



The Search for Capital's 18th President

THE OPPORTUNITY | COLUMBUS, OH

The Capital University Board of Trustees invites nominations and expressions of interest for the University's 18th president. With a focus on liberal arts education and student success, Capital is the oldest university in Central Ohio, with nearly 200 years of academic excellence. Affiliated with the Evangelical Lutheran Church in America, the picturesque main campus is situated on 54 acres in the community of Bexley. Through its undergraduate and graduate programs, including Trinity Lutheran Seminary and the Law School in downtown Columbus, Capital students, faculty, staff, and alumni are committed to making a positive impact in their communities and chosen industries.

CapitalUniversity

CAPITAL.EDU

True to its mission, Capital University strives to transform lives through academic, personal and social experiences in and out of the classroom. Capital is a student-centric environment aligned with contemporary Lutheran values.

The University's next president will be deeply dedicated to the University's mission and bring a strong and sincere commitment to preparing students through academic, co-curricular and service learning experiences that have meaning and fulfillment and will ultimately lead to satisfying, impactful careers.

The president will engage with faculty, staff, students, and alumni of the University – known as the “CapFam” – in charting a vision for its future, prioritizing academic excellence, student success, innovation, enrollment growth, community, and financial sustainability. In order to be successful, the next president will be an experienced, collaborative, and student-centered leader who engages authentically with a diverse group of stakeholders. The president will foster a culture of openness and accountability by promoting shared governance, communicating readily, and ultimately having the confidence and conviction to make challenging decisions with a sense of optimism and goodwill.

The president will work to ensure the financial stability of the institution through sound financial stewardship, energetic fundraising and creative revenue diversification, including but not limited to entrepreneurial partnerships. The next president will help Capital develop an effective enrollment plan and marketing strategies that communicate the unique value proposition of a Capital degree to attract new and diverse student populations. The president will also build strong, lasting partnerships in the community, strengthening Capital's visibility and role as a key contributor to regional social and economic development.

The next president is expected to assume office on August 1, 2025.

For information regarding a nomination or expression of personal interest in this position, please see the section “Applications, Nominations, and Expressions of Interest.”





ABOUT CAPITAL UNIVERSITY

Capital University is a four-year undergraduate institution and graduate school whose main residential campus is in the Central Ohio community of Bexley. Trinity Lutheran Seminary at Capital University is adjacent to the Bexley campus, and Capital University Law School is located four miles west in the heart of downtown Columbus, the 14th largest city in the United States.

As a community of learners, we see the world as a progression of opportunities to inquire, explore, practice and work through the discomfort of not knowing. We collaborate, theorize, try, risk, learn, solve and triumph.

From their first day on campus, Capital students begin preparing for jobs that become careers – careers that have meaning and fulfillment. They work toward becoming purpose ready – prepared for a life driven by a deep sense of purpose and lived at the speed of change. And they become accomplished at embracing ideas and inventions not yet considered or imagined.

THIS IS CAPITAL

- 1,609 undergraduate students; 654 graduate students
- 29% students of color
- 18% of traditional undergraduates are the first in their family to go to college
- 31% of FTIC students commute
- 10:1 undergraduate student-to-faculty ratio
- <20 average class size
- 148 full-time faculty; 189 part-time faculty
- 4 undergraduate degrees, 6 graduate degrees and 2 graduate dual degrees
- 61 majors and 56 minors
- 100% of accepted undergraduates receive a scholarship
- \$141 million endowment
- \$79.3 million operating budget

Mission, Vision and Values

The University's mission is to transform lives through empowering experiences. It is a mission rooted in the 1830 founding by the Lutheran Church and in the 1850 charter granted by the Ohio legislature.

CAPITAL'S MISSION

To transform lives by empowering an inclusive community of learners through engaging academic, co-curricular, and professional experiences.

CAPITAL'S VISION

Capital University is a vibrant and innovative leader in higher education. Our inclusive community supports access and success for all. Students engage in the relevant and collaborative experiences necessary to be knowledgeable, resilient, and ethical citizens. They leave Capital prepared to make meaningful contributions in their communities and advance the common good.

CAPITAL'S VALUES

Student Success – We proactively support the academic, social, physical, mental, and spiritual development of every student as they pursue their academic and personal goals.

Educational Excellence – Expert faculty and staff use evidence-based best practices to create intellectually challenging and personally supportive learning experiences in and out of the classroom.

Diversity, Equity, and Inclusion – We respect all identities, cultures, and perspectives, promote equity in access and opportunity, and foster a sense of belonging for all members of our community.

Integrity – Through honesty, transparency, and hard work, we demonstrate our best selves and value the same in others.

The Campuses

Capital University's Bexley campus is a picturesque, urban location situated on 54 acres in the Columbus, Ohio, community of Bexley. Throughout campus, facilities with historic significance sit beside state-of-the-art showcases, supporting and enhancing teaching and learning, and the development – academic, personal, and social – of our students. From classroom buildings and administrative offices to residence halls, labs, performance spaces and studios, campus facilities have been designed with students in mind.

The Convergent Media Center, Capital's newest building, supports existing and emerging degree programs that flourish in an interdisciplinary, innovative and collaborative environment. High-impact experiences connect students and faculty from program areas as diverse as communication, music, electronic media, film, creative writing, and digital design. It is a place where students and academic programs impact one another in an innovative, technology-rich space. Strategic partnerships develop to create cross-disciplinary, mutually beneficial, immersive learning opportunities that make Capital students stand out in the workforce.

Blackmore Library on the Bexley campus is much more than a collection of books. A major renovation incorporated collaborative workspaces, modern study rooms, casual seating, 24-hour access, and technical support at the center of the main floor. The second level houses the offices of Academic Success and Career Development. The fourth floor of the library is devoted to The Schumacher Gallery, the second-largest art gallery in Columbus. The wonderfully diverse permanent collection of more than 2,500 works – all donated to the University – encompasses 2,000 years of cultural history and includes pieces by Picasso, Warhol, Rembrandt, Chagall, Goya, Dali and other prominent artists. The Schumacher also exhibits a sizable collection of African art, as well as the Midwest's largest assemblage of Inuit art. Since the Gallery's inception in 1964, hundreds of donors have provided objects of art, funds, and services to create this important cultural legacy.

Student-centered learning also takes place outside the traditional classroom. In 2005, a generous donation of property enabled Capital to establish the Merl and Margaret Primmer Outdoor Learning Center, fostering hands-on research experiences in biology, ecology and environmental science that preserve the natural resources of the land and exemplify principles of ecological restoration, biological conservation and environmental sustainability. This 74-acre research and learning center in Ohio's Hocking Hills creates educational outreach opportunities through collaboration with external partners, including scouts, elementary school science teachers and research experiences for eSTEM high school students.



The Capital Center, the University's athletics facility, not only pays homage to the tradition and architecture of the Bexley campus, but also provides a functional and modern place for the University to reach new horizons. The 126,000-square-foot recreational and athletic complex includes a 2,100-seat performance arena, a 3,000-seat stadium, a 51,000-square-foot multipurpose forum, a 5,000-square-foot fitness center, and a multitude of offices, classrooms and hospitality areas. Functionality and usability are the key in the multipurpose forum, as the infield of the NCAA regulation indoor track has four courts with lines for basketball, volleyball and tennis and can be split into a multitude of configurations for a variety of events.

Additionally, there are campuses specifically dedicated to Trinity Lutheran Seminary and Capital University Law School. The Seminary is part of the main Bexley campus, separated by a single street but sharing a number of structural, academic, and personnel resources. The Law School is part of the Discovery District in downtown Columbus, a nod to the city's strength in education, culture and innovation, and just blocks away from the hub of multiple governmental and judicial entities.

Academics

Capital serves a diverse student body of more than 2,200, including traditional undergraduates, students who have returned to college to complete their bachelor's degrees, graduate students, professional degree students, and those seeking a specific license or certification. Graduate and professional degrees are available in law, nursing, business, education, music education, social work and theology. Capital's 61 majors, 56 minors, six graduate degrees and two graduate dual degrees are offered in:

- Arts, Music and Communication
- Business and Management
- Economics
- Education
- English
- History
- Law
- Natural Sciences, Mathematics, and Computer Science
- Nursing
- Philosophy
- Political Science
- Religion
- Social Work, Psychology, Criminology, and Sociology
- World Languages

Capital's newest degree programs are the Master of Social Work and the Sport Business major, which will enroll their first cohorts in fall 2025.





Undergraduate

With a 10:1 undergraduate student-faculty ratio, being a Capital faculty member requires a deep passion for teaching, learning, scholarship, and engaging students. Endowed chairs and professorships have been established in biological sciences, chemistry, education, business, nursing, computational studies, humanities, law, music, philosophy and religion.

The **Center for Excellence in Learning and Teaching** is a key partner in helping faculty optimize student learning. Services offered are always growing and adapting to the changing landscape of technology, including advances in academic technology, assessments, grants, and instructional design.

The liberal arts and sciences at Capital shape idea explorers, analytical minds, careful communicators and scientists – social, natural, mathematical, and computational. Offerings in the arts, humanities, social sciences, education, social work, mathematics, computer science, and the natural sciences prepare well-rounded, critical thinkers and educated citizens. The University created the state's first combined 3+3 BA/JD program, an accelerated pathway for qualified and motivated students to complete their baccalaureate and law degrees in six years instead of seven.

Capital students have the resources and support system to excel in traditional learning environments and experiential learning opportunities. Through internships, laboratory and field-based research opportunities, study abroad trips, and more, students have a well-rounded educational experience and are ready to contribute to a global society after graduation.

The **Conservatory of Music** has been preparing students for a wide range of music careers for more than 100 years. Individual students and ensembles win the highest honors at regional, state and national competitions. Graduates establish themselves as professional performers, teachers, conductors, composers, and music business and industry entrepreneurs. For generations, Capital University has encouraged students to pursue meaningful, creative lives. One hundred years may have passed since Otto Mees, eighth president of Capital University founded the Department of Music, but Capital's dedication to

artistry, inspiration and community has remained unchanged. This powerful combination of purposeful introspection, enriched by artistic vision is contagious. It has encouraged the formation of dynamic partnerships within the Columbus community and produced advocates, educators, performers, and composers. This legacy of leadership, accomplishment and dedication continues to inspire our work together. The creative, optimistic, and adventuresome artistic excellence that defines and motivates the Conservatory is a true mark of distinction for the University.

Capital's **School of Management and Leadership** teaches students to master the broad foundation expected of all business majors, and apply business skills in complex environments with actual clients. With access to relevant and challenging internships at local businesses, industries and start-ups, graduates have launched successful careers with the benefits of practical learning experiences in their chosen fields. Students have meaningful opportunities to connect with the business world through internships, class projects, and student chapters of professional associations.

The **School of Education** has a long and celebrated history of preparing teachers who change lives. Capital's Education program curriculum creates a broad context for learning. As students focus exclusively on their major, they are taught by highly experienced and engaged education professors. Students blend rich classroom theory with relevant and challenging field experiences as early as their sophomore year – either domestic or abroad through Capital's Intercultural Student Teaching Program. Innovative learning opportunities abound and include The Intercultural Student Teaching Program, which has partnered with more than 21 countries and the Navajo Nation in the Four Corners region since its inception in 2011; the Reading Center which provides year-round one-on-one tutoring to students with literacy challenges, serving 2,000 students since its founding; and the Capital City Teacher Residency program, a 2+2 degree program that allows students to take online courses through Capital while getting paid to work during the day in the region's schools.

Anticipating the celebration of its 75th anniversary in 2025, Capital's **School of Nursing** educates professional nurse leaders for lives of service promoting health and healing within diverse communities and emphasizes a holistic philosophy in the care of all people. Benefiting from real-world field experiences with some of the nation's top-ranked hospitals and health care organizations in Central Ohio, graduates are recruited by hospitals, health care systems and community-based care centers nationwide. The nursing program is accredited by the Commission on Collegiate Nursing Education. This highly regarded program is noted for its endorsement by the American Holistic Nursing Certification Corporation and is characterized by innovation, creativity and service in healthcare and in nursing education. The nursing program has longstanding affiliations with major hospitals and health care agencies and offers short-term exchange programs in Guanxi, China, along with opportunities with medical clinics in Central and South America.

The University's **Signature Learning** curriculum is structured around seven Signature Learning Outcomes that are delivered through majors, minors, foundational courses and co-curricular experiences. Signature Learning is designed to help students discover the world and how they can impact it through hard skills, soft skills and life skills; critical thinking and reasoning; and how they can live a life of impact.

Undergraduate research is a high-impact practice Capital uses to improve student learning, contribute to the body of knowledge, and prepare students for the next they take in life. Students regularly present at regional and national academic meetings, including the National Conference on Undergraduate Research and the American Psychological Society. Since 1997, Capital has celebrated its students' research accomplishments at the annual Symposium on Undergraduate Scholarship. A complementary Graduate Research Forum was established in 2017.

Through the undergraduate Summer Scholars program, students have the opportunity to develop and implement a scholarship project under the mentorship of a Capital faculty member, combining academics with social and cultural experiences while earning a stipend and housing allowance.

Bachelor's Degree Completion

Capital's Degree Completion program for adult learners who want to finish a bachelor's degree is designed to meet students where they are, to make lifelong learning accessible and meaningful, and to provide them with the quickest path to a degree. Students can complete their degree in one of six majors or create a self-designed program through the Interdisciplinary Studies major, for students who have intellectual and professional interests in more than one academic area.

Graduate

Graduate education at Capital strategically creates pathways to lifelong learning. In a rapidly growing and changing world, Capital University's commitment to its graduate students comes down to two primary factors: marketplace and mission. It's a commitment to the workforce that Capital will educate students to be leaders of change. And it's a commitment to students that Capital will champion purpose and provide opportunities for learning that aligns across societal, community and University values and needs.

Capital offers graduate degrees in business, education, music education, nursing, social work, theology and law that are practical, purposeful, collaborative, and entrepreneurial. These programs have respected reputations, connected communities and committed faculty. Capital tailors classes and degrees, both in scope and delivery, to meet the needs of busy adults through rigorous, highly personalized, highly interactive and flexible programs.

Capital will launch a redesigned 12-month **Master of Business Administration** program in 2025, tailored for recent grads and young professionals from any academic discipline. Capital's MBA is respected, flexible, and experienced at meeting the needs of working professionals who want a challenge and who care about work-life balance. The **Master of Music in Music Education** allows music educators to elevate their teaching and musicianship in only three summer semesters. Students in Capital's **Master of Education and Master of Arts in Counselor Education** programs discover new ways to reach students, extend their impact and advance their careers through concentrations in teaching, school counselor and clinical mental health counseling. The Nursing program offers the **Master of Science in Nursing** degree for healthcare professionals who want to advance their careers through four concentrated areas of study. Capital's newest graduate degree is the **Master of Social Work**, with two tracks for social work graduates and those professionals from other disciplines desiring a career in advocating for change.





Student Success

Capital faculty and staff believe that every student brings the potential to positively impact an evolving world, giving everyone on campus a vested interest in student success and a determination to work together — as teachers and students, as mentors and scholars. Our goal is to make sure students are having the best experience possible at Capital and that concerns are being addressed.

- The **College Readiness Hub** offers curated expert advice to students, families and school counselors on navigating life via academics, student life, mental health, and tuition and financial aid.
- The **Academic Success** team empowers students for lifelong learning. They help traditional undergraduate, graduate and adult students make the most of their learning experiences and give students the services they need to shine in the classroom — in every subject and at every level, through academic coaching, peer tutoring, a writing center and supplemental instruction.
- Capital's **Student Success** team advocates for students and families, working with students who may be having a difficult time transitioning to college or who may be struggling with personal issues that could be hindering academic progress. The Student Success services include building relationships with students for 1:1 support; connecting them to campus and academic resources; assisting them with transitioning to college life; coaching them through challenges and barriers; and helping them plan to achieve personal goals.
- Sponsored by the Diversity and Inclusion Office, **Smooth Transitions** encourages all incoming students to participate in a pre-orientation program, designed to support the introduction, matriculation, and retention of underrepresented student populations in transitioning to the academic, cultural, and social environment at Capital University. Smooth Transitions begins three days before the August New Student Orientation and extends throughout the academic year, focusing on a mentorship structure. Daily activities explore utilizing campus resources, developing supportive networks, understanding academic expectations, and encouraging involvement in campus activities and community service. The primary goal of Smooth Transitions is to assist students in building a strong relationship with Capital University.
- The **Office of Career Development** assists students and alumni with help in identifying and implementing career goals that complement their learning, development and success. Experts can help students find internships, first jobs, or develop resume writing and interviewing skills.

The **Law School's** extensive curriculum balances advanced courses in emerging areas of law with meaningful experiential opportunities and skills training and leads to the **Juris Doctor** degree. Capital University Law School provides robust opportunities for experiential learning through an extensive externship program, pro bono honors program, General Litigation Clinic and Volunteer Income Tax Assistance Clinic. Law faculty include nationally recognized authorities in election, family and constitutional law, as well as a robust moot court and mock trial program. Law alumni include federal and state judges, elected officials, and leaders of law firms and corporations.

Since its founding in 1830 as the Evangelical Lutheran Theological Seminary in Ohio, which later resulted in the charter of Capital University in 1850, the relationship between the church and the University remained strong. On January 1, 2018, official bonds between **Trinity Lutheran Seminary** and Capital University were restored as the institutions reunited, promising a stronger future for both institutions. Trinity Lutheran Seminary provides opportunities for faith training in the classroom and around the globe, equipping students for transformative ministry in a variety of settings. The Seminary is committed to expanding its students' discernment of faith, responsibility to one another and purposeful impact through a holistic experience of academics, worship, ministry in context, community life and special programs. Students can earn **master's degrees in Divinity, Theological Studies, and Theological Studies/Juris Doctor** combined. Trinity's unique 2+2 Program for completing the Master of Divinity degree allows for flexibility in life, study and work balance.



- The **Cap Cupboard** strives to eliminate food insecurity among students by providing free and accessible food and hygiene items to those in need. The **Cap Closet** is a clothing resource center that provides business professional clothing.
- Other initiatives include a peer-advising program; promoting education and social engagement opportunities among faculty, staff and students; and embedding career development in first-year curricula and experiences.

have partnered with Children’s Hospital to help develop a promotional plan promoting pediatric mental and behavioral health. Public relations classes have worked with the Community Shelter Board to create a multimedia awareness campaign for youth homelessness.

Student Life and Service

In an atmosphere frequently referred to as the “Cap Family” or “CapFam,” student life at Capital is inclusive, supportive and active. With more than 100 clubs and organizations, student engagement opportunities span the arts and media, fraternity and sorority life, student programming, religious and cultural organizations, student government, leadership development, sports and recreational opportunities, honor societies, and service organizations. A robust and successful NCAA Division III-affiliated Athletic Department includes nearly 500 student-athletes across 18 varsity sports that provides Capital with pride and national recognition. Among its more than 50 music ensembles, Capital’s prestigious Chapel Choir is best known for performing a wide range of sacred and secular choral literature at home and abroad.

Throughout the academic year, hundreds of students and staff give back to the community at dozens of sites across Columbus and Bexley, strengthening connections among the University, Central Ohio’s social service agencies, and the people they serve. Capital students join community partners like the City of Columbus and United Way of Central Ohio for the ColumbUS Volunteer Challenge. Marketing classes



University Governance

The University is governed by a Board of Trustees that currently has 23 members. Each trustee is eligible for re-election for up to three successive three-year terms. The Board is led by an Executive Committee, including the chair and vice chair of the Board. According to the University Bylaws, the current vice chair is expected to succeed to the position of chair subject to agreement of the vice chair, recommendation of the Governance Committee, and election by the Board.

Faculty governance operates at two levels – the full University faculty body and the faculties of the three units (the College, the Law School, and Trinity Lutheran Seminary). Each faculty body operates as a unit of the whole and, in addition, there are committees at each level of the faculty that carry out specific duties. The committees of the University faculty have responsibilities that are relevant to all faculty and units of the university, whereas the committees of the College, the Law School, or Trinity have responsibilities that are specific to those units.

At the university level, the University Faculty Executive Committee is the committee responsible to represent the University faculty with a unified voice to the administration and Board of Trustees with respect to university-wide issues affecting the faculties of the College, the Law School, and Trinity Lutheran Seminary. The chair of the University Faculty Executive Committee is an ex-officio member of the Board of Trustees and serves as a member of the President's Cabinet, as does the president of Capital's advocacy chapter of AAUP.



Finances and Fundraising

Capital University operates with a \$73.9 million annual budget, including \$2.3 million of debt service, with a \$6.0 million deficit projected for FY 25. Investments total \$153 million, of which \$20 million are unrestricted and \$133 million supports the \$141 million endowment, which produces \$5.2 million in annual support for Capital. Debt currently totals \$37 million, with most principal payments deferred until FY 28.

The University secured more than \$9.5 million in cash and pledges for FY24, nearly tripling philanthropic support over the past decade. This remarkable growth has been fueled by a surge in major gifts, strategic emphasis on leadership annual giving, and increased corporate philanthropy. Key advancement efforts span the Bexley campus, Law School, and Trinity Lutheran Seminary, reflecting a unified and coordinated approach across all campuses.

Driving toward continuous improvement, new alumni engagement and giving programs have been recently launched, including volunteer programs with career services and enrollment, advisory councils working with select academic programs, philanthropy day challenges and activities and the Memorial Gateway Society formed to recognize annual support at leadership levels.

Our Larger Community

In the history of Capital University and the Columbus region, there has never been a better time for us to be so closely connected.

As one of the fastest-growing cities in the Midwest, Columbus serves as a vibrant extension of the Capital campus. Capital is within easy reach of a dynamic arts and cultural scene, beautiful natural surroundings including abundant rivers, lakes, and parks, and extensive trails for hiking and cycling. The Columbus region is the corporate headquarters of some of the world's largest companies, including several Fortune 500 corporations. Ohio's capital city ranked first in emerging cities for startups; is among the top 30 of Forbes' Best Places for Business and Careers; the top five for new college graduates; the top 10 large metro areas in the U.S. for concentration of young professionals; and the top three for women-owned businesses.

Capital University's commitment to experiential learning extends beyond our Bexley and Downtown campuses to serve Columbus and its many neighborhoods. Capital students can learn through applied experience and cross-cultural exchanges while working with communities to create solutions that improve lives and mobilize all citizens of

Columbus in various stages of life, learning and career.

Located just four miles from downtown Columbus, the community of Bexley is Capital's home. A historic and close-knit community known for its neighborhood atmosphere, its highly ranked public school system and private schools, and an enviable overall quality of life, Bexley is largely residential with more than 4,000 households in a 2.5 square-mile area.

Capital greatly enriches the intellectual, creative and cultural life of the community by creating avenues of public access to figures whose commentary nurtures thought, debate, and social dialogue. For example, every January, the Capital University community celebrates the life and legacy of the Rev. Dr. Martin Luther King Jr. during the annual Martin Luther King Jr. Day of Learning. Citizens of Central Ohio delight in an opportunity to be challenged by the keynote speaker, engage in meaningful dialogue with students, staff and faculty during the workshops and enjoy the hospitality of the campus. Throughout the year, Capital hosts performing arts events, journalists, authors, political figures, and recreational and athletic activities to involve and enrich the larger community. ■





LEADERSHIP AGENDA

Capital University stands on the edge of beginning its third century of leadership and service through its commitment to a mission that “transforms lives by empowering an inclusive community of learners through engaging academic, co-curricular, and professional experiences.”

As Capital’s chief executive officer, the president is responsible for proactively advancing this mission in all they do. According to the University bylaws, the president’s authority is vested through the Board of Trustees and includes responsibilities for all University educational and managerial affairs. The president is responsible for leading the University, implementing all Board policies, keeping the Board informed on appropriate matters, consulting with the Board in a timely manner on matters appropriate to its policymaking and fiduciary functions, and serving as the University’s key spokesperson.

The search for the 18th president of Capital University begins after a generative period of leadership by President Dave Kaufman, who has led the University since 2020, after having distinguished himself as a corporate executive and leader in the Greater Columbus area.

The next president has the opportunity to help galvanize the Capital community around a shared vision and strategy as

the University evolves to meet the challenges of the future. The president will be a nimble and forward-thinking leader who will bring an innovative approach in pursuing these important priorities:

Ensure Financial Sustainability

Foster Enrollment Success

Champion Academic and Inclusive Excellence

Build Community, Attend to Culture, and Hone Identity

Raise Visibility and Nurture Partnerships in Bexley, Columbus, and Central Ohio

Ensure Financial Sustainability

The president is charged by the Board in exercise of its fiduciary responsibilities to ensure the financial sustainability of the University. This involves stewarding its present resources, prudently managing expenses, generating new revenue streams, and increasing the University's financial resources. While Capital has an enviable mix of academic programs and more diverse revenue streams than many institutions of its size, the new president will need to find ways of increasing and further diversifying its revenues. As well, the new president will be expected to lead fundraising efforts to support existing and any new programs developed in the coming years. Capital University has an outstanding location in the beautiful city of Bexley that is home to its main campus and Trinity Lutheran Seminary. The Capital Law School is located in nearby downtown Columbus, not far from the state capitol. Each of these campuses have significant deferred maintenance that needs to be attended to in the coming decade to be competitive, to improve learning conditions, and to address accessibility concerns. Finally, strengthening the financial resources of the University is

important to retain and recruit the talented members of the faculty and staff who bear responsibility for the education of Capital's students.

Foster Enrollment Success

Capital University has experienced undergraduate enrollment declines through the past several years. The University community recognizes that strengthening enrollment is the most important strategy for regaining financial equilibrium and increasing the University's resources in support of its mission. Competition for students in Ohio is fierce, requiring an enrollment savvy president who can work with campus leaders to develop an effective and realistic enrollment plan and marketing strategy to attract new and diverse undergraduate and graduate student populations from Ohio and beyond. In addition to strengthening student recruitment, the new president will need to continue to build upon the work in recent years to improve student retention and graduation rates.



Champion Academic and Inclusive Excellence

Capital University is known for its outstanding and diverse academic programs, including at its heart a deep commitment to serving undergraduate students in a residential liberal arts setting along with a Conservatory of Music, a Lutheran Seminary, a distinguished law school, and a variety of graduate programs, including a new Master of Social Work. The new president will be expected to provide the leadership to develop a shared vision and plans for building upon these academic strengths and for championing excellence in its programs. Additionally, the new president will need to embrace and find ways to continue to support Capital University's dedication to being a community where the gifts of all people are welcomed, valued, and affirmed through its commitment to diversity, equity, and inclusion.

Build Community, Attend to Culture, and Hone Identity

A strong sense of community is manifested in “CapFam,” expressing the importance of connections to others within the campus community and across the generations who have benefitted from a Capital education. Central to the CapFam are commitments to shared governance and Lutheran values that reflect a strong commitment to being a student/

learner-centric community where relationships between students and all faculty and staff are critical to meeting the University's mission. The challenges of COVID, societal divisions, and financial stress have tested the bonds of community that are so important for the CapFam. The new president will have opportunity to strengthen these bonds, to explore and attend to the culture of the University, and to find ways to hone the University's very distinctive identity.

Raise Visibility and Nurture Partnerships in Bexley, Columbus, and Central Ohio

Capital University is fortunate in sitting in the heart of a beautiful and prosperous small city that is surrounded by one of the most dynamic large cities in the United States. The new president must be prepared to be deeply engaged and involved with all constituents on campus and also through extensive engagement with business, corporate, governmental, and educational leaders throughout the region. Finding synergies and mutual interests with leaders and organizations from this booming area will be essential for realizing Capital's outstanding promise. As the public face of the University, the president must also work to ensure that Capital expands its name recognition and reach more broadly and beyond the region.



DESIRED QUALITIES, CHARACTERISTICS, AND EXPERIENCES

The most competitive candidates for the presidency of Capital University will bring many of the following qualities, characteristics, and experiences.

- Successful experience leading and navigating a complex organizational structure, with a preference for previous university experience with increasing responsibilities, including demonstrated success in strengthening institutions.
- A history of wise stewardship of resources that resulted in improved financial stability and operations.
- A strong understanding of and demonstrated record of success in improving and optimizing recruitment and retention.
- Successful experience with friend-raising, fundraising, and philanthropy, including with government agencies, foundations, corporations, donors, alumni, and grants; experience actively engaging with stakeholders to foster a culture of giving and support, encouraging contributions that align with the institution's mission and strategic goals.
- A collaborative, consultative, and decisive leader who embraces shared governance and transparency and fosters teamwork and accountability.
- A track record of success in advancing civic engagement, justice, sustainability, and historically underrepresented communities, including the values of diversity, equity, and inclusion.
- A willingness and ability to consider innovative models of liberal arts pre-professional and professional education, including advancing partnerships with other colleges and universities to improve Capital's financial strength and excellence.
- Demonstrated ability to engage all constituencies, listen well, synthesize, and effectively implement a clear and compelling strategy and vision.
- Experience building strong leadership teams that are supported, entrusted, and held accountable for managing capably the day-to-day operations.
- An appreciation for Capital's unique history that builds upon its foundation rooted in the Evangelical Lutheran Church in America, while also boldly navigating the evolving landscape of higher education and today's learners.
- An effective and engaging communicator and storyteller who can raise the profile of Capital, build the strength of Capital's brand, and articulate Capital's value proposition by emphasizing the mission and value of a Capital education and the importance of a collaborative relationship with Bexley, in Columbus, and throughout the region.
- A visible, present, and student-centered leader who prioritizes initiatives that enhance student engagement, retention, and success; finds joy in attending theatrical, athletic, musical, and other student events; and is supportive of the faculty, staff, and coaches who lead these functions.
- A clear and open communication style; willing to listen to concerns and ideas of faculty, staff, students, and board members and equally willing to communicate about decisions made and the reasons behind them.
- Possesses integrity, humility, empathy, sense of humor, passion, energy, and enthusiasm.

APPLICATIONS, NOMINATIONS, AND EXPRESSIONS OF INTEREST

Academic Search is partnering with Capital University in this search. Confidential discussions about the position are encouraged and may be arranged by contacting a member of the Academic Search team:

Pam Balch: pam.balch@academicsearch.org

Jennifer Kooken: jennifer.kooken@academicsearch.org

Jay Lemons: jay.lemons@academicsearch.org

Applications, nominations, and inquiries should be sent to CapitalPresident@academicsearch.org.

To apply, candidates should prepare a letter of interest addressing the leadership agenda and desired qualities, characteristics, and experiences outlined in this prospectus. Also required is a current curriculum vitae. References will be requested later in the search.

The position is open until filled, but only applications received by **March 27, 2025**, will be guaranteed full consideration.

Capital University does not discriminate on the basis of age, ancestry, color, disability, gender, gender identity or expression, genetic information, military status, national origin or ethnicity, race, religion, sex, sexual orientation, protected veteran status, or any other characteristic protected by law in its admissions, educational programs or activities, and employment.