and, if necessary, make changes that will help enhance support of core mission activities. The provost will be expected to honor and enhance collegial governance and develop budget processes that are efficient, fair, and strategic.

NKU is in a healthy financial position, but like most other public institutions operates in a resource-constrained environment. The single largest revenue stream for the university is tuition, and state officials control tuition rate increases for in-state undergraduates. The provost should be skilled in resource management and in aligning incentives, rewards, and structures to ensure both efficiency and effectiveness of resources: people, finances, space, and technology. In this challenging environment, knowing how best to reduce or reallocate resources and to seek revenue opportunities, including public-private partnerships, will be key.

### ***Anticipate and respond to the changing landscape of higher education***

NKU seeks an academic leader who can look ahead in the evolving national and global landscape, anticipating emerging opportunities, and position the university to flourish. The next provost will need to be keenly aware of trends in higher education, particularly the changing demographics associated with enrollment. The provost will oversee and execute a strategic enrollment management plan aligned with the *Success by Design* framework. The provost will maintain a clear understanding of the stewardship of place and recognize the civic, social, and economic commitments of a regional comprehensive university such as NKU. In addition, the provost will be a critical member in assisting the university's leadership in navigating the uncharted territory of higher education during the time of COVID-19.

Relatedly, the provost will have an understanding of proven and leading-edge methods and instructional technologies to support faculty, staff, and students in a large public university. The provost will be a forward-thinking academic leader with a passion for staying abreast of technology and educational delivery trends in higher education and will demonstrate a commitment to advancing research and scholarship through technology.

## QUALIFICATIONS AND EXPERIENCE

The successful candidate will demonstrate many of the following characteristics and qualifications:

- An earned doctorate or equivalent terminal degree and a record of distinguished scholarship and teaching that qualify for appointment as a full professor with tenure in one of NKU's colleges;
- Progressive academic leadership experience in higher education with demonstrated experience leading change. A leader who fosters innovation and harnesses the passion of the university community to challenge convention and position NKU as a destination school;
- A demonstrated commitment to inclusive excellence, including individual action, investment and institutional leadership to advance diversity, equity, and inclusion;
- Strong management, planning and financial skills; a record of successful leadership within a complex organization; and an astute understanding of university finances and budget models;
- Outstanding listening and communication skills, equally effective at learning from others, translating thoughts for broader consideration, managing by influence, and explaining their own views – all while maintaining an open mind to the views of others. A willingness to speak with a clear and trusted voice in leadership deliberations;
- Strong interpersonal and diplomatic skills; someone firm but fair. Energy, agility, and flexibility to work side-by-side with an ambitious and idea-generating president. The ability to listen to faculty in a way that makes them feel heard and supported and in turn garners their support and respect. A can-do attitude, and a tireless devotion to the continued growth and success of the university;
- Capacity to make and defend difficult decisions, while being mindful of the need for fairness, consistency, and the potential impact of each decision on individuals and the broader community;
- A clear understanding of proven and leading-edge methods and instructional technologies to support faculty, staff, and students in a large public university. A forward-thinking academic leader with a passion for staying abreast of technology and educational delivery trends in higher education. A commitment to advancing research and scholarship through technology;
- The ability to balance delegation and oversight; in particular with respect to multiple programs and institutional accreditation issues;
- An interdisciplinary thinker adept at working creatively across units, and committed to harnessing and facilitating the potential of collaborative activities across institutional and disciplinary boundaries;



- A collaborator and convener with the capacity to build consensus and to motivate and inspire stakeholders with differing priorities to ensure its realization;
- Entrepreneurial spirit and drive; and an eye for creative opportunities tied to a commitment to accountability and results.

### **NOMINATIONS AND APPLICATIONS**

NKU has retained Isaacson, Miller, a national executive search firm. Review of candidates will begin immediately and continue until the position is filled. Nominations, inquiries, and applications, including a letter of interest and curriculum vitae, should be sent in confidence to:

Ponneh Varho, Partner  
Marc St.Hilaire, Senior Associate  
[www.imsearch.com/7580](http://www.imsearch.com/7580)

**Electronic submission of materials is strongly encouraged.**

*NKU is an Equal Opportunity/Equal Access/Affirmative Action institution. The institution encourages applications by members of diverse groups and by persons with a demonstrated commitment to issues of diversity and experience in achieving goals relative to inclusive excellence.*

## **APPENDIX A**

### **College of Arts and Sciences**

The College of Arts and Sciences, the largest college on campus, provides the centerpiece of the broad range of educational opportunities available at NKU. The college consists of 13 departments that confer degrees in fine arts, mathematics, behavioral and social sciences, humanities, organizational leadership, and natural sciences. In total, the college offers five master's degrees, 29 bachelor's degrees, two associate degrees, and several undergraduate and graduate certificates. At present, it has 4,867 undergraduate and 277 graduate students enrolled in programs taught by 271 full-time and 209 adjunct faculty members.

### **Haile/US Bank College of Business**

The Haile/US Bank College of Business offers undergraduate programs across the traditional business disciplines as well as specialty programs in entrepreneurship, sports business, and construction management. The graduate programs include the Master of Business Administration, the Master of Accountancy, and a Master of Science in Executive Leadership and Organizational Change (ELOC). The college is home to a variety of centers that provide significant outreach to the region: the Fifth Third Bank Entrepreneurship Institute, the Alternative Dispute Resolution Center, the Marketing Research Partnership Program, the Center for Economic Education, and the Center for Economic Analysis and Development. There are four departments with undergraduate enrollment at 1,900 and graduate enrollment at 214 with 55 full-time and 15 part-time faculty.

### **College of Education**

The College of Education is CAEP-accredited and offers five bachelor's degrees, including several endorsements and certifications. Four master's degrees are offered in addition to the doctoral program in education leadership, the first doctoral program offered at NKU. The College enrolls over 660 undergraduates and 240 graduate students and has 35 full-time and 14 part-time faculty members. As NKU and the College of Education are integrated into the region and partner extensively with the community, they look to create additional pathways of support in the region, ever expanding regional engagement to the PK-12 educational environment and the Cincinnati public school systems.

### **College of Health and Human Services**

The College of Health and Human Services was established in 2019 to keep pace with growing regional demands and to reflect the increase in health-related majors at NKU. The college offers programs in nursing, radiologic technology, respiratory care, radiation therapy, social work, counseling, athletic training, exercise science, health sciences, and doctorates in nursing and occupational therapy. The college enrolls about 1,175 undergraduate students and 2,000 graduate students. It employs 110 full-time and 100 part-time faculty.

### **Honors College**

The NKU Honors College offers a unique transformative undergraduate experience for a diverse group of intellectually curious high-achieving students. A bold interdisciplinary curriculum with

seminar-style classes, along with a wide range of co-curricular activities, prepares Honors students to become creative, critical independent thinkers and collaborative problem-solvers who are also active, empathetic and informed citizens of local and global communities. The Honors College currently enrolls over 450 students and encourages civic engagement and international experiences.

### [College of Informatics](#)

The College of Informatics offers a contemporary perspective on the disciplines that have information at their core. It is home to the departments of Communication, Computer Science, and Business Informatics. Through its outreach arm, Informatics+, students have the opportunity to work with companies and other organizations on cutting-edge projects. The college offers thirteen undergraduate majors and five master's programs that span disciplines that deal with "information," ranging from journalism, to information technology, to health informatics, to electronic media, to cybersecurity. In Fall 2019, 1,811 students were enrolled in its certificate and degree programs – 1,642 at the undergraduate level and 169 at the graduate level. The college has 77 full-time and 72 part-time faculty members.

### [Salmon P. Chase College of Law](#)

Salmon P. Chase College of Law (Chase), accredited by the American Bar Association and the Association of American Law Schools, offers both full-time and part-time programs. With a reputation as "The Lawyers' School," Chase provides its students with the doctrine and the practical legal experience to excel upon graduation. In addition to a core curriculum which forms the foundation of legal study, Chase offers its students an array of elective courses. It also provides experiential opportunities through its Children's Law Center Clinic, Constitutional Litigation Clinic, Sixth Circuit Clinic, Small Business and Nonprofit Law Clinic, Kentucky Innocence Project and externships in legal settings throughout the world. To deepen students' scholarly and practical engagement, Chase operates the Center for Excellence in Advocacy, Law and Informatics Institute, Center for Law and Entrepreneurship, Center on Addiction Law and Policy and W. Bruce Lunsford Academy for Law, Business + Technology. Chase offers Juris Doctor, Master of Legal Studies, and LLM in U.S. Law degrees; Advocacy and Transactional Law certificates; and an Employment and Labor Law concentration. Chase's 32 full-time and 22 part-time faculty serve 548 students.

### [Institute for Health Innovation](#)

The Institute for Health Innovation (IHI), headed by an executive director, reporting to the provost, was established in 2018 to encompass teaching, research, outreach, advocacy, and policy initiatives around population health. The IHI pioneers solutions to drive change that directly addresses the urgent unmet health needs of the region.

In April, 2014 the Kentucky General Assembly authorized \$97 million in state funding, the largest capital gift in the Commonwealth's history, for NKU to build a Health Innovation Center. In 2015, St. Elizabeth Healthcare donated \$8 million to name the simulation center, providing a total of \$105 million for construction.

The HIC incorporate NKU's commitment to community engagement. By expanding the number of the health-related programs and applying advanced technologies, NKU will expand its impact on the health of the surrounding community and beyond.

### [Undergraduate Academic Affairs](#)

University Programs, headed by the Vice Provost for Undergraduate Academic Affairs, oversees advising, curriculum, instruction, creative and scholarly activity, and public engagement through the following programs: the Norse Advising Center; Curriculum and Accreditation (CA); General Education; Educational Outreach; First-Year Programs (FYP); Grant County Center; Center for Teaching and Learning; Learning Plus (Learning Assistance Programs); Adult Learner Programs and Services (ALPS); and Testing Services.

### [W. Frank Steely Library](#)

The W. Frank Steely Library provides a wide range of library services to support the university's commitment to its *Success by Design* strategic framework, which promotes student success by embracing inclusiveness, equity, global awareness, and the academic needs of students and faculty in each academic college. Library faculty and staff have enhanced traditional services to better address 21<sup>st</sup> century information needs and are collaborative partners across campus. The library's twenty faculty members and fourteen staff members are leading the implementation of NKU's campus-wide Quality Enhancement Plan on Information Literacy and newly created digital repository, and offering an online bachelor's degree in library informatics. The library recently received increased financial support from the university and is in the process of finalizing a departmental restructuring, launching a new website, and transforming its spaces, services, and collections to better meet the needs of students, faculty, staff, and the region. The Dean of the Library reports to the provost.

### [Graduate Education](#)

The Office for Research, Graduate Studies and Regional Stewardship is led by a vice provost who oversees Community Connections, the Center for Applied Ecology, Graduate Programs, the Scripps Howard Center for Civic Engagement, and Research, Grants and Contracts.

### [Center for Global Engagement and International Affairs](#)

Areas under the leadership of the Center for Global Engagement and International Affairs include the American English Language Program (AELP), the Office of Education Abroad (OEA), and International Students and Scholars (ISSS). The Center is run by an executive director.

### [Enrollment and Degree Management](#)

The Office of Enrollment and Degree Management includes Admissions, Orientation and Parent Programs, Registrar, TRIO Student Support Services, Veteran's Services, Career Services and Student Financial Assistance. The Office has 32 staff members, reporting to a vice president.