

REVIEW OF PRESIDENT LESTER A. LEFTON

for

KENT STATE UNIVERSITY

Prepared by:

GARY A. KUSTIS, PH.D.



June 6, 2012

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Review of Dr. Lester A. Lefton, President, Kent State University

The Aldridge Group was contracted to perform an executive evaluation of Lester Lefton, Ph.D., President of Kent State University as part of the annual evaluation by the Board of Trustees. Various constituencies were interviewed, including Trustees, the President's cabinet, members of the Foundation Board, students, Faculty, the Kent City Manager, and a local business leader. Interviews were conducted in person and over the phone with a set list of questions used to guide the discussion and provide insight into the performance of the President. A total of 30 people (including President Lefton) were interviewed in May, 2012.

Overall, President Lefton is viewed very favorably by every constituent group. The Board of Trustees perceives him to be a visionary leader who is appropriately setting the direction for the University. To a person, they have confidence in his ability to meet his goals, and see him as a professional administrator who has accomplished a great deal over the last six years. He is on track to meet his goals as outlined by the University Strategy Map, and the Trustees believe that he has made significant progress on each one.

In addition, the Kent State Foundation Board members also expressed a great deal of confidence in his leadership, and see Dr. Lefton as the catalyst behind the University's improvement in reputation and quality of education and research. Moreover, his relationship with the Foundation Board has been "good from the start," as noted one Board member, and his efforts to involve them and solicit their thoughts and opinions, is very much appreciated. The Foundation Board supports his vision for the University and have substantially invested in his strategy, as well.

While students and Faculty can be his worst critics, the fact is that those who work with him—for even any short amount of time—all share the opinion that he is a strong, visionary leader who has turned Kent State University around. He is engaging and thoughtful, and devotes his time and attention to their needs and concerns. Moreover, he is able to articulate a passion for the University and its students and Faculty that is contagious in its sincerity. Unfortunately, his reputation among students and Faculty who have not spent any time with him is less exultant. That said, he has made progress in this regard and Dr. Lefton's reputation is slowly becoming better as people recognize the significance of the changes happening around them at the University. It should be noted that the Faculty interviews were conducted with two members of the Faculty Senate who are not necessarily likely to be a true barometer of the President's popularity among the entire Faculty.

With regard to his relationship with the City of Kent, the City Manager, Dave Ruller, credits him for reaching out and building a strong bridge to the community. Everyone interviewed lauded the effort made by the President to improve the relationship with the City. The changes occurring to Kent are seen as being largely due to his efforts (and his

partnership with Mr. Ruller), particularly with regard to bringing the right people together and simply not accepting "no" as an answer. Certainly, President Lefton's legacy will someday include the physical changes made to the City, as well as the University, during his tenure.

In the course of the discussions, participants were asked to review a list of competencies common to University Presidents (compiled from information collected by O*Net, a source of occupational information sponsored by the US Dept. of Labor/Employment and Training Administration). In general, his top strengths were identified as:

- *Strategic Thinking* – formulating strategic plans for the institution.
- *Leadership* – a willingness to lead, take charge, and offer opinions and direction.
- *Persistence* – persistence in the face of obstacles.

Examples given for these strengths included his strategic plan for the University (*Strategic Thinking*), his efforts to build a coalition with the City of Kent (*Leadership*), and his ability to find other sources of funding when State support for the bond evaporated (*Persistence*).

People interviewed were less consistent with regard to his perceived areas for improvement. Most saw President Lefton as being reasonably strong across all of the competencies listed. Nevertheless, a couple of areas stood out:

- *Concern for Others* – being approachable, sensitive to others' needs and feelings, and being understanding and helpful on the job.
- *Patience* – maintaining composure, being patient, exhibiting good listening skills, keeping emotions in check, even in very difficult situations.

In fairness, those who mentioned *Concern for Others* were quick to point out that Dr. Lefton *does* show concern for the people who work closely with him, but that others less familiar with him are not as likely to see it exhibited. This is consistent with reports from participants that Dr. Lefton does not come across as an overly warm and extroverted person, by nature. Those who saw a need for better *Patience* generally referred to him being a bit "prickly" or "thin-skinned" when people push back or he does not get his way. Even in these instances, however, his behavior was perceived as being well within the normal range of behavior. Furthermore, such behavior was generally seen in private meetings with his staff or the Board of Trustees where he could be expected to feel comfortable enough to have his guard lowered.

While these areas of strengths and opportunities are helpful in understanding him, the nature of this process was intended to be forward-looking with a focus on what challenges await Dr. Lefton over the next few years and what he can do to better prepare himself. To that end, what follows next is a listing of future challenges identified by participants, and how well prepared President Lefton is to meet them.

Continued State Funding Issues

President Lefton is seen as a "numbers-oriented person," as more than participant put it, who does not back away from a challenge. His persistence and doggedness is cited over and over as to why people have confidence that he can "find a way." In fact, those who know him well joke that Dr. Lefton's unofficial motto is that "resistance is futile." In addition, his staff, particularly Sr. Vice President Gregg Lloyd (Business &

Administration) and Vice President Gene Finn (Institutional Advancement and Exec. Dir. for KSU Foundation) are seen as being particularly instrumental in the President's efforts to navigate a continually challenging financial future. Nevertheless, in addition to having the right people, continued "outside the box" thinking, both tactical and strategic, is needed going forward (e.g., as one participant suggested, perhaps more collaboration with other Universities in the region will be necessary).

Poor Public Attitude toward Higher Education

President Lefton is aware of the changing nature of higher education and the public's perception of it, and he has made an effort to ensure that Kent offers degree programs that are seen as relevant and reflect demand from the business sector (e.g., the new College of Public Health, one of only two such schools in Ohio). Once again, a strategic and visionary perspective is going to be necessary in order to manage public perception and make the kinds of adjustments needed to a traditional University in a very un-traditional and changing educational marketplace.

Academic Readiness & Student Retention

Most participants talked of the challenges found in today's students who are often unprepared for what it takes to be a successful student at a University. Moreover, the President's strategic goal (see KSU Strategy Map) for "ensuring student success" requires that considerable effort be spent on finding ways to keep students in school. Both of these issues are seen as being actively dealt with—even by his more vocal critics. An example of his efforts here would be the Math Emporium and his significant endeavor to move the University Library into the 21st Century.

Tension with Faculty

Most participants agree that the President's relationship with the Faculty could be better. That said, there is hope across the board that with the collective bargaining agreement settled and a new Provost in charge, the President has the opportunity to turn the corner on this issue. Regardless, this will require significant effort on both sides, though even small progress will likely have a noticeable impact.

With regard to the challenges outlined above, there was really no doubt among those interviewed that his current skill set is well-matched. Dr. Lefton has the strategic thinking skills needed to identify ways in which he can overcome funding issues and help alleviate the public's distrust of higher education, and he has the leadership skills and persistence required to continue to address the problems of today's students, as well as forge a stronger relationship with the Faculty. With continued and active support from the Board of Trustees and his own trusted staff, President Lefton will be successful in his efforts to face these difficult challenges.

Overall Assessment

Dr. Lefton is a driven, hard-working University President with a strong commitment to the work he began here at Kent State over six years ago. He is characterized by a somewhat aloof style upon first meeting that is quickly replaced by a fair degree of warmth and personal concern the more one works and interacts with him. That said, he does not suffer fools, as one Trustee pointed out, and he can be challenging to others, at times. Depending on where one stands with him, this trait can be admirable or

bothersome. In addition, Dr. Lefton is a broad, strategic thinker who is quick to set his vision and accompanying goals. He does not micro-manage his subordinates. In fact, he can be rather hands-off in his management style and prefers to give those who report to him a goal and then move out of their way. Being this way, he likely becomes frustrated—or at least disappointed—in those who cannot execute without his direct involvement.

Dr. Lefton's style is very much that of a change-agent and, like many successful change-agents, he makes decisions without much input from others and will often seem impatient to those who report to him. He will make mistakes by not always thinking through all the implications with those likely to be involved, but will simply chalk it up to the idea that he does not have the time to shepherd every change through committees of people. To those on the outside looking in, President Lefton is moving mountains. To those on the inside who are not used to such a leader, a moving mountain can be a very scary thing.

Is President Lefton an effective leader? Without a doubt, he has set clear goals and direction, and is executing his plan quickly and effectively despite the myriad roadblocks in his way. His relationship with the Board of Trustees is solid and they support him, unreservedly, to a person. Likewise, his cabinet respects and supports his vision, and the student, Faculty, and City leaders acknowledge his earnest desire to take Kent State University to a whole new level. That said, Dr. Lefton's public perception is where he suffers. His personality is that of someone who is not naturally extroverted and outgoing, and his satisfaction comes from the "big projects," as he puts it, not the relationship building. He is a "do-er" kind of leader who gets things done, even at the expense of knowing that in doing so he may be disliked by the very people he is doing his best to help. In fairness, being a change-agent and universally loved as a University President is not something that can be easily accomplished.

Being a University President is a very difficult job that few can appreciate. Truly, one has to be in the role to really understand it. Dr. Lefton has come a long way since he first stepped into this position. He is a much more refined public speaker and a better fundraiser. He has improved in his ability to deal with the politicians in Columbus, and he has a better understanding of not only the City of Kent, but also the entire northeast Ohio region of which Kent State is a part. He has made these improvements through hard work and experience, and he has made a particular effort to shape his Presidency around his strengths. While this was certainly the right way to go for him, President Lefton stands at a fork in the road in terms of his future at Kent State. Does he continue on the path he is on, the one that is marked by a hard-charging, take-no-prisoners style, or the path that requires him to continue toward his goals but in a way that repairs some relationships and further deepens some others?

Recommendations

With the insight gained from the interviews conducted, a couple of recommendations for President Lefton are suggested. These areas were chosen based on their ability to have the biggest impact on the President's performance in the future.

- **Relationship-Building with Faculty and Students.** President Lefton would benefit from taking time to improving his working relationships with these two key constituencies. At present, his reputation suffers to the extent that people do not know him better. He needs to make an effort to engage Faculty and students

across campus at a small group level, perhaps working to “sell” his vision to campus leaders and social influencers.

- **Developing More Patience & Involving Others.** As noted earlier, Dr. Lefton is the type of leader who is quick to set direction. It would be beneficial for him to involve his cabinet (as well as Faculty) more to discuss the potential ramifications of decisions he makes at a tactical level. This does not mean that he needs to ask them for his approval but, rather, allows him to tap into their expertise in order to see what obstacles he may be blind to.

With regard to these recommendations there are some difficulties that need to be acknowledged and addressed by the Board. One major one is the conflict that the President faces in terms of where to spend his limited time. The Board expects him to be spending more and more time out in the northeast Ohio community meeting and interacting with business leaders, as well as lobbying for the University in Columbus and Washington—in between visiting with high-potential alumni donors. In addition, the Board's direction to him to raise promotion and tenure standards helped to create the tension he is now dealing with. President Lefton will need direction on where to balance these competing demands while, at the same time, requiring the Board to appreciate that large strides in these areas may not be possible.

These recommendations are intended as the starting point for a discussion with Dr. Lefton (and the Board) about what he can do to continue to make progress as the President of Kent State University. Putting together an action plan that uses any or all of the above is the next step in the process.

Summary

President Lefton is a University President who has accomplished a great deal in just over six years at Kent State University. Enrollment is up (far beyond other schools), the fiscal state of the University is in great shape (Moody's rating of Aa3), and fundraising is at an all-time high (recent campaign generating \$270 million). The changes in the University and the City of Kent have added a feeling of excitement and renaissance in a time when most of the country is still suffering the effects of the worst recession in more than seventy-five years. Only someone with strong leadership skills and vision could have made this happen, particularly given the roadblocks thrown up in front of him the whole time.

The confidence of the Board of Trustees in the President is pronounced and apparent in the way they discuss his achievements. They see him as the kind of leader they need for the foreseeable future, and expect him to continue on with his vision for the University. Moreover, by all accounts, President Lefton has improved over the last six years and has truly grown into what is a very difficult job. In addition, he has worked to develop himself further after each performance review, and has made progress in how he deals with the people around him on a daily basis. There is no reason to doubt that he cannot continue to make adjustments, as he appears to be both willing and able to make the personal changes necessary.

Gary A. Kustis, Ph.D.

June 6, 2012



BOARD OF TRUSTEES

Each year, the Kent State University Board of Trustees conducts an annual review of the University President's performance. In concurrence with the Association of Governing Boards of Universities and Colleges (AGB), the Board sees presidential assessment as one of its fundamental responsibilities, providing the President with guidance and support, clarifying trustee expectations regarding institutional priorities, and enhancing leadership effectiveness. Although presidential evaluations are retrospective in nature, best practice in governance suggests that the process should also include a forward-looking orientation to what stakeholders see in the near future for an institution and how well its leadership is prepared to deal with these future issues.

Process

The Board of Trustees annually evaluates the performance of the President, and by extension that of the university as a whole, in meeting or progressing toward a set of mutually agreed-upon goals. This is consistent with the President's employment contract and with the Board's commitment to ongoing leadership development. The input of all trustees is actively sought, encouraged, and required and every two-three years, the Board seeks additional feedback from others including senior staff, student and faculty leaders, foundation board members, and community leaders in the review process.

At Kent State, the Board and the President have adopted many of the best practices cited by the AGB, including the annual establishment of mutually agreed-upon goals, preparation of a written self-assessment by the president, meaningful and regular communication between the board and the president regarding general results, and the inclusion of more comprehensive feedback from stakeholders on a regular basis, which for Kent State has occurred every two to three years.

In planning the 2011-12 performance evaluation, the Board and the President agreed that the timing was right for an outside assessment with a strong future orientation. This summer President Lefton will begin his seventh year in office, the university will celebrate the successful conclusion of a \$250-million capital campaign, bonds will be issued for a \$170-million campus improvement program, and critical phases of a \$100-million downtown Kent development will move toward completion. It is a momentous time in our history and the insights gathered from key stakeholders about major challenges and opportunities going forward will inform the conversation and planning by the Board and the President to optimize institutional performance.

In April President Lefton began the formal evaluation process by submitting to trustees a report detailing progress toward specific measurable goals that were agreed upon at the outset of the year. The Board then retained the Aldridge Group, a Westlake-based professional firm that specializes in executive assessment, to perform an outside assessment of Dr. Lefton's performance. Various constituencies were interviewed, including trustees, members of the president's cabinet, members of the Foundation board of directors, student leaders, faculty leaders, the Kent city manager, and a local business leader. A total of 30 people (including President Lefton) were interviewed in May 2012.

Summary Highlights

The Board's evaluation was very positive, finding that President Lefton met or exceeded every strategic goal for the review period. The Board is proud to support President Lefton's leadership and record of accomplishment for our students, the communities served by our eight campuses, and our state.

Kent State has an impressive strategic plan, which the Board approved, and which President Lefton is implementing with excellent results. He is a visionary leader who is appropriately setting the direction for Kent State. Under his leadership, Kent State is making major progress toward the six strategic goals that have guided the university since approval of the strategic plan in 2007. These goals are:

- Ensuring Student Success
- Enhancing Academic Excellence and Innovation
- Expanding Breakthrough Research and Creative Endeavors
- Engaging with the World Beyond Our Campuses
- Securing Our Financial Future
- Developing and Recognizing Our People

The outside consultant noted that President Lefton was viewed very favorably by all constituent groups interviewed as part of this process. He was described as demonstrating the competencies common to university presidents, with participants citing his top strengths as strategic thinking, leadership and persistence. Participants cited many institutional and individual achievements, which exemplify the President's leadership in a challenging economic environment. In the Board's view, the institutional highlights below are perhaps the most notable of the past year and over time will prove to be among the most impactful for Kent State.

- Through well-planned and executed strategies and investments, the university achieved record enrollment of 42,185 students system-wide and its largest-ever freshman class in fall 2011. By growing enrollment and expanding its "enrollment funnel," Kent State has managed its way through state budget reductions and is generating record numbers and quality of applications that will enable shaping of the class for the years to come. To date nearly 21,000 applications have been received for the fall 2012 class of 4,200.
- The Board and the President are fully aligned that the institution's first priority must be increasing student retention and graduation. The university has made a series of moves and investments to enhance student success, including most recently the engagement of

noted expert Dr. George Kuh as an adviser, expansion of student advising, increased student involvement in high-impact activities and learning communities, and implementation of the math emporium. As of this week, freshmen retention for fall 2012 is tracking about 1.8% ahead of last year.

- Kent State is moving forward with a major bond issue that will support a transformational \$170-million investment in academic facilities. The bond issue comes after three years of assessing needs, considering funding options, advocacy, reallocation, and program planning.
- Good leadership recognizes and seeks to leverage emerging opportunities, which was evidenced this past year by the exploration and near-completion of the merger of the Ohio College of Podiatric Medicine into Kent State University. This historic acquisition, which has strategic synergies for both organizations, required extensive due diligence, negotiation and joint planning among the administrations, faculties, and staff. The transfer is on track to take place on or near the beginning of the new fiscal year.
- President Lefton meets alumni and friends across the country, and he has helped energize donors and volunteer leadership to surpass the \$250-million campaign goal. Also pivotal to the future is planned expansion of the university's fundraising capacity to realize donor potential now being identified through comprehensive screening. University and foundation leadership together are building the pipeline to cultivate and ultimately produce the next generation of donors and ever-higher levels of attainment, which are essential to the university's future.
- President Lefton has continued to build a strong leadership team for Kent State, most recently appointing Dr. Todd Diacon as senior vice president for academic affairs and provost. The Board and the President have focused on leadership development and building bench strength as a strategic goal, as talent in the form of our faculty and staff is key to achieving desired high-impact results in education, research and service.

Future Challenges

As part of the executive assessment, key stakeholders were asked to share their perspectives on the challenges ahead for higher education in general and Kent State in particular, and how the board and administration can work together to meet these challenges. There was strong consensus around four primary challenges as well as the President's ability to meet them. Cited as top challenges for the future and areas of development for the President were: navigating a continually challenging financial future; the changing higher education marketplace and negative public perceptions regarding the value and costs of going to college; concern about the academic readiness of incoming students and student retention; and improving the relationship between the faculty and the administration. All constituent groups viewed the President's current skill set as well matched to these challenges. He was described as having the strategic thinking skills needed to identify ways in which the university can overcome funding issues and to help raise the public's confidence in higher education overall and Kent State University in particular as a driver of economic recovery and quality of life across the state, region and communities. Stakeholders interviewed described him as having the leadership and persistence required to continue to address college readiness as well as to forge a stronger relationship with the faculty. With continued and active support from the board and the senior staff, President Lefton will be

successful in leading the institution in the face of these difficult challenges, participants noted in the review process.

Conclusion

President Lefton is a University President who has accomplished a great deal in his six years at Kent State. Enrollment is up (far beyond other schools), the fiscal state of the university is in great shape (Moody's rating of Aa3), and fundraising is at an all-time high (recent Centennial Campaign generating \$270 million). Physical changes in the university and the city of Kent are transformational and have added a feeling of excitement and renaissance in a time when most of the country is still suffering the effects of the worst recession in more than 75 years. Only someone with strong leadership skills and vision could have made this happen, particularly given the roadblocks and challenges of our time.

The confidence of our Board of Trustees in President Lefton is pronounced, and we see him as the kind of leader Kent State needs for the foreseeable future. We expect him –and by extension the university community as a whole—to continue to realize our shared vision for Kent State. We are proud of our students, faculty, and staff who put excellence into action every day.

By all accounts, President Lefton has improved over the last six years and truly has grown into what is a very complex and demanding job. In addition, he has worked to develop himself further after each performance review, and has shown progress in how he deals with the people around him on a daily basis. We look forward to many more successes in the future.

Kent State University Board of Trustees

Margot James Copeland

Stephen Colecchi

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Emilio D. Ferrara

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Patrick S. Mullin

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Michael Solomon

Jane Murphy Timken, vice chair

Jacqueline F. Woods, chair

June 6, 2012

THE ALDRIDGE GROUP

Mr. Joe Vitale
Human Resources
Kent State University
Kent, OH 44242

March 1, 2012

Dear Joe,

Thank you for the opportunity to spend time with you, Char and Willis this past Monday. The visit was certainly helpful for me to better understand the nature of what President Lefton wants from an outside assessment, and I enjoyed our conversation. This letter serves as my proposal to you with regard to this project.

Purpose and Scope of Engagement. The purpose of this project is to provide an outside assessment of President Lester Lefton's performance in his role as President of Kent State University, as required of him by the employment contract between him and the Kent State University Board of Trustees. In the past, this report has been completed in different ways, including a formal 360-degree assessment about a year-and-a-half ago. It is the intention of the President's Office this year to engage the services of a professional firm that specializes in executive assessment. The work to be completed would take place between now and the June meeting of the Board of Trustees. The Board will receive an in-person verbal report at its June 6, 2012 meeting.

Proposed Plan of Action. Based on our discussion, my recommendation is to conduct a series of interviews with representatives of key constituencies (Board, staff, faculty, students, community leaders, etc.) along with President Lefton. The interview list will be developed and approved by the Board Chair and the President. The questions asked will reflect not just past performance but, also, what challenges and changes is President Lefton likely to face in the near future, as well as his ability to deal with these future issues. My report to the Board, then, will discuss:

- (a) his progress on the goals he set with the Board,
- (b) perceived future challenges and changes, and President Lefton's readiness to meet these issues, and
- (c) recommendations for his continued personal and professional development,
- (d) recommendations for the Board in working with the President to optimize institutional performance.

Specific Steps. In order to meet this objective, the steps outlined below provide a rough guideline for how the process will work and how long it will take.

Step 1: Meet with President Lefton and the Board Chair, Jackie Woods, together or separately, to discuss the assessment process, who will be a part of it, and what will be covered. Any changes suggested will be incorporated, accordingly. *Expected time frame:* ½ day.

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Step 2: Schedule interviews.

Step 3: Conduct interviews. *Expected time frame: up to 4 days.*

Step 4: Prepare Board presentation. *Expected time frame: 1 day.*

Step 5: Meet with President Lefton to discuss findings. *Expected time frame: 2 hours.*

Step 6: Meet with Board to discuss report. *Expected time frame: 2 hours.*

Professional fee: Not to exceed \$2,500 per day plus expenses (e.g., travel, parking, meals, etc.).

Joe, I hope this approach and the steps involved meet your expectations. I have had similar assignments with executives, in both the private and public sector, and I believe this kind of approach will meet the President's, and the Board's, needs. I would also like to mention that as a proud Kent alum, I know the history and the culture of the University, and that kind of familiarity will help me to connect with the various constituencies I'll be dealing with. Moreover, as a Ph.D. from Kent State, I have a working knowledge and familiarity with University administration and faculty life that will also be of considerable aid in this endeavor (it also doesn't hurt that my wife, also a KSU Ph.D. grad, is a Professor of Business Administration at Tiffin University, and so the world of academia is always as close as my dinner table).

I hope this proposal letter is to your liking and that I have a chance to engage with President Lefton and the people who work with him on this project. If you, or anyone else, have any questions, please don't hesitate to contact me.

Sincerely,

Gary Kustis, Ph.D.

Sr. Consultant

The Aldridge Group

Interview List for Presidential Evaluation

Members of the Board of Trustees

Jacqueline Woods, Chair
Jane Timken, Vice Chair
Dennis Eckart, Secretary
Steve Colecchi
Margot Copeland
Emilio Ferrara
Richard Marsh
Larry Pollock
Brady Ruffer
Chelsea Knowles
Michael Solomon

Members of the President's Cabinet

Alfreda Brown
Todd Diacon
Gregg Floyd
Gene Finn
Iris Harvey
Greg Jarvie
Ed Mahon
Joel Nielsen
Charlene Reed
Willis Walker

Foundation Board

Linda Neiheiser
Gary Brahler

Faculty Senate (current and past chairs)

Paul Farrell
Tom Janson

Student Government (current and past executive directors)

Kevin Papp
Justin Pierce

Local Leaders

Dave Ruller
Howard Boyle

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Invoice

Date	Invoice #
05/31/2012	1320

Received

JUN 28 2012

President's Office

Bill To
Kent State University Office of the President Charlene Reed P.O. Box 5190 Kent, OH 44242-0001

Date	Activity	Amount
05/01/2012	Consulting Service - G. Kustis: Executive evaluation of President Lester Lefton (includes 30 interviews, report preparation, report to the Board of Trustees)	10,000.00
05/31/2012	Expenses/Mileage, tolls, parking	387.50
Total		\$10,387.50

Amendment of Employment Agreement

WHEREAS, Kent State University (the "University") and Dr. Lester A. Lefton ("Dr. Lefton" or "the President") entered into an employment agreement ("the Agreement") on July 1, 2006;

WHEREAS, the University and Dr. Lefton have mutually agreed to make certain amendments to that Agreement more consistent with the terms typically offered to University Presidents in Ohio; and,

THEREFORE, the parties agree to the following amendments to the employment agreement as follows:

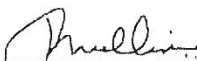
1. Paragraph A of the Agreement shall be amended to read "Term". The University shall continue to employ Dr. Lefton as its President for a term from July 1, 2006 through June 30, 2011 (the "Term"), except as provided in Section I ("Termination"). Dr. Lefton hereby accepts such continued employment on the terms and conditions set forth in this Agreement. This Agreement and the Term is hereby extended to June 30, 2014. Beginning July 1, 2013 this agreement shall automatically renew on July 1 of each succeeding year unless either party provides a one year written notice of the desire not to renew.
2. Paragraph B is deleted.
3. Paragraph D.1 shall be amended to read Annual Base Salary. As compensation for the services to be performed by Dr. Lefton pursuant to this Agreement, the University shall pay to Dr. Lefton an annualized base salary of \$350,000, from July 1, 2006 through June 30, 2007 (the "Base Salary"), less applicable deductions. During the Term of this Agreement, your Base Salary may be increased, but not decreased. Any increases shall be within the Board's sole discretion and shall be based upon the President's performance during the previous 12 months in connection with the annual evaluation of his performance, as set forth in Section E of this Agreement. However, any increase will be the average percentage given to University employees.
4. Paragraph D.2 shall be amended to read Performance Bonus. The President shall be eligible for an annual performance bonus. The amount of any performance bonus shall be within the Board's sole discretion and shall be based upon the President's performance during the previous 12 months in connection with the annual evaluation of his performance, as set forth in Section E of this Agreement, up to a maximum of twenty five percent (25%) of the President's Base Salary. These payments will be paid in July of each year and shall be paid unless there were multiple, serious, major performance deficits.
5. Paragraph D.3 shall be amended to read Internal Revenue Code § 457(f) Plan. The University shall establish a nonqualified deferred compensation plan under section

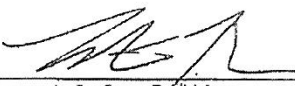
457(f) of the Code for the President's benefit. The University shall no longer make contributions to the plan effective December 31, 2009. The remaining funds shall be invested according to the terms of the plan document. All accrued deferred compensation shall be paid out on the earlier of: the President's death, the President's permanent disability (as defined by Internal Revenue Code § 409A(a)(2)(C)), the President's termination without Cause by the University (pursuant to Section I.2) or the President's completion of the Term of this Agreement. If the President is terminated for Cause (pursuant to Section I.1) or voluntarily resigns from his employment (pursuant to Section I.3), the President shall not receive any accrued deferred compensation under this nonqualified deferred compensation Plan. Any other terms and conditions of the deferred compensation Plan shall be set forth in a document separate and apart from this Agreement, but shall include a substantial risk of forfeiture provision and not contain a rollover provision. Upon accepting these amendments to the agreement, the University shall pay the President \$60,000 as a longevity bonus. Subject to the fulfillment of agreed to quantifiable goals and continued employment, effective July 1, 2010, this amount shall be increased by an additional \$10,000 each year subsequent.

6. Paragraph E.1 shall be amended to read Annual Evaluation. On or before August 31, 2006, and each year thereafter, Dr. Lefton shall provide to the Board a list of proposed goals and objectives for the year period beginning on September 1, 2006. The Board and the President shall discuss the President's goals and objectives, after which time the Board and the President shall agree upon quantifiable goals and objectives for the year period. On or before May 1 of each calendar year, the President shall initiate the evaluation process for the period that began on September 1 of the previous calendar year by submitting to the Board a self-appraisal of said period's performance. This appraisal shall address the President's performance related to each of the goals and objectives determined the preceding September. After the President has submitted this self-appraisal, the Board shall evaluate the President's performance during the previous academic year based on his achievement of the mutually agreed upon specified goals and objectives and such other criteria as the Board deems appropriate. To aid the Board in its annual evaluation, the President agrees to furnish to the Board such additional oral or written reports as it may request.
7. Paragraph F.1 shall be amended as follows Standard Benefits. Dr. Lefton shall be eligible to participate in all of the University's benefit plans subject to such eligibility requirements, terms and costs as are applicable, including, but not limited to, medical and prescription drug insurance, life insurance, and sick leave. Dr. Lefton shall be entitled to an annual executive physical at a hospital of his choice and other physician ordered tests. The University will pay all expenses not covered by insurance. Dr. Lefton shall have the choice to participate in either the State Teachers Retirement System of Ohio or the University's Alternative Retirement Plan offered through a number of independent carriers such as TIAA-CREF. Dr. Lefton is required to select a retirement plan within 120 days of his employment.

8. Paragraph F.6 shall be amended to read Vacation. The President shall be entitled to twenty five (25) days paid vacation for the fiscal years 2009- 2011. The President shall be entitled to thirty (30) days paid vacation for fiscal years 2011-2014. The attendance by Dr. Lefton at business and professional meetings and conferences shall not be construed as vacation time.
9. Section G shall be amended as follows 1. The University shall provide Dr. Lefton with an allowance to enable him to maintain a residence in Kent, Ohio. The housing allowance shall be \$50,000 per contract year and shall be used for the payment of Dr. Lefton's rent and/or mortgage (including local hotel fees), and property taxes. Dr. Lefton shall receive an addition \$15,000 per contract year to subsidize utilities and maintain the residence in good repair. Dr. Lefton agrees to continue to use his residence to entertain University guests and to host University meetings as appropriate and convenient.
10. Section G, a new paragraph: 4. The University shall pay a one-time payment in September 2011 of \$25,000 for painting, cleaning of furniture and rugs and replacement of damaged furniture related to University use.

Executed this 17th day of November, 2009.


Patrick S. Mullin, Chair
Kent State University Board of Trustees


Lester A. Lefton, President