



# **Executive Vice President and Chief Operating Officer**

Leadership Profile

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**WittKieffer**

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## Executive Summary

Nova Southeastern University (NSU), a private university experiencing great momentum in research and scholarship, invites inquiries, nominations, and applications for the position of Executive Vice President/Chief Operating Officer. This is a highly visible leadership role which requires an operations leader who is an outstanding communicator, strategic, results-oriented, quality driven, responsive, and innovative.

NSU consists of 15 colleges and schools offering more than 150 programs of study to more than 20,000 students on campuses in Fort Lauderdale/Davie, Hollywood, Fort Myers, Jacksonville, Miami (Kendall), Miramar, North Miami Beach, Orlando, Palm Beach, and Tampa Bay, Florida, as well as in San Juan, Puerto Rico and Denver, Colorado. The university offers professional degrees in the arts and sciences, social sciences, law, business, education, osteopathic medicine, allopathic medicine, allied health, pharmacy, dentistry, optometry, physical therapy, education, occupational therapy, and nursing.

In addition to achieving the goals outlined in NSU's current strategic plan (Striving for Preeminence 2010-2025) the EVP/COO will play a significant role in the continued evolution of NSU into a preeminent educational, research, and healthcare institution. With seven colleges in the health professions (allopathic medicine, dental medicine, healthcare sciences, nursing, optometry, osteopathic medicine, pharmacy), NSU is uniquely positioned to address the increasing demands for healthcare practitioners and the delivery of healthcare services through NSU Health. This is a unique opportunity for an entrepreneurial and visionary leader to partner with the health professions deans and NSU Health leadership to identify opportunities to address the region's healthcare needs and achieve the strategic and financial objectives of NSU Health.

Success in this important role will require strong collaboration, a unique ability to build and lead teams, a relationship-based approach with university leadership, faculty, staff, researchers, clinicians, and community partners, balanced with business and operational acumen. Further, the successful candidate will be visible, proactive, decisive, humble, confident, an outstanding communicator, and committed to an ethos of belonging and inclusion. The next EVP/COO will bring broad executive leadership experience within a highly matrixed, top performing university, academic medical center, or community delivery health system and have a minimum of seven years of progressive leadership experience.

The national executive search firm WittKieffer has been retained to assist NSU in this search. Information about how to nominate a candidate, or to apply for this opportunity, may be found later in this document in the section entitled "Procedure for Candidacy." Additional information about the university and the college may be found at [nova.edu](http://nova.edu).

# Role of the Executive Vice President/Chief Operating Officer

## Position Summary

The Executive Vice President/Chief Operating Officer (EVP/COO) oversees approximately 750 employees in the following administrative functions: athletics; business services; facilities management and public safety; Grande Oaks Golf Course; information technologies; information services; internal audit; NSU Art Museum Fort Lauderdale. As a member of NSU's senior leadership team, the EVP/COO is expected to work with other senior leaders within the university to manage operations across all campuses and to represent NSU in the community in a variety of settings. (Finance and development will report directly to the President.)

## Reporting Relationships

The EVP/COO reports to the President, Nova Southeastern University.

Reporting directly to the EVP/COO:

- Director of Athletics
- Director and Chief Curator of NSU Art Museum Fort Lauderdale
- Executive Director of Internal Audit
- Manager, Grande Oaks Golf Course
- Vice President for Business Services
- Vice President for Facilities Management and Public Safety
- Vice President for Human Resources
- Vice President for Information Services and University Librarian
- Vice President for Information Technologies and Chief Information Officer
- Vice President for Operations, Health Professions Division
- Project Coordinator
- Executive Assistant

The EVO/COO is a member of the senior executive leadership team that includes the Provost and Executive Vice President of Academic Affairs, Senior Vice President for Enrollment Management and Student Affairs, Associate Provost and Senior Vice President for Research and Economic Development, and Vice President for Legal Services and General Counsel.

## Key Responsibilities

1. Responsible for overall direction, management, and effective administrative operations of the university, within guidelines set by the President, to support NSU's mission with particular emphasis on facilitating the development and management of an integrated healthcare system and its operations in a designated doctoral/professional R1 Carnegie designation university. The EVP/COO will have administrative supervision of all university operations. The EVP/COO will be directly responsible for the university transitioning to an R1 Carnegie designated university. The EVP/COO will work collaboratively with the Provost, Senior Vice President for Research and Economic Development, deans and faculty when necessary to advance the development of an R1

research institution. The EVP/COO will have material recommending authority in the hiring of any major researcher with the President having final determination.

2. Participates in long-range strategic planning activities pertaining to the administrative support of academic programs. The EVP/COO will routinely collaborate with the President, Provost, CFO, and other C-suite executives to ensure the administrative and financial resources promote the advancement of academic initiatives and commercial and healthcare initiatives that support the academic and research missions of the university. The EVP/COO will chair the university Position Review Committee and the university Budget Committee.
3. The EVP/COO will manage all administrative functions through the units that report to him/her, with responsibility for Human Resources, Internal Audit, Information Technology, Facilities Management, Public Safety, Business Services, Library, Museum, and Athletics.
4. Serves as principal aide and second in command to the President. The EVP/COO assists the President in carrying out the mission of the university as established by the Board of Trustees. Performs related duties as required or deemed appropriate by the President to accomplish the responsibilities and functions of the office.
5. Provides leadership, coordination, and oversight to the administrative divisions of the university regarding policies, plans, programs, and activities to ensure continuing operations, to maximize returns on investments, to increase productivity, and develops methods for data utilization on the cost of education and its operational components.
6. Interfaces with leadership of NSU Health (whose Chief Strategy and Operations Officer reports to the President) to facilitate NSU Health's operations.
7. In coordination with the Provost and CFO, oversees and manages biennial review of all NSU programs to evaluate their continued viability and to determine areas for strategic improvement or growth.
8. Establishes goals and objectives for the administrative functions of the university and ensures that such goals and objectives are met.
9. Provides support to administrative units and coordinates and directs their responsiveness to support the needs/requirements of academic units.
10. Analyzes administrative and academic operations to evaluate performance of NSU and its staff in meeting objectives, and to determine areas of revenue production, potential cost reductions, program improvement, or policy change.
11. Resolves, with appropriate support from direct reports, conflicts in operational issues and personnel matters, facilitating change in the infrastructure as appropriate to ensure objective fulfillment and swift response to these problems and opportunities.
12. Prepares and presents reports concerning activities, expenses, budgets, government statutes and rulings, and other items affecting businesses or program services.
13. Reviews reports submitted as designated or commissioned by the President to recommend approval or to suggest changes.

14. Partners with members of the Executive Management Team to develop and ensure internal and external communications are coordinated, correctly conveys the decisions and intent of Executive Management, and disseminates in a proper and constructive manner.
15. Serves as a member of appropriate university and inter-institutional councils/committees.
16. Ensures compliance with university policies and procedures, county, state, and federal regulations, and accreditation requirements.
17. Collaborates and coordinates with the NSU Health Chief Strategy and Operations Officer, who also reports to the President, to manage and operate the healthcare components of the university.
18. Serves as the President's primary liaison with university, government, and/or community leadership on strategic and operational matters pertaining to the specific area of institutional interest. In sum, the EVP/COO will be involved in every aspect of the university, internally and externally, including those areas that report directly to the President.

## Opportunities and Expectations for Leadership

The following represent areas in which the EVP/COO is expected to make significant progress within the first 18 to 24 months of their tenure. They are not listed in any particular order of significance.

**Serve as a strategic operations leader and trusted partner:** Build personal and professional credibility by developing significant, positive, and trustworthy relationships internal and external to NSU including leadership, faculty, and staff, as well as key community leaders. The new EVP/COO must also effectively collaborate with leadership within the health professions on strategic and financial objectives of NSU Health. The new EVP/COO is expected to play an instrumental role in identifying and implementing progressive, forward-thinking change to carry out academic, sponsored research, clinical, and business objectives of NSU. The EVP/COO will exhibit strong emotional intelligence, relationship and team building skills, responsibilities in all endeavors, and require the same from his/her direct reports.

**Set a tone of leadership that is collaborative and team oriented:** Focus on inclusive decision-making and emphasize individual and collective accountability. The EVP/COO will be visible and engaging with faculty and staff across NSU as well as further develop and maintain collaborative relationships with NSU's community and development partners.

**Provide credibility and insight for operations:** Establish oneself as a highly accessible, responsible, and knowledgeable executive with NSU leadership in operational planning and decision-making such that the EVP/COO becomes known as a go-to resource for operational opportunities.

**Contribute to the building of NSU Health:** The EVP/COO will develop a trusted partnership with the Chief Strategy and Operations Officer for NSU Health, who reports to the President, and the deans of NSU's health professions colleges, who report to the Provost, to understand the needs of clinicians and clinician educators and to demonstrate entrepreneurship and innovation to ensure the infrastructure is in place to support education, research, and clinical care.

**Support Enhancement of Research and Scholarship:** The EVP/COO will maintain a supportive environment that fosters scholarship and innovative research that supports NSU's goal of being designated an R1 (very high research activity) university by the Carnegie Foundation. This will include partnering with the Senior Vice President for Research and Economic Development, deans and faculty leadership to seek opportunities to increase the level of research productivity, the amount of sponsored research funding, and identifying opportunities for interdisciplinary collaboration both within NSU as well as external organizations, particularly clinical partners for clinical research. This partnership will be collaborative and cooperative and not constitute a line reporting responsibility.

**Identify Opportunities for Economic Development and Advancement:** The EVP/COO will seek to identify opportunities for economic development and sources of external funding and donative support in collaboration with the Vice President for University Advancement and the Senior Vice President for Research and Economic Development.

## Professional Qualifications and Personal Qualities

### Education

- Graduate degree in business administration, healthcare administration, management, or related field, or professional degree (M.D., D.O., etc.).

### Knowledge, Skills, Abilities

- The EVP/COO will be required to have at least four years of experience at an EVP/COO or comparable level position with a comprehensive university having an academic medical center or comparable healthcare system as an integrated part of the university and undergraduate, graduate, and professional colleges awarding bachelor, masters, Ph.D., other terminal and first professional degrees.
- Seven or more years of progressive senior level administrative experience gained within a large, complex organization that allows a broad-based knowledge of operations in a complex environment.
- Proven business, financial, and planning skills.
- A track record of working exceptionally well with a wide range of constituents, including leadership across the university, faculty, and community partnership. Experience working with health professions leaders (deans, administrators, section heads, etc.), partnering with them in operations and program planning strongly preferred.
- Possess solid analytical skills and be comfortable tactfully challenging the status quo. Will be transparent regarding the rationale for decisions and communicate openly and effectively across the organization.
- Experience leading a team of executives; a team player who thrives on discovering and examining opportunities to make the organization better.
- Experienced in "implementing the vision" of a large and growing organization dedicated to education, research, and patient care.
- Reputation of demonstrating honesty, integrity, and behavior that is beyond reproach and whose behavior on the job and within the community reflects the values and standards of NSU. Depth of character representing trust, ethics, and the highest integrity of action and words.
- Possess an action-oriented leadership style with assertiveness, tact, and a strong ability to foster collaboration.
- Must be well spoken, articulate, energized, and highly operationally focused and engaged. Able to articulate and be well-spoken to all levels, creating excitement and unity among teams.
- Possess a savvy understanding of healthcare systems, revenue sources, and payor contracts, and be able to anticipate how trends and other influences such as national healthcare policies may impact the delivery of healthcare within an academic medical center setting.



- Possess outstanding interpersonal skills, an open and accessible management style, and a strong work ethic. Set and maintain high standards for performance for self and others in the organization.
- Thrive on adapting to a rapidly evolving organization. Set clear expectations for performance and hold subordinates accountable for timely results.

## About Nova Southeastern University

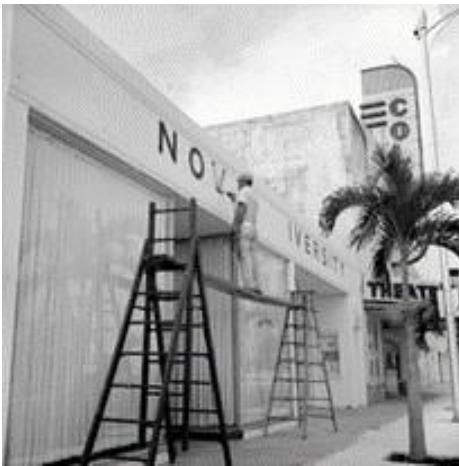
Nova Southeastern University (NSU) is a top-ranked, private, national research university that provides high-quality professional educational and research programs at the undergraduate, graduate, and professional/doctoral degree levels. Established in 1964, the university includes 14 colleges; the 215,000-square-foot Center for Collaborative Research; the private, JK-12 grade NSU University School; the world-class NSU Art Museum Fort Lauderdale; and the Alvin Sherman Library, Research, and Information Technology Center, one of Florida's largest public libraries. With nearly 200,000 alumni across the nation and globe, the reach of the NSU community is worldwide. Classified as having "high research activity" by the Carnegie Foundation for the Advancement of Teaching, NSU is one of only 59 doctoral-high research universities nationwide to also be awarded Carnegie's Community Engagement Classification. It is also the largest private, not-for-profit institution in the United States that meets the U.S. Department of Education's criteria as a Hispanic-serving institution.

Diversity is one of NSU's Core Values, permeating all that it does and reflecting its student body. NSU has been consistently recognized for the diversity of its faculty, staff, and student body. Belonging and inclusiveness is a cornerstone that makes the NSU campuses, and the lives of those touched by the university, much richer. This foundation has been with NSU for its first 50 years and will continue to guide it into the future. As a majority-minority institution, and as a university recognized as a Hispanic Serving Institution, NSU's community includes multiple cultures and perspectives. As such, the university finds itself with the unique opportunity to invite all members of the community to learn from, and appreciate, others and to create a learning community that exemplifies belonging, inclusiveness and respect for diversity. More information about the university may be found at [nova.edu](http://nova.edu).



## History

In 1964, Nova University of Advanced Technology was chartered as a graduate institution specializing in the physical and social sciences. In 1972, Nova introduced its first off-campus course of study, a major in education. Soon, Nova became nationally recognized for its innovative distance-learning programs. The board of trustees changed the university's name to Nova University in 1974. Over time, Nova added programs in law, education, business, psychology, computer science, oceanography, social and systemic studies, and hospitality. While Nova continued to expand its educational reach, Southeastern University of the Health Sciences also took an expansion course. Southeastern was created by osteopathic physicians committed to establishing a college of osteopathic medicine in the Southeast. As a result, Southeastern College of Osteopathic Medicine opened in 1981. From 1987 to 1994, the institution added colleges of pharmacy, optometry, allied health, and medical sciences. The College of Dental Medicine, which admitted 88 students in 1997, was added after the merger of Nova University and Southeastern University of the Health Sciences in 1994. This merger increased available resources and gave students the opportunity for a multidisciplinary education and a better understanding of how their future professions related to society as a whole.



## Mission Statement

The mission of NSU - a selective, doctoral-research university - is to deliver innovative academic programs in a dynamic, lifelong learning and research environment fostering integrity, academic excellence, leadership, and community service through engaged students and faculty and staff members.

## Vision 2025 Statement

By 2025, NSU will be recognized as a preeminent, professional-dominant, doctoral-research university that provides competitive career advantages to its students and produces alumni who serve and lead with integrity.

## Academics-Colleges and Schools

Today, Nova Southeastern University is an accredited, coeducational institution providing educational programs from preschool through the professional and doctoral levels. The institution awards certificates, bachelor's, master's, specialist, doctoral, and first-professional degrees in a wide range of fields. In 2018, NSU admitted the first class of the Dr. Kiran C. Patel College of Allopathic Medicine (M.D. program). NSU is accredited by the Southern Association of Colleges and Schools Commission on Colleges. NSU's academic units are as follows:

- Abraham S. Fischler College of Education and School of Criminal Justice
- Halmos College of Arts and Sciences and
- Guy Harvey Oceanographic Research Center
- College of Dental Medicine
- College of Computing and Engineering
- College of Optometry
- College of Pharmacy
- College of Psychology
- Dr. Kiran C. Patel College of Allopathic Medicine
- Dr. Kiran C. Patel College of Osteopathic Medicine
- Dr. Pallavi Patel College of Health Care Sciences
- Farquhar Honors College
- H. Wayne Huizenga College of Business and Entrepreneurship
- Ron and Kathy Assaf College of Nursing
- Shepard Broad College of Law
- University School (JK-12 college preparatory school)





## Research

Nova Southeastern University supports faculty and staff members in their pursuit of sponsored funding from a variety of government and private sources. In FY 2020, the university's sponsored funding totaled \$126.8 million. The university is receiving sponsored funding from 93 funding entities, with the largest amount of funding, 44 percent, coming directly from the federal government. State and local government represented 23 and 17 percent of total funding, respectively. Funding from for-profit and other nonprofit corporations, foundations, and other universities round out the funding portfolio. Of the FY 2020 total, 53 percent, or \$67 million, is to support research activities. In addition, the university funds faculty research through the President's Faculty Research and Development Grant. Under this program, university faculty members compete for awards of up to \$15,000 for the support of their scholarly inquiry and research. In the 20-year history of these awards, approximately \$5.3 million in financial support has been awarded. Grant winners have come from each of the university's academic units. Since 2001, the President's Faculty Research and Development Grants resulted in 693 presentations and 329 publications. The program has also led to 188 external grant proposals, 64 of which were funded for a total of almost \$10.2 million dollars.



Data from the Office of Sponsored Programs from November 15, 2019, indicate the Halmos College represents 62 percent of NSU's active research awards (\$68.9M). The college also represents nearly 40 percent of the total NSU's active extramural funding of \$113.7M (community service, research, teacher training, technology, and clinical trials). The Halmos College had the largest amount of annual research expenditures (approximately \$14M) in the last tally (FY 2018). The college faculty members and researchers produce more than 119 peer review publications annually.

## Campuses

Nova Southeastern University operates four campuses in the Miami to Fort Lauderdale area - the Fort Lauderdale/Davie Campus, the East Campus in Fort Lauderdale, the North Miami Beach Campus, and the Oceanographic Campus in Hollywood. The university also has regional campuses in Fort Myers, Jacksonville, Miami (Kendall), Miramar, Orlando, Palm Beach, and Tampa Bay, Florida, as well as in San Juan, Puerto Rico and Denver, Colorado. In August 2019, NSU opened the new Tampa Bay Regional Campus in Clearwater, featuring a more than 300,000-square-foot, state-of-the-art facility. An additional site for NSU's Dr. Kiran C. Patel College of Osteopathic Medicine is located on that campus.

The campus in Fort Lauderdale/Davie is located on a 314-acre site, 10 miles inland from the Atlantic Ocean and readily accessible via several highways and Florida's Turnpike. That campus is the central location for most of NSU's colleges, with state-of-the-art classrooms, laboratories, patient simulation facilities, auditoriums, and computer centers. NSU's campus expansion added new educational facilities, athletic venues, residence halls, and performing arts theaters. In 2003, the university dedicated the 110,000-square-foot Jim & Jan Moran Family Center Village, a model for early education programs across the country. It also dedicated the Carl DeSantis Building, the 261,000-square-foot home of the H. Wayne Huizenga College of Business and Entrepreneurship and the College of Computing and Engineering. Additionally, NSU's Fort Lauderdale/Davie Campus is home to the Rose and Alfred Miniaci Performing Arts Center and the Alvin Sherman Library, Research, and Information Technology Center, which serves the university and the residents of Broward County in a unique private-public partnership.



NSU's Guy Harvey Oceanographic Center Building opened in 2012 on the Oceanographic Campus as one of the largest facilities in the United States dedicated to research and the conservation of marine life. Westside Regional Medical Center Emergency Room opened on NSU's Fort Lauderdale/Davie Campus in summer 2015. The NSU Art Museum Fort Lauderdale, located in downtown Fort Lauderdale, boasts a permanent collection of more than 6,000 works, visual arts exhibits, arts curriculum, and educational programs.

NSU's library system, composed of the Alvin Sherman Library, the Martin and Gail Press Health Professions Division Library, the Panza Maurer Law Library, the William S. Richardson Ocean Sciences Library, and four junior kindergarten-12 school libraries contribute to NSU's strong academic research environment.

In 2006, the university opened the Don Taft University Center, a 366,000-square-foot recreation, athletic, and arts complex at the Fort Lauderdale/Davie Campus. The center is home to a multipurpose, 4,500-seat arena; studios; The Flight Deck Pub; a state-of-the-art gym; a food court; and a performing and visual arts wing. The wing houses the Department of Performing and Visual Arts at the Halmos College of Arts and Sciences and the Guy Harvey Oceanographic Research Center. It includes the intimate Black Box Theatre, an art gallery, the Performance Theatre, and additional rooms supporting theater, music, art, dance, and other creative activities.

Opened in September 2016, NSU's Center for Collaborative Research (CCR) is one of the largest and most advanced research facilities in Florida. The CCR provides wet and dry labs for NSU's innovative researchers, the General Clinical Research Center, an outpatient facility, a technology incubator offering partnerships with innovative companies, and the NSU Cell Therapy Institute. The CCR also houses the NSU Institute for Neuro-Immune Medicine; NSU Rumbaugh-Goodwin Institute for Cancer Research; NSU Emil Buehler Research Center for Science, Technology, Engineering, and Mathematics; NSU AutoNation Institute for Breast Cancer Research and Care; NSU Institute for Natural and Ocean Sciences Research; and U.S. Geological Survey, which partners with NSU on collaborative research.

Six residential living areas at the Fort Lauderdale/Davie Campus serve undergraduate students, including Mako Hall, a modern, newly constructed 608-bed residence hall. The recently renovated Noël P. Brown Sports Center has a state-of-the-art fitness center, two full-sized basketball courts, a volleyball court, and areas for physical fitness activities and programming. For a full overview of NSU's campuses and facilities, refer to the *Fact Book* at [nova.edu/publications/factbook/](http://nova.edu/publications/factbook/).



## Procedure for Candidacy

Inquiries, nominations, and applications are invited. Review of applications will begin immediately and continue until the position is filled. Candidates should provide a resume/curriculum vita and a letter of application. These materials should be sent electronically via email to Nova Southeastern University's consultants Claudia Teschky, Lucy Leske, or Lauren Bruce-Stets at [NSU-EVPCOO@wittkieffer.com](mailto:NSU-EVPCOO@wittkieffer.com). Application materials may also be submitted via WittKieffer's Candidate Portal, which can be accessed [here](#).

*Nova Southeastern University values diversity and is committed to equal opportunity for all individuals regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.*

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Nova Southeastern University documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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