

## THE SEARCH FOR A PRESIDENT



### **GRAND VIEW UNIVERSITY ANNOUNCES A NATIONAL SEARCH**

for a President, inviting nominations and applications for this opportunity to exercise bold, visionary and engaged leadership at a vibrant, affordable institution in Des Moines, Iowa's contemporary capital city. For the last two decades, under the leadership of President Kent Henning, the institution has undergone a dramatic transformation in virtually every aspect of the University including the addition of undergraduate and graduate programs, growth of athletic programs and exciting facility renewal and expansion. Using its considerable financial expertise, Grand View developed GV Complete, a completely transparent and straightforward approach to college affordability and financing that has catalyzed the institution into a disruptive higher education force. Grand View is indeed well positioned to respond to the public's concerns about the value of a university education.

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# GRAND VIEW'S MISSION, VISION AND VALUES

The core values at Grand View University provide a foundation for faculty, staff and students to fulfill the mission and achieve the vision of the institution.

## MISSION STATEMENT

Grand View University engages, equips and empowers students to fulfill their individual potential and serve society. Committed to the development of the whole person – mind, body and spirit – and to preparing students for successful careers and responsible citizenship both in their communities and in a diverse and changing world, Grand View offers a liberal arts education that:

- Challenges students to inquire with a disciplined and critical mind, communicate effectively and display an awareness of the global issues that affect us all.
- Creates a community of learners where differing perspectives are welcome, where friendly interaction is the norm and where intellectual and personal integrity is expected and modeled.
- Offers a supportive environment where students can engage in community with others, discern life purpose and grow in leadership.
- Affirms Christian faith and ethics as a vision for life, a vision that enhances our respect for the diversity and dignity of all people, for relating to others and for the pursuit of lifelong learning.

Informed by its Danish Lutheran heritage, Grand View is a School for Life.

## VISION STATEMENT

With boldness and confidence, we will...

- Provide a rigorous education that prepares students for successful careers and inspired lives;
- Afford this opportunity to all qualified students, including those who have been under-represented in college populations;
- Preserve the virtues of independent, residential, church-related, liberal arts education for future generations;
- Blend the strengths of engaging and interactive in-class experiences with appropriate technologies to enrich learning and extend our reach;
- Build community ties that enhance life in the region and add value for our students.

By doing these things well, we can emerge as a leader within the higher education community and provide excellence in teaching the next generation of students.



# GRAND VIEW'S HERITAGE AND DYNAMIC PRESENT

Grand View is a private, not-for-profit university offering bachelor's and master's degrees and accredited by The Higher Learning Commission. With nearly 1,600 students, an average class size of 16, and a student-to-faculty ratio of 12 to 1, students establish value-added relationships with professors and fellow students.

Committed to the development of the whole person – mind, body and spirit – and to preparing students for successful careers and responsible citizenship both in their communities and in a diverse and changing world, Grand View welcomes students from 41 states and 44 countries. Grand View is also one of the most diverse private universities in Iowa, with 26% of incoming freshmen from diverse populations.

Grand View was founded in 1896 as a junior college, by members of the Danish Evangelical Lutheran Church in America. Following the ideals of the Danish philosopher N. F. S. Grundtvig, the founders believed that a good education was essential for everyone as a foundation for life, work and service to others. For much of its early history, Grand View was the school of choice for the children of America's Danish Lutheran immigrant families, who valued this small close-knit residential environment that embraced its Danish roots.

In 1975 the North Central Association accredited Grand View as a baccalaureate institution. During the 70s, 80s and 90s, GV became far less residential than it had historically been, attracting largely commuter students. The arrival of outgoing president Kent Henning, in 2000, marked Grand View's return to its roots, as Henning and the current administration sought to create a modern version of what Grand View had historically done so well – provide a quality college education in a close-knit residential community formed around Danish-Lutheran ideals.

Grand View's greatest asset is its remarkable people, who epitomize a student focus. The Board of Trustees is a highly capable, selfless group of people who work very effectively with the executive team and shared governance. The faculty are fiercely devoted to academic rigor and a nurturing approach. The University's administration and staff support the academic program and emphasize holistic learning that prepares students for careers and life. For more than two decades, 98.6% of Grand View graduates have been



employed, pursuing graduate/professional education or enrolled in the military within six months of graduation.

The resulting period of growth has led to the construction of new residence halls, new academic buildings and a new student center, as well as the launch of new sports – including national championship football, wrestling, volleyball and shooting sports teams.

GV's Division of Online and Adult programs at any given time enrolls between 300-400 students, mostly working adults, in evening and online accelerated courses in 14 majors. In 2008, with the launch of its inaugural master's program, Grand View became a university. Five graduate degrees are now offered: MS in Organizational Leadership, MS in Athletic Training, Master of Education, MS in Clinical Mental Health Counseling and MS in Sport Management.

Continuing its recent history of innovation, Grand View addresses college affordability, retention and timely degree completion differently than other universities. With GV Complete, students know the cost of their whole degree before they start classes. This innovative program combines an academic plan, financial plan and capped tuition and room and board increases so the cost of their entire degree is predictable and transparent. In addition, financial and academic coaching helps families and students stay on track and revise their plans as circumstances change. Students who fulfill their GV Complete plan are likely to graduate in four years (or fewer), know exactly how much their payments will be while in school and how much monthly loan payments will be after graduation. Students who have completed the program save an average of more than

\$4,730. In 2018, Money Magazine ranked Grand View as a Best College for Your Money. GV Complete completely changes the conversation about pricing. While colleges and universities traditionally price their offerings based on units of attendance, GV Complete recognizes that families view pricing through the lens of total degree cost.

The University does an excellent job giving back to its community. Grand View has a significant economic impact on central Iowa – \$90 million in consumer spending and \$34 million in personal income according to a 2010 study. In 2018, 88.5% of Grand View graduates stayed in Iowa and of those, 89.6% stayed in the greater Des Moines area. Moreover, 68% of students from other states and countries stayed in Iowa after graduation.

Through partnerships with helping agencies throughout the Des Moines metro, faculty, staff and students perform 56,000 hours of community service per year. The University has an excellent relationship with its neighborhood and aims to strengthen that partnership through The Views Forward Project. The University's Fine Arts departments showcase performances



and art exhibits for the community each year.

The University has also grown dramatically in physical sense since 2000, from a campus of about 25 acres to one that encompasses 66 acres. Exciting new and renovated spaces support learning and enhance the student experience.

## NEW AND UPDATED FACILITIES SINCE 2000



The **Charles S. Johnson Wellness Center** (2001) is home to athletics, including the fieldhouse, Sisam Arena, practice facilities and athletic offices, which were expanded in 2008. Luhrs Athletic Complex was also redesigned. The Center also houses the departments of athletic training, kinesiology and health promotion, nursing and the student health center.



**Student residences** (2003-2013) have expanded from two to six, with the addition of student apartments and suites.



**Jensen Hall** (2006) was purchased and configured into much-needed office space.



**The Rasmussen Center for Community Advancement Professions** (2008) is an academic center that houses the departments of education, art & design and social sciences.



**Williams Stadium** (2008-09) which is home to the Viking football team, was upgraded in partnership with Des Moines Public Schools.



**Grand Central Walkway and Plaza** (2013) beautifies and connects the campus, providing outdoor space for activities. New entrance signage on the north of campus creates an inviting gateway.



The **Viking Events Center** (2014) houses the eight-time national championship Viking wrestling program.



The spectacular **Student Center** (2015) is an architectural masterpiece. It houses the theatre department and the Viking Theatre, student dining, student activities and support services, the Speed Lyceum, the Bookstore and the communication department. It connects to the Rasumussen Center via the Jensen Bridge.



**Cowles Center** (2015) was renovated and reconfigured for GV's music department.



**Elings Hall**, which houses the sciences, has been renovated over several years, with new labs and equipment, as well as a new greenhouse in 2015.

# FAST FACTS

## STUDENTS

**1702**  
total enrollment

**300** enrolled in  
ADULT PROGRAMS

**54%** **46%**

**84%** IOWA  
**13%** NON-IOWA  
**3%** INTERNATIONAL

First-year retention  
**70.3%**

**50%**  
FIRST GENERATION

DIVERSE POPULATIONS  
**50%**

**750**  
ATHLETES

## STUDENT FINANCES

  
**\$42,566**  
tuition, fees, room & board

**99%**  
of full-time day students receive  
*financial assistance*

PELL GRANT RECEIVED BY  
**36%**  
of Grand View students

## FINANCES

**\$34.5 million**  
OPERATING BUDGET

**\$35 million**  
ENDOWMENT

FY20-21 USDE  
Financial Responsibility  
Composite Score

**38.7%** budget allocated to academics

**2.97** on scale of  
-1.0 to 3.0

OPERATING REVENUES **62.7%** from tuition **88.1%** from students

## ACADEMICS

Full-time faculty

**92**

Student to faculty ratio

**12:1**

**40**  **5**  
UNDERGRADUATE MAJORS MASTER'S DEGREES

**133**  
Adjunct faculty

AVERAGE CLASS SIZE **16**

**98.6%**  
JOB PLACEMENT  
for more than two decades

### TOP MAJORS

Accounting, Biology, Business, Criminal Justice, Kinesiology, Nursing, Psychology, Sport Management

## CAMPUS

MORE THAN  
**40** CLUBS &  
ORGANIZATIONS

**8** NEW  
buildings  
since **2000**

**\$60 million**  
new construction

**26**   
men's & women's  
ATHLETIC TEAMS

**60**  
ACRES

**830**  
students reside in  
**SIX**  
RESIDENTIAL FACILITIES

ALUMNI  
**21,000**  
ALUMNI

Alumni giving  
**8.7%**

# THE GRAND VIEW STRATEGIC PLAN

The GV Institutional plan is a flexible document that highlights University priorities via five objectives:

**EXCELLENCE** Produce and promote excellent student outcomes that strengthen Grand View's value proposition and improve recruiting and retention.

**SUCCESS** Help students succeed at the highest rates possible, graduate on time and leave with manageable levels of student debt.

**INNOVATION** Advance the skills of post-traditional learners and help area employers grow and develop their talent.

**COMMUNITY** Add value to the Greater Des Moines Community and develop community relationships that add value for Grand View students.

**PEOPLE** Attract, inspire, and enable faculty and staff to deliver excellent service and care for our students and other constituents.





# PRESIDENT of GRAND VIEW UNIVERSITY

## DESIRED PRESIDENTIAL ATTRIBUTES, EXPERIENCES AND CREDENTIALS

Grand View University is on a quest to find an innovative, visionary leader to serve as its 14th President. Over the last two decades, this special institution has blazed a remarkable trail of transformation and aims to build on that foundation to scale even higher pinnacles of success.

The next President will embrace the centrality of the academic program and will evidence a love of learning worthy of emulation. They will be firmly committed to shared governance and consultation with stakeholders as well as a decisive management style.

The new President will be an academic entrepreneur who collaborates with colleagues and the Board of Trustees to seize opportunities for new curricular and co-curricular programmatic offerings that reflect the dynamic nature of employer priorities and the higher education marketplace. Student recruitment and persistence will be a major priority for the next President and the successful candidate must demonstrate a track record of accomplishment in or high aptitude for this vital area. Potential new markets and student populations are integral to Grand View's continued success.

While successful senior leadership experience in a small, private college or university is a plus, Grand View welcomes accomplished leaders from other higher education sectors as well as other professional walks of life, provided they fulfill the desired qualities, attributes and credentials in this section of the Search Profile and fully embrace Grand View's mission and purpose. If that is the case, a terminal degree will enhance such a candidacy, but it is not required. The next President must hold an advanced degree.

Pursuant to the University Bylaws, the President shall be Lutheran and/or willing and able to understand, appreciate and preserve Grand View's practices and values that are rooted in its Lutheran heritage, including the ideals of Lutheran Higher education. The President shall also give attention to the religious life of the University.

## The next President will:

- Be a superbly talented leader, who has demonstrated extraordinary skills in goal achievement and accountability
- Be a highly skilled communicator in all forms, with exceptional listening skills
- Model confidence, humility, empathy, and a high degree of emotional intelligence
- Uphold the highest standard of integrity, ethics, and transparency
- Project inspiration that will lift the spirits of those who have shown superb dedication to serving students in the face of COVID-19 and the financial pressures resulting from a highly competitive marketplace
- Exhibit a clear understanding of the importance of learning technology, including the opportunities it presents and the investment pressures made more acute by COVID-19
- Consistently show that they value each member of the Grand View community of learners and be a constant and engaging presence at University events and functions
- Collaborate with the talented and highly engaged Board of Trustees to form a high functioning partnership that leads the University into an exciting new era
- Be an accomplished strategic planner, who will lead the University's Roadmap to the Future, including flexibility for changing circumstances that arise during the new administration
- Ensure the successful implementation of the University's Student Success Plan, and champion the notion that Grand View must have a high degree of readiness to serve the students it enrolls, who present a wide variety of backgrounds and needs
- Possess a very deep commitment to diversity, equity and inclusion that includes language as well as programmatic actions and resource decisions
- Become a significant community leader in Des Moines, by making friends quickly and seeking partnerships that will benefit Grand View and the Metro
- See Grand View's presidency as a destination
- With the need for a capital campaign looming, show a record of success in fundraising or the talent for building and maintaining philanthropic relationships
- Have a strong financial acumen and a background of effective financial stewardship
- Be a keen judge of talent and a successful builder of high performing teams

## CHALLENGES AND OPPORTUNITIES

### Student Success and Retention

Grand View is truly a community that is dedicated to student success and serving the students. The University has positioned itself to be attractive to a broad range of students with an emphasis on vocation and student readiness. But despite this deep and heartfelt commitment, the University has had a flat first-year retention rate of 69% for over a decade. Improving retention is a mission-critical financial imperative. Better mechanisms to track and understand how the University must adjust to the needs of the students they serve are needed.

The University recognizes this urgent need and has developed and begun implementation of the Student Success Plan (SSP). Implemented in March 2020, the SSP outlines five Key Strategies that are essential for Grand View to achieve its persistence and completion goals:

**Key Strategy #1:** Improve the student learning experience by implementing practices and policies that result in parity in representation and outcomes for racially minoritized groups.

**Key Strategy #2:** Improve the campus climate to provide a strong sense of welcome, belonging, and community where all students feel valued and respected regardless of their background.

**Key Strategy #3:** Identify and meet students' basic needs and guide them to financial stability.

**Key Strategy #4:** Build student's academic confidence and skills.

**Key Strategy #5:** Strengthen our ability to do strategic intervention and improve student success through data analysis.

The University recently learned that they have successfully secured a Title III Strengthening Institutions grant to fund much of the work ahead on student success. This grant will be worth about \$2.25 million over the next five years. The new President will not only be tasked with leading this plan, but she/he must champion the entire campus to work together in a cohesive and coordinated way in all of these efforts.

### Strategic Vision

Over the past two decades, Grand View University has experienced significant growth and transformation. Much of the enrollment growth over this time period was based on an athletic recruitment strategy. From an historical perspective, in 2000 fewer than 200 athletes participated in Grand View's sports programs. Today more than 700 students participate in 26 athletic programs (plus esports). This was a strategy which

has clearly served the University well. But all constituents recognize that as Grand View addresses continued decreasing enrollments amidst a demographic shift in student populations, that a creative, and innovative approach is needed. The new President will need to diversify enrollment strategies and excite the campus behind these new plans.

As part of the development of strategic enrollment plan will require the careful assessment of the current academic programs, the creation and growth of opportunities and partnerships within the Des Moines business community, and an expanded marketing reach to other regions of the state and beyond. The new President must assess and leverage every advantage the University may have and build upon these strengths.

### Communicating a Shared Vision

Strong communication must also serve as the standard for the new President. The administration, faculty, staff, and students look to the President for clear, consistent messages about the current status of the University's enrollment, challenges, new initiatives, and changes. A commitment to establishing and maintaining frequent communication with all constituents must be a priority. A clear communication of the Student Success Plan, the new enrollment strategies, and program assessments will help to unify the efforts of all constituents and their shared commitment to synergistic efforts that will enhance the University.

### Building a Culture of Unity and Value

After navigating the challenges of the past year and a half, the Grand View community has not lost its personality and intimacy; the faculty, staff, and students are proud of the ways they work to help each other. This sense of mission permeates all of their work. However, the growing demands and scarcity of resources have worn on the faculty and staff and morale could use strengthening.

The challenges associated with the navigation of COVID placed new demands on faculty and staff. The new President and their team should conduct a careful analysis of human resource needs in light of these changes and make informed, prudent decisions that balance student needs, financial stewardship, and the quality of work life.

There is a true desire to be recognized for all of the hard work that continues to be done. The new President will be welcomed to the Grand View community and must have a

strong dedication to faculty and staff and understand and value the importance of their individual contributions. Establishing a climate of discourse that respects the governance role of the faculty, communicating and demonstrating their value, building a culture of unity, and empowering the faculty and staff will serve to rebuild an important and cherished aspect of the Grand View culture.

## **Financial Sustainability**

In an environment familiar to many higher education institutions, financial resources are a top priority. Federal grants associated with the global pandemic provided short term financial security however the new President must commit to building a long-term plan for continued revenue growth. Important assessments will be required to better understand the key strengths of current programs and how revenues and expenses can be aligned. The new President must be innovative and creative in their approach to this work and must have a willingness to make difficult, data-driven decisions.

The President must advocate for continued and increased financial support for faculty and staff salaries. Grand View prides itself on meeting its students needs and this can be attributed in large part to the outstanding faculty across all programs. To remain competitive, the President must make concerted efforts to attract and keep the strongest faculty, staff, and subject matter experts.

## **Commitment to Diversity**

The new President must live a commitment to enriching the campus community with global perspectives and diversity in all its forms. Grand View is incredibly proud of the diversity of its student body. And because the University is committed to recruiting a diverse, high-quality workforce dedicated to meeting the higher education and training needs of the community, the next President must continue to focus on enriching and expanding the diversity of the faculty, staff, and administration.

The University's continued focus on diversity, equity, and inclusion is linked to and incorporated in the University's comprehensive Student Success Plan. The administration is committed to establishing the proper staff and committee positions and assignments and to the diversification of the faculty and staff. These important changes will require years of sustained effort and accountability and the President will be expected to lead this charge.

A more diverse institutional community will continue to

enable Grand View's students to live and lead in the world beyond the University.

## **Transformational Leadership**

The new President of Grand View will lead an institution that has built an incredibly strong foundation under a long-serving President. And as the University and community transitions to new leadership, there will be opportunities for programs and partnerships to continue to grow and develop. The new President must be willing to serve as a transformational leader for Grand View in looking towards the future. Moving through this change, the disruption in higher education, the revolution in technology, the rapidly evolving needs of both students and employers all demand this forward-thinking approach.

## **Visibility and Access**

As the president begins to carve out their leadership footprint, there will be change and transition accompanied naturally by uncertainty. The new president must show a sincere desire to be an active, engaged, and committed member of the University community as well as the city of Des Moines. They must be visible across the campus and community; the presence of the President is the presence of Grand View. The University has been a leader in much of the growth and development of the city and this important relationship should be fostered and supported.

## **Fundraising**

Grand View is poised to begin the data collection and planning process of a new capital campaign. Twice in the last 15 years, Grand View has demonstrated the capacity to raise \$20 million or more in a comprehensive capital campaign (one completed in 2009 and one completed in 2015). An upcoming capital campaign will serve as a major hallmark of the new President's tenure and the University's future. The new President will lead this charge and play a critical role in harnessing the most successful fundraising capabilities of the University's donors, community partners, and alumni.

Grand View is a remarkable place with a rich history and an exciting future of possibilities. The new President will address the challenges and opportunities ahead with the support of a committed and invested Board of Trustees, a dedicated and truly student-centered faculty and staff and hard-working students who realize their potential through the incredible opportunities that Grand View affords.

# DES MOINES – A GREAT PLACE IN WHICH TO LIVE AND WORK

Des Moines has just about everything you want in a city. The vibrant metropolitan area is home to approximately 600,000 people. Within the city proper, the downtown area is booming with business growth, new housing and entertainment options; older neighborhoods are being revitalized and diversity is celebrated. Des Moines' many suburbs are also booming, with two of the larger ones, West Des Moines (65,000) and Ankeny (61,000), experiencing rapid growth.

Des Moines is an easy and alluring city in which to live. It has a thriving arts and entertainment scene, with nationally acclaimed public art, such as the Des Moines Art Center and the Pappajohn Sculpture Park in Western Gateway Park. The Park's 28 sculptures by 24 of the world's premier artists are displayed on 4.4 acres designed by renowned New York landscape architects. The Wells Fargo Arena hosts major concerts and events; the Des Moines Civic Center brings Broadway to the city, and numerous smaller performing arts venues offer more intimate options. Outdoor festivals of all kinds are common in the warmer months, including the highly ranked Des Moines Arts Festival. In 2018 Expedia named Des Moines one of the Most Artistic Towns in America. The Science Center, the Blank Park Zoo and the Botanical Garden offer family-centered events.

Des Moines was recently named the nation's Top Minor League Market by Sports Business Journal. Outdoor recreation is also plentiful, with Gray's Lake, Saylorville Lake, miles of hiking and biking trails, running events, golf tournaments and more. Plentiful shopping, high-end restaurants, wineries and breweries, the Des Moines Farmers Market and the Iowa State Fair are also popular.

The business climate in Des Moines is among the strongest in the nation, consistently ranking at or near the top in measures of all kinds:

- #7 Best Place to Live in the U.S. *(US News & World Report, 2020)*
- Top 10 City to Live in After the Pandemic *(Today.com, 2021)*
- #3 Metro for Number of economic development projects among metros with a population of 200,000-1 million
- Named of the Best Cities to start a business *(CubeSmart 2018)*
- #3 Best Affordable Place to Live in the U.S. *(US News & World Report, 2019)*



- #10 on Best State Capitals to Live in  
*(WalletHub.com, 2019)*
- Top 7 Most Recession-Proof Cities in the U.S.  
*(Livability.com, 2019)*
- Named one of the Friendliest Cities in the U.S.  
*(Conde Nast Traveler, 2018)*

Des Moines is known for financial services, insurance, publishing, agribusiness and technology. Wells Fargo, Principal Financial, Meredith Publishing, Wellmark, Nationwide, John Deere, and DuPont Pioneer are among the larger employers. The metro is also the healthcare hub of Iowa and the seat of state government. Microsoft, Facebook and Google also have facilities in the metro. These and thousands of smaller organizations, including state and city government, provide Grand View students with energizing internships, many of which lead to jobs.

Des Moines is an affordable place to call home. The city's cost of living is almost 10 percent below the national average, with the average home price less than \$200,000. In fact,

Des Moines was recently ranked #3 among the Best Affordable Places to Live in the U.S. *(US News & World Report, 2019)*

Although Grand View has a significant economic impact on central Iowa – \$90 million in consumer spending and \$34 million in personal income according to a 2010 study – the most significant impact is on the workforce. Year after year, even when times are difficult, nearly 99% of Grand View graduates are placed within six months of graduation, and most of them stay in central Iowa to work or continue their educations, including 60% of those who came to GV from outside Iowa.

Quality health care is in abundance in Des Moines, home to multiple health care systems. UnityPoint Health, Iowa's largest hospital and clinic system and the only Level 1 Trauma Center in Central Iowa, provides health care for the community and training opportunities for nursing students. MercyOne Des Moines also offers multiple hospital and clinic locations throughout the Des Moines area.

For more information on Des Moines, look at [www.catchdesmoines.com](http://www.catchdesmoines.com).

# APPLICATION/NOMINATION PROCESS

Nominations and expressions of interest may be submitted electronically to: [GrandViewPresident@agbsearch.com](mailto:GrandViewPresident@agbsearch.com)

Candidates are asked to submit electronically in MS Word or Adobe PDF:

- A letter of interest reflecting on the desired qualities and attributes noted above
- A CV, and
- The names, email addresses, and telephone numbers of five references.

References will not be contacted without first securing the permission of the candidate. The University welcomes the candidacies of women and persons from diverse populations. To receive full consideration, materials should be received on or before January 12, 2022. The next President will be invited to assume office on or about July 1, 2022.

## Please direct inquiries to:

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**Information on the search is also available at [www.grandview.edu](http://www.grandview.edu) or [www.agbsearch.com](http://www.agbsearch.com)**



*Grand View University is committed to providing equal access to its educational programs, activities and facilities to all otherwise qualified students and job applicants without discrimination on the basis of race, national origin, color, creed, religion, sex, age, disability, veteran status, sexual orientation, gender identity, or any other category protected by applicable state or federal law. An Equal Opportunity employer, the University also affirms its commitment to nondiscrimination in its employment policies and practices.*

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