THE OPPORTUNITY
To lead an innovative University, the oldest institution in the University of Louisiana System and rich with the tradition of the state’s diverse cultural heritage, in shaping a new and exciting vision for its future. The next President of Northwestern State University will implement bold strategic initiatives to improve student access, progression and graduation, and raise the visibility of the institution in Louisiana and throughout the region.

THE UNIVERSITY OF LOUISIANA SYSTEM
The University of Louisiana System (UL System), one of the nation’s 20 largest public systems of higher education, is a multi-campus university system dedicated to the service of Louisiana and its people. Since its formation in 1974, the University of Louisiana System has provided access to higher education through its universities: Grambling State University, Louisiana Tech University, McNeese State University, Nicholls State University, Northwestern State University, Southeastern Louisiana University, University of Louisiana at Lafayette, University of Louisiana at Monroe and University of New Orleans.

These diverse institutions offer a broad spectrum of educational opportunities ranging from technical training at the associate level to research at the doctoral level, offering more than 600 courses to nearly 94,000 students throughout the state. While these nine institutions share the responsibility for providing high-quality educational opportunities for the people of Louisiana through a lifetime of intellectual growth, each institution’s specific mission is shaped by its historic and unique strengths.
THE UNIVERSITY OF LOUISIANA SYSTEM (continued)

Under the direction of Dr. Sandra Woodley, now in her second year as President, the UL System office in Baton Rouge supervises and manages the nine institutions to more effectively serve the needs of the citizens of the State. Dr. Woodley reports to and works closely with a sixteen-member Board of Supervisors, fifteen of whom are appointed by the Governor for six-year terms. One student member is selected each May by the UL System student government association presidents to serve a one-year term.

The presidents of the nine campuses report to Dr. Woodley, and she meets with them collectively on a regular basis. The system office is funded at a level of approximately $3 million dollars annually through support from the nine institutions and the state. Among other duties, the UL System President serves as the non-voting chairperson of institutional presidential search committees; sets the agenda for the board meetings; approves institutional unclassified employee positions; analyzes and submits for board approval institutional budget requests; and, conducts system-wide academic program reviews.

Under President Woodley’s leadership, the system embarked upon the development of a macro strategic framework to provide a comprehensive picture of the system’s vision and clarify how existing university efforts and system initiatives can be connected to achieve the best outcomes. That work is ongoing but has, thus far, yielded the launch of a comprehensive online analytics data dashboard, a partnership with MyEdu.com to connect students with employers, and laid the groundwork for securing $40 million in new state monies to create the Workforce and Innovation for a Stronger Economy (WISE) Fund. The WISE Fund will leverage new state investments with 20 percent private industry matches to support campus research and degree production in high need areas.

NORTHEASTERN STATE UNIVERSITY

The oldest institution in the University of Louisiana System, Northwestern State University has a long tradition of academic excellence in a student-centered environment. Founded in 1884 as the State Normal School, Northwestern was originally dedicated to the education of teachers. Northwestern gradually added programs in nursing, business, liberal arts, the sciences and graduate programs. Today, NSU offers more than 50 undergraduate and graduate degree programs. One hundred percent of eligible academic programs have received accreditation from national or international accrediting agencies.

Northwestern has nationally-recognized programs in computer information systems, creative and performing arts, nursing, educational technology and industrial technology. The University has placed an emphasis on incorporating technology in the classroom, working to provide students with cutting-edge technology that is applicable to the workplace. Northwestern is also home to the Louisiana Scholars’ College, the state’s designated honors program in the arts and sciences.
NORTHWESTERN STATE UNIVERSITY (continued)

The University is also preparing for changes in higher education by aggressively seeking new ways to deliver to courses to students. Northwestern has taken a leadership role in electronic delivery of classes as students are taking classes via the Internet, compressed video or desktop video. Northwestern delivers 34 fully accredited online degree programs and 13 add-on certifications.

HISTORY

Located in Natchitoches, the oldest settlement in the Louisiana Purchase, the university and community value history. Part of the university is entered in the National Register of Historic Places. The university is home to the National Center for Preservation Technology and Training, a unit of the National Park Service dedicated to promoting and enhancing the preservation and conservation of prehistoric and historic resources in the United States.

Northwestern’s main campus in Natchitoches operates full satellite campus locations in Shreveport, the NSU Allied Health Campus, and in Leesville, the Fort Polk Campus. Northwestern also has educational classrooms and teaching locations at Barksdale AFB as well as NSU@BPCC on the Bossier Parish Community College Campus in Bossier City, the England Airpark, and downtown nursing clinics in Alexandria, at the Tunica-Biloxi Education Center in Marksville and classrooms in Ferriday.

Northwestern seeks to provide a well-rounded education for its students, allowing them to take part in a variety of extracurricular activities. More than 80 chartered organizations are available to enhance what is learned in the classroom.
BACKGROUND
In April of 2014, Dr. Randall Webb announced his retirement as President after 18 years of successful leadership. Having served as the University’s chief executive officer since 1996, Dr. Webb has been instrumental in raising significant revenues and funding for Northwestern, and oversaw a number of transformational capital projects on campus. He led the development of the largest electronic education and distance learning network of any institution in the state. During Dr. Webb’s presidency, Northwestern became the first public college or university in Louisiana to achieve 100% national accreditation of all eligible academic programs.

Louisiana’s higher education community has sustained several consecutive years of budget reductions since FY 2008. Northwestern has seen a 54% decline in overall state support during that time. Total operational dollars, including state funding and tuition revenue, is down 13% since FY 2008. In FY 2014, Northwestern received $22.5 million in state funds and $47 million from tuition revenues for an operating budget of $69.5 million, a shift to 68% self-generated tuition and fees and 32% state funds.

THE POSITION
The President is the chief executive officer for Northwestern State University and reports to Dr. Sandra Woodley. Reporting to the President of Northwestern State is the Provost and Vice President for Academic and Student Affairs; the Vice President for Technology, Research and Economic Development; the Vice President for University Affairs; the Vice President for Business Affairs and Controller; the Vice President for External Affairs; the Internal Auditor; and an Administrative Assistant.

CHALLENGES & OPPORTUNITIES
The challenges and opportunities for the next President of Northwestern State University are as follows:

- Increase the progress of the institution within the performance indicators required by state legislation;

- Advance the institution’s five-year strategic plan, linked for review here, with the overarching goals to promote access, retention, progression and graduation rates and student success;
CHALLENGES & OPPORTUNITIES (continued)

• Support new programming to serve the region and assist in the enrollment growth of the university for prolonged sustainability;

• Provide leadership in fund raising and friend raising, partnering with the outstanding work of the Foundation to identify and tap new potential donors and funding partners to support new initiatives, programs, and scholarships;

• Leverage online learning opportunities and collaboration with K-12 schools, community colleges, and other institutions within the system to expand current offerings and explore new degrees;

• Capitalize on the programmatic strengths of the University as well as its participation in Project Lead the Way and satellite campuses to establish innovative programs to meet regional business and industry workforce needs, particularly in engineering and computer technology, allied health, and nursing;

• Advance the University’s strategic planning efforts to “Go for Greatness” by providing focus and direction to the process of academic program consolidation, reorganization, new programming and the creation of an infrastructure to support its aspirations;

• Provide innovative recruitment strategies to further diversify the student body including increased enrollment of international undergraduate and graduate students;

• Establish an environment of transparency and communication with all University constituents, particularly in the realm of financial decisions and explore meaningful ways to recognize and reward the faculty and their contribution to the institution;

• Continue to strengthen the relationship with Bossier Parish Community College, Northwest Louisiana Technical College, and other regional community colleges to expand offerings and collaborative degree programs; and,

• Balance the reputation and success of the institution in on-line learning with the desire for a robust campus life and continued contribution to the Natchitoches community in the areas of athletics, performing arts, and culture.
DESIRED QUALIFICATIONS

The Board of Supervisors for the University of Louisiana System is seeking a leader who can elicit confidence and promote trust and one who has the ability to continue leadership on the University’s path to excellence. This person should possess the following:

**Personal Characteristics/Qualifications**

- A doctorate or other terminal degree with a record demonstrating value of scholarship and teaching;
- A track record of personal and professional integrity and the intellectual, analytical, and interpersonal skills to foster respect among the University’s myriad constituencies;
- An understanding of the unique quality of life concerns at Northwestern, including an appreciation for the arts, history, and unique culture of the area;
- A distinguished record of accomplishment and demonstrated leadership abilities at a senior management level (dean or above) in a comprehensive university or other organization;

**Business, Community, Political (Fundraising)**

- The willingness to be a strong advocate for the University at the state, regional, and national levels;
- Extensive background in developing collaborative educational partnerships with community and business leaders;
- A desire to sustain strong professional relations with state, regional, and local elected officials, as well as the ability to effectively work with the members of the Board of Supervisors as well as adhering to all policies of the Board;
• Demonstrated experience in developing new revenue streams, including private fundraising, solicitation of grants and contracts, promoting technology transfer, and developing innovative approaches to maintain and advance excellence;

**Leadership And Administrative Skills**

• The ability to recruit, attract, and manage a high-performing, strong, and collaborative leadership team;

• A leadership style that is collaborative, consultative, open and transparent, and balanced by a record of strong leadership and a willingness to make difficult decisions;

• Excellent communication skills and a proven ability to work in an environment of collegiality and shared decision-making;

• Strong desire to foster an environment of optimism, creativity, and innovation;

**Student Success And Faculty Excellence**

• A confirmed ability to garner trust and respect from faculty and students and an inclusion of these important stakeholders in the decision-making process;

• An exhibited commitment to serving students with a focus on their success, including a vibrant student life environment and quality academic programs;

• A strong commitment to the recruitment and retention of a diverse faculty and student body, to support and enhance cultural awareness, and to cultivate an appreciation for diversity on campus and in the community;

**Academics/Athletics**

• The capability to provide leadership for an intercollegiate athletics program marked by success and integrity;

• An appreciation of the values and objectives of a public university dedicated to quality teaching and scholarship, as well as commitment to enhancing the academic profile and reputation of the university; and

• The desire and ability to commit a reasonable number of years as President of Northwestern State University.
| **Investment in Plant, Less Depreciation:** | $70,243,493 |
| **Cost of Operating Physical Plant:** | $6,454,801 |
| **Foundation (Net Assets):** | $12,365,107 |
| **Budget (FY 2014):** | $69.5 million ($47 million self-generated funds, $22.5 million of state funds) |
| **Tuition and Fees (Annual):** | $ 6,246 in-state, undergraduate  
$ 16,365 out-of-state, undergraduate  
$ 6,861 in-state, graduate  
$ 16,982 out-of-state graduate |
| **Student Enrollment for Fall 2013:** | 7,836 (undergraduates)  
1,108 (graduates)  
8,944 |
| **Average ACT Score:** | 21.6 |
| **Freshman Retention Rate (2012):** | 68% |
| **Graduation Rate:** | IPEDS 6 year rate: 36% |
| **Living Alumni:** | 45,121 graduates |
| **Number of Full-time Faculty:** | 265  
**Tenured:** 57% |
### NORTHWESTERN STATE UNIVERSITY

#### KEY INDICATORS 2014

(continued)

<table>
<thead>
<tr>
<th>Faculty Salaries:</th>
<th>Professor: $74,823</th>
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<tbody>
<tr>
<td></td>
<td>Associate Professor: $60,686</td>
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<tr>
<td></td>
<td>Assistant Professor: $49,755</td>
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</tbody>
</table>

| Student to Faculty Ratio: | 22 to 1 |


| Athletics: | 14 NCAA Division I sports (Southland Conference) |
APPLICATION PROCEDURES

The Board of Supervisors for the University of Louisiana System is constitutionally charged with selecting the next President of Northwestern State University. The System has authorized R. H. Perry & Associates to assist in the search process by identifying potential top applicants for consideration. Please note that Louisiana is a public records law state. Semi-finalist interviews on the Northwestern State University campus in Natchitoches will become a matter of public record, and candidates selected as finalists will subsequently interview with the Board of Supervisors in Baton Rouge.

For confidential consideration as a potential candidate by R. H. Perry & Associates, please send application materials as PDF or MSWord attachments via email to NSUPresident@rhperry.com Application materials must include a cover letter addressing the challenges, opportunities and qualifications listed in this profile; a current résumé or CV; and the names and contact information for five references.

Review of applications begins immediately and to ensure full consideration, materials should be received no later than August 1, 2014.

FOR FURTHER INFORMATION PLEASE CONTACT:

DR. TONI A. MURDOCK, Senior Consultant
(520) 896-2264 / (206) 795-7252
NSUPresident@rhperry.com

or

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NSUPresident@rhperry.com

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POLICY

R. H. Perry & Associates is committed to the highest standards of professionalism in all dealings with candidates, sources, and references. We fully respect the need for confidentiality to assure interested parties that their background and interests will not be discussed without the consent of the applicant prior to his or her becoming a candidate.

The University of Louisiana System is an affirmative action, equal opportunity institution.

www.ulsystem.net and www.nsula.edu