Position Specification

President

The University of Tulsa
Tulsa, Oklahoma

October 2020
POSITION SPECIFICATION

<table>
<thead>
<tr>
<th>Position</th>
<th>President</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institution</td>
<td>The University of Tulsa</td>
</tr>
<tr>
<td>Location</td>
<td>Tulsa, Oklahoma</td>
</tr>
<tr>
<td>Reporting Relationship</td>
<td>The University of Tulsa Board of Trustees</td>
</tr>
<tr>
<td>Institutional Website</td>
<td><a href="http://www.utulsa.edu">www.utulsa.edu</a></td>
</tr>
</tbody>
</table>

EXECUTIVE SUMMARY

The University of Tulsa ("TU"), a private research institution, seeks a visionary, dynamic and entrepreneurial leader with a strong commitment to excellence in higher education, demonstrated administrative skills in managing a complex organization, and the ability to work with the Board of Trustees to guide the institution to the next level of distinction. The President must have a record demonstrating commitment to maintaining a robust system of shared governance and to advancing diversity, equity, and inclusion in all its forms. An appreciation for the integral role of TU in the Tulsa community, a willingness to continue developing national connections, and the capacity to attract financial support from the public and private sectors will be essential. As the chief representative of the University to a wide variety of external constituencies, the President must have excellent communication and interpersonal skills and an ability to connect with a variety of groups. The President must be a decisive leader who embodies integrity, is responsive, collaborative, and creative, and is dedicated to student success and wellbeing. For more information about TU, please visit www.utulsa.edu.

INSTITUTIONAL BACKGROUND

BRIEF HISTORY OF THE UNIVERSITY OF TULSA

The University of Tulsa is a private, independent, NCAA Division I, doctoral degree-granting institution whose mission reflects core values in excellence in scholarship, dedication to free inquiry, integrity of character, and commitment to humanity. TU has its roots in the Presbyterian School for Indian Girls, a small boarding school in Muskogee, Indian Territory, which was founded in 1882. In 1894, the Presbyterian Church elevated the academy’s status and chartered it as Henry Kendall College, a name that honored the first general secretary of the Home Missions Board. The first classes in the new college were held on Sept. 12, 1894.

In the years following, Henry Kendall College sold its land and sought a new location. Successfully courted by the business and professional community of Tulsa, which was booming after the discovery of oil, Henry Kendall College moved to Tulsa in 1907, the year of Oklahoma’s statehood. Several years later, a new college, to be named after oilman Robert M. McFarlin, was proposed for the city. Aware that Tulsa was not large enough to support two competing colleges, the Henry Kendall College trustees proposed the contemplated McFarlin College and Kendall College affiliate under the common name “The University of Tulsa.” McFarlin College never materialized, and a charter for the new University of Tulsa was approved on Nov. 9, 1920, by the Kendall College trustees.
Today, TU operates as an independent, nondenominational university that maintains a covenant document with the Presbyterian Synod of the Sun. A top-rated research institution, TU welcomes students from many different faiths and countries. The TU campus fosters a rich, diverse experience for students and faculty regardless of religious or cultural background through a strong belief in mutual respect and understanding. The University houses the Bob Dylan Archive, the world’s second largest James Joyce collection, and a vast number of archival materials related to the 1921 Tulsa Race Massacre. Notable alumni include author S.E. Hinton, U.S. Senator James Inhofe, NFL Hall of Famer Steve Largent, Walmart CEO Doug McMillon, professional golfer Nancy Lopez, Emmy award-winning actress and screenwriter Mary Kay Place, actor and film producer Julius Tennon, and the late actress Rue McClanahan.

VISION

TU aims to provide for students and their families the maximum return on investment from their education. TU seeks to deliver deep, career-ready knowledge and skills married with a well-rounded educational experience that fosters critical thinking skills and emotional intelligence. Students benefit from “high-touch,” personalized faculty attention and support in and outside the classroom. Each student builds a portfolio of skills comprised of broad academic courses, internships, student research, and co-ops. TU offers an academically serious and intellectually curious student community to support these goals. TU has a symbiotic connection to Tulsa, a dynamic city and metropolitan region of 1.2 million.

TU boasts top faculty delivering exceptional teaching and scholarship across arts and humanities, engineering, natural sciences, health, business, and law. It is also fortunate to have a strong endowment thanks to its highly dedicated philanthropic and alumni base. TU is developing a set of core disciplines into areas of distinction and differentiation that are highly ranked nationally. TU is also developing a culture that encourages more transparency and asks program areas across the University to be responsible for financial sustainability, student return-on-investment, student and employer demand, continual improvement based on strengths, and promoting access and diversity.

Despite recent challenges around financial sustainability and rankings, all stakeholders agree that TU has great strengths upon which it can and must capitalize. TU’s board is in the process of developing a new strategic vision and financially sustainable pathway around which the board and other key stakeholders are aligning. This effort will facilitate the selection of the next TU President whose vision must be aligned with the board and key stakeholders to build the next chapter for TU.

BY THE NUMBERS

- Enrollment of 4,380 (3,269 undergraduate and 1,111 graduate) in 2019-20
- 33% multicultural and 14% international student body
- More than 60 undergraduate majors and more than 40 graduate programs, including 16 doctoral programs
- 311 full-time faculty, including 42 endowed chairs/professorships
- More nationally competitive scholarship winners than all Oklahoma colleges combined
- Students receiving financial assistance: 94%
- Freshman retention rate: 88%
- Freshmen in Top 10% of their high school class: 76%
- Academic averages for incoming freshmen: GPA 3.9; ACT 30; SAT 1220
RANKINGS

- Oklahoma’s highest-ranked private university (U.S. News & World Report)
- No. 55 best value among all national universities (U.S. News & World Report)
- No. 166 among all U.S. research universities and liberal arts colleges (Wall Street Journal / Times Higher Education)
- No. 20 among universities that emphasize STEM (Forbes)
- No. 4 among petroleum engineering graduate schools (U.S. News & World Report)
- No. 68 on the Grateful Graduates Index (Forbes)
- No. 7 among Best Colleges for Engineering Majors (Money Magazine)

DISTINCTIONS

- Tulsa Undergraduate Research Challenge involves TU’s youngest students in advanced research and faculty mentorship
- An agreement with City of Tulsa allows TU to manage the world-renowned Gilcrease Museum
- TU students and employees volunteered more than 70,000 community service hours last year through the True Blue Neighbors program
- Oklahoma Center for the Humanities at TU promotes critical thought, ethical inquiry, bold imagination, and respect for the diversity of human experience
- TU was recently named the greenest university in Oklahoma, from the institution’s solar powered Case Tennis Center to advanced research into photovoltaics and renewable energy

THE COLLEGES

There are five colleges at The University of Tulsa, including:

Kendall College of Arts & Sciences

The Kendall College of Arts and Sciences provides the core of a TU education and the intellectual foundation for life in a free and democratic society. The College seeks to produce and disseminate knowledge and artistic expression at the highest levels, drawing on the unique opportunities provided by a student-centered learning community within a research university. The College’s rigorous curriculum challenges, enriches, and expands students’ conceptions of the world, preparing them to ask compelling questions, address complex problems with creative solutions, engage respectfully and knowledgeably with diverse people and their cultures, speak and write persuasively and professionally, and contribute to the advancement of society in productive and meaningful ways. Highlights include:

- More than 100 full-time faculty and 39 degree programs
- 96% placement rates in jobs or graduate school
- Students regularly win competitive awards such as the Truman Scholarship, Marshall Scholarship, Fulbright Scholarship, and the Vance and Betty Lee Stickell Student Internship
- Third Floor Design, a student-run graphic design studio, has provided quality, pro-bono design work for 216 agencies valued at $1.5 million, and all 140 student interns over the years have had a 100% job placement rate after graduation
- Psychology research (via Tulsa Institute for Trauma, Adversity and Injustice) includes post-traumatic stress disorder, sleep disturbance and pain tolerance information
- For more information, please visit: https://artsandsciences.utulsa.edu
**Oxley College of Health Sciences**

The Oxley College of Health Sciences offers programs that prepare students to be the next generation of health care providers. Programs offered include undergraduate- and graduate-level nursing, athletic training/exercise and sports science, and speech-language pathology. Each program includes a significant amount of clinical experience, enhancing knowledge gained in the classroom and skills labs to prepare students for positions in their field. The College also offers a certificate in Health Care Delivery Sciences for working professionals. Highlights include:

- Low student-faculty ratio and 100% job placement for 2019 graduates
- Advanced partnership in the fields of Alzheimer’s disease and anxiety with the Laureate Institute for Brain Research
- The only Nurse Anesthesia Doctor of Nursing Practice program in Oklahoma
- Family Nurse Practitioner and Adult-Gerontology Acute Care Nurse Practitioner Doctor of Nursing Practice programs are accredited by ACEN (entire first cohort of FNP and AG-ACNP graduates, in 2019, passed certification exams)
- State-of-the-art Lawson Clinical Simulation Center
- Home to the Tulsa chapter of the Albert Schweitzer Fellowship
- Annual Route 66 Conference on Communication Disorders (25th anniversary in 2020)
- Extensive clinical experiences with over 13,000 patients across 122 sites
- For more information about the Oxley College, please visit: [https://healthsciences.utulsa.edu](https://healthsciences.utulsa.edu)

**Collins College of Business**

Collins College of Business graduates integrate knowledge, technical competence and interpersonal skills to launch successful careers in today’s global economy. Undergraduate and graduate students can expect classroom learning that fuses a solid business foundation with hands-on work solving complex problems. Internships, specialized minors, study abroad opportunities and community partnerships round out a complete experience that emphasizes personal development. Highlights include:

- 96% placement rate within six months of graduation and 17:1 student faculty ratio
- 86% of faculty have the highest degree attainable in their field
- Fewer than one-third of business schools are accredited by AACSB International – The Association to Advance Collegiate Schools of Business – a distinction held by TU
- The School of Energy Economics, Policy and Commerce prepares students for the energy industry and houses one of only 10 AAPL approved energy management programs
- Student teams regularly place in the top spots in the Love’s Entrepreneur’s Cup
- TU finance students actively manage the Student Investment Fund, a portfolio with a value of more than $5 million – providing real-dollar financial management experience, as well as earnings that subsidize scholarships
- Eight times a year, the Friends of Finance executive speakers series brings leading executives to the TU campus to share their knowledge and explore important business issues
- Students have access to a state-of-the-art trading floor learning environment that includes 12 Bloomberg terminals
- For more information about the Collins College of Business, visit: [https://business.utulsa.edu](https://business.utulsa.edu)
**College of Law**

The College of Law delivers an academically rigorous and professionally impactful JD program, including an array of internships, externships, and legal clinics opportunities. TU Law graduates go on to rewarding careers across the country. TU Law is a congenial atmosphere where students become practice-ready through a high-quality, relevant curriculum and participation in experiential learning programs. These include externships and the on-campus legal clinic, award-winning law journals, student organizations and competitive moot court teams. Highlights include:

- Top 25 Best Value among public and private law schools (*preLaw Magazine*)
- No. 10 for job placement (American Bar Association)
- No. 16 for bar passage (American Bar Association)
- No. 74 for clinical program (American Bar Association)
- Top 5 Best Value Private Law School (*preLaw Magazine*)
- Best Law Building (*preLaw Magazine*)
- Top 5 Best Schools for American Indians (*preLaw Magazine*)
- Two renowned journals: *Energy Law Journal* and *Tulsa Law Review*
- 19 diverse student organizations and five clinics
- Low student-to-faculty ratio
- 150+ externship partners across the country
- For more information about the College of Law, please visit: [https://law.utulsa.edu](https://law.utulsa.edu)

**College of Engineering and Natural Sciences**

The mission of the College of Engineering and Natural Sciences is to provide a modern, high-quality educational experience for all students. The College provides the knowledge and principles upon which engineering and science are founded in order to graduate engineers and scientists who are technically competent, creative, literate, ethically informed, and socially aware. Over 90% of alumni obtain employment or begin graduate school within six months of graduation. Highlights:

- Ranked No. 4 among petroleum engineering graduate schools by *U.S. News & World Report*
- Ranked No. 7 among Best Colleges for Engineering Majors by *Money Magazine*
- 2017 Rhodes Scholar
- 96 Tulsa Undergraduate Research Challenge Scholars
- 64 Goldwater Scholarships
- 63 National Science Foundation Graduate Research Fellowships
- 15 research consortia and joint industry projects
- 2016, 2017, 2019, and 2020 National Collegiate Cyber Defense Competition qualifiers
- Home of the Make a Difference Engineering (MADE at TU) initiative that designs and fabricates mobility and developmental devices for local residents
- Home of the Cyber Corps, a university flagship program housed within the Tandy School of Computer Science that trains “cyber warriors” in advanced computer science, engineering and cyber security operations to work at the NSA, CIA, Department of Defense and FBI as well as state and local law enforcement operations
- One of 21 NSA Centers of Academic Excellence in Cyber Operations
- Recipient of ARPA-E and U.S. Department of Energy grants for solar power research and other alternative energy projects
- For more information, please visit: [https://engineering.utulsa.edu](https://engineering.utulsa.edu)
ATHLETICS

- 17 NCAA Division I teams
- A league-best nine American Athletic Conference championships during the first two years of membership
- Entered American Athletic Conference on July 1, 2014

TULSA, OKLAHOMA

Tulsa is Oklahoma’s second-largest city. Enriched by its oil heritage, Tulsa boasts world-class cultural attractions, including the Philbrook Museum of Art, Gilcrease Museum, Woody Guthrie Center, and the Tulsa Air and Space Museum. The city stands tall with its magnificent art deco treasures, Route 66 gems, and the Cesar Pelli-designed BOK Center — a state-of-the-art venue for national concerts and sporting events. Tulsa’s lively entertainment districts feature eateries, shopping and gaming, while the Tulsa music scene is the star of the state. Family fun also prevails in T-Town, home of the highly rated Tulsa Zoo and the Oklahoma Aquarium, as well as extensive Arkansas River trails. The world-renowned 66-acre park, The Gathering Place, provides outdoor respite from all the urban excitement, and has made Times’ Greatest Places 2019 list.

Tulsa offers a fabulous array of cultural amenities including the acclaimed Tulsa Ballet, Tulsa Opera, Tulsa Symphony Orchestra, and other programs of the Tulsa Performing Arts Center. Theater-going opportunities abound around town, and the music scene pulses with sound from diverse genres, ranging from country and western to indie rock. A multitude of annual festivals and events like the Tulsa International Mayfest, Linde Oktoberfest Tulsa, Juneteenth, and ScotFest celebrate Tulsa’s culture and heritage, adding to the long list of things to do in Tulsa.

Discover unique facets of Tulsa’s personality by visiting the many vibrant districts within the city. Anchored by the historic Blue Dome building, the Blue Dome Entertainment District is home to nightlife hot spots, hip restaurants and live entertainment. Visit the Brookside District for unique shopping experiences, upscale dining and plenty of nightlife options. The Tulsa Arts District features historic buildings that have been brought back to prominence via art galleries, theaters, restaurants, bars and dance clubs. For antique shopping, local and regional art galleries and more than 20 top local restaurants, visit the Cherry Street District in the northern midtown area of Tulsa. For more information about Tulsa, visit www.travelok.com/tulsa.

ROLES AND RESPONSIBILITIES OF THE PRESIDENT

The President of TU reports directly to the Board and will embody many traits across key areas:

Leadership

- A visionary and forward-focused leader whose style will actively engage the TU community in thoughtful discourse about its future
- A dynamic communicator, who champions TU to internal and external audiences and is capable of nurturing substantive relationships with faculty, staff, students, donors, and alumni
- An effective fundraiser, who is able to enhance TU’s important philanthropic culture
- A trustworthy collaborator, who cultivates a shared and compelling vision and partners in developing a realistic path forward for TU that is informed by facts
- A decisive administrator, who understands the changing landscape of higher education, particularly for private institutions; who is able to anticipate and articulate the critical issues, opportunities, and challenges in the foreseeable future; and who is willing to make the difficult
decisions that are in the best interests of the institution
  • A leader who understands and champions the issues of diversity, equity, and inclusion within the context of higher education and the impact these values have on a university campus

Management
  • Leads by listening and demonstrating an understanding of the people and issues involved
  • Comprehends the nuances of higher education administration and is knowledgeable about the major issues facing private comprehensive universities, including enrollment management, shared governance, creative program development, sustainability, new technologies, and academic and administrative best practices
  • Builds motivated, high-performing teams and is skilled at inspiring others to embrace change; understands what motivates different people; has the ability to recruit and retain talent
  • Manages a complex organization evaluating success with well-defined metrics
  • Draws on financial management experience with a willingness to consider creative financial modeling that will strengthen TU in a climate of finite resources
  • Negotiates skillfully to achieve a fair outcome or promote a common cause and works to productively resolve conflict
  • Delegates effectively while maintaining focus on strategy and goals
  • Advocates for compliance with institutional and external regulations
  • Shows appreciation for, and recognizes the work of, faculty, staff, and other administrators

Mission Performance
  • Demonstrates a passionate commitment to TU’s mission
  • Articulates a clear vision for advancing the mission and values of TU
  • Champions access and support services for underrepresented stakeholders and advances the diversity, equity, and inclusion of faculty, staff, and students
  • Understands, advocates, and supports TU’s commitment to teaching, research, and service to the community

Personal and Interpersonal Characteristics
  • Engenders trust, honesty, and hope in others
  • Acts with honor and integrity of the highest order, both personally and professionally
  • Exhibits authenticity, warmth, optimism, and a sense of humor
  • Demonstrates the courage to act on convictions and welcomes accountability for such acts
  • Communicates transparently, naturally, frequently, and effectively
  • Demonstrates intercultural competence and global perspective; is committed to diversity in its many forms and comfortable articulating, promoting and celebrating it
  • Exhibits self-awareness, humility, and empathy

Relationships & Connections
  • Supports and respects the strong culture of faculty shared governance at TU by working closely and collaboratively with faculty leadership to sustain and strengthen existing structures and procedures
  • Engages openly and amiably with faculty, staff, and students, on campus; is a familiar and visible presence on campus
  • Exhibits the ability to build productive relationships with a wide variety of stakeholders, both internally and externally
  • Works effectively with alumni, donors, and others who are interested in supporting TU
  • Demonstrates sensitivity to the culture, needs, and aspirations of the surrounding community
EDUCATION AND CREDENTIALS

The President must have a record of leadership accomplishments, such as progressive higher education administration or executive leadership experience, and proven management capability. Candidates from non-academic sectors, who have non-traditional but comparable skill sets, will be fully considered. Candidates who have an earned doctorate, or terminal degree, with transferrable experience are preferred.

COMPENSATION

The University of Tulsa offers an attractive compensation and benefits package, commensurate with the successful candidate’s background and experience.

HOW TO APPLY

The University of Tulsa has retained the services of the executive search firm Korn Ferry to conduct this important search. All inquiries, nominations, and applications should be submitted to Korn Ferry at the e-mail address below. Initial applications should consist of two documents. First, a full-length curriculum vitae. Second, a letter of interest describing why you are interested in both the role and TU, why you are a good fit for the position based on your experience, and why now is a good time for you to consider the opportunity. For priority consideration, please submit application materials in confidence by December 1, 2020.

Josh.Ward@KornFerry.com

KORN FERRY TEAM

<table>
<thead>
<tr>
<th>Paul Chou</th>
<th>Ken Kring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-Managing Director</td>
<td>Co-Managing Director</td>
</tr>
<tr>
<td>Global Education Practice</td>
<td>Global Education Practice</td>
</tr>
<tr>
<td>Philadelphia, PA</td>
<td>Philadelphia, PA</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Michael Lamb</th>
<th>Josh Ward, PhD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Client Partner</td>
<td>Principal</td>
</tr>
<tr>
<td>CEO Succession and Assessment</td>
<td>Education and Academic Medicine</td>
</tr>
<tr>
<td>Dallas, TX</td>
<td>Los Angeles, CA</td>
</tr>
</tbody>
</table>

The University of Tulsa is an Equal Opportunity/Affirmative Action Employer committed to fostering a diverse, equitable, and family-friendly environment in which all faculty and staff can excel and achieve work/life balance irrespective of, race, national origin, age, genetic or family health history, gender, faith, gender identity and expression as well as sexual orientation. The University of Tulsa also encourages applications from individuals with disabilities and veterans.