

The Opportunity for **Presidential Leadership** at Carroll University



CARROLL
UNIVERSITY

Waukesha, Wisconsin



The Board of Trustees of Carroll University, the first four-year institution in Wisconsin, has launched a national search for the **15th President of the University**. The Search Committee invites applications, nominations, and expressions of interest for the next leader to advance the mission of the University.

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The Opportunity

After 10 years of distinguished service as President of Carroll University, Dr. Douglas N. Hastad has announced his plans to retire in June 2017. Under Hastad's skillful leadership, Carroll University has flourished in size, scope, and reputation.

Dr. Hastad guided Carroll's transition from a college to a university. Over the past decade, undergraduate enrollment has increased 13 percent and graduate enrollment has grown 179 percent. More than \$100 million in renovations and new construction has been completed without incurring new debt. The endowment has reached \$53 million.

The next President will be expected to continue this successful trajectory of

growth and excellence.

The President reports to, and is a voting member of, a 27-person Board of Trustees. Five vice presidents, the director of communications and marketing, the university legal counsel, and the executive assistant to the president report to the President and comprise the senior leadership team.

Required Qualifications

The next President of Carroll University must have an earned doctorate or evidence of extraordinary intellectual engagement and experiences that demonstrate the ability to lead an institution of higher education. In accordance with Carroll's Mission Statement, the President will honor the Presbyterian legacy of the University



as well as the religious diversity of the current Carroll community. She/he will support and uphold the relationship of Carroll University with the Presbyterian Church (USA).

The President will be a person with high energy, good humor, finely tuned people skills, and an optimistic outlook on life. This visionary leader will be of sound character and good judgment.

Other significant competencies and experiences required of the selected candidate include the capability to do the following:

- Embrace, articulate, and advance

Carroll University in Brief

- **Established:** 1846
- **Religious Affiliation:** Presbyterian Church USA
- **Type:** Private University
- **Number of Students (2015-2016):** 3,047 undergraduate - including 759 freshmen; 474 graduate
- **Average ACT score of freshmen:** 23.7
- **Academic Faculty:** 133 Full-time; 258 Part-time
- **Percentage of Faculty with Terminal Degrees:** 71.4%
- **Areas of Study:** 95+
- **Bachelor's Degrees:** 5
- **Graduate Programs:** 9
- **Doctorate Program:** 1- Doctor of Physical Therapy
- **Student-Faculty Ratio:** 20:1
- **Student Demographics:** 71.4% from Wisconsin; 23.2% from Illinois; 5.4% elsewhere; 33 states and 31 countries represented
- **Number of Degrees Awarded in 2014-2015:** 768
- **Residence Halls:** 13
- **Sports:** 22 NCAA Division III Athletic Teams; member of the College Conference of Illinois and Wisconsin (Fall 2016)
- **Student Clubs/Organizations:** 70
- **Tuition & Fees (2015-2016):** \$29,535
- **Room & Board Average (2015-2016):** \$8,722
- **Students Receiving Financial Aid:** 98%; \$40 million awarded
- **Endowment (as of Dec. 31, 2015):** \$53 million
- **Debt:** \$8 million
- **Living Alumni:** Nearly 22,000



Carroll University **Mission Statement**

Carroll University provides a superior education, rooted in its Presbyterian and liberal arts heritage, and draws upon its Christian tradition to prepare all students for vocational success, lifelong learning and service in a diverse and global society.

*Adopted by the Board of Trustees
May 12, 2012*

the University's mission and vision with spirit and conviction.

- Foster a vibrant and empowered community through a leadership style that evokes trust, welcomes debate and collaboration, reflects confident decision-making and effectively engages the talents and experiences of the Board of Trustees, administration, faculty, staff, students, and alumni.
- Further strengthen and strategically grow the University's academic programming, particularly at the graduate level, while maintaining a strong commitment to the liberal arts as the academic core for all undergraduate students.
- Provide essential leadership in fundraising and friendraising, working collaboratively with the Board and advancement staff to implement successful programs designed to increase gift and grant acquisition.
- Effectively navigate the campus through the ever-increasing external challenges to hold higher education more accountable while further strengthening the University's long-term financial position.
- Facilitate a long-term strategic

planning process that includes active participation by constituent groups.

- Display a broad appreciation of the educative dimension of a residential private institution, including life inside and outside the classroom.
- Show a commitment to campus-wide diversity in all its dimensions.
- Connect authentically with students and understand their intellectual, spiritual, social, and physical gifts and needs.
- Possess intellectual engagement and resilience, while exhibiting humility.
- Embrace Carroll's recent transition to the NCAA Division III College Conference of Illinois and Wisconsin.
- Actively participate in campus and Waukesha community life and be a strong proponent of the many service learning opportunities available to students.
- Be a strong advocate for the Cross-Cultural Experience, a requirement of the general education program (the Pioneer Core), that provides undergraduate students the opportunity to have firsthand cross-cultural experiences through

domestic or international travel and study.

Carroll University **A Pioneering Institution**

Carroll is the first four-year institution in Wisconsin. It was chartered by the Wisconsin Territorial Legislature on January 31, 1846, two years before Wisconsin became a state.

Soon after its founding, Carroll affiliated with the Presbyterian Church and adopted the motto, "*Christo et Litteris*," which means "for Christ and Learning." The college's early patrons believed that higher education would serve as an instrument for civilizing the wilderness, spreading the Gospel and planting the roots of democracy deep in the prairie soil.

The founders also sought to provide for the prosperity of their children and future generations. Throughout its history, the hallmarks of the "Carroll Experience" have been teaching excellence and individualized attention. That pledge has not changed.

Carroll is proud of its long-standing and mutually beneficial relationship with the Presbyterian Church (PCUSA). The covenant relationship with The Synod



of Lakes and Prairies of the Presbyterian Church (U.S.A.) affirms a mutual commitment to encourage intellectual curiosity, demonstrate excellence in education, and seek relevance in the quest of knowledge and its application in a complex global society. Carroll values the diverse cultural, multi-national, religious, and ethnic make-up of the entire University community.

The University's educational philosophy is sustained by the four pillars of integrated knowledge, gateway experiences, lifelong skills, and enduring values. These pillars undergird all that Carroll does. They support the "Carroll Experience" and the vision for students to achieve a lifetime of potential.

The Campus Community

Since its humble beginning, with a mere two faculty and five students, Carroll has blossomed into a highly regarded, medium-sized private university with an enrollment of more than 3,000 students. The University is comprised of the College of Health Sciences, College of Arts and Sciences, and The Department of Business, Accounting and Economics (currently working toward school status).

The University awards 12 degrees.
Undergraduate degrees:

- Bachelor of Arts
- Bachelor of Science
- Bachelor of Science in Nursing
- Bachelor of Music Education
- Bachelor of Science in Music Therapy

Graduate degrees:

- Master of Business Administration
- Master of Education
- Master of Science in Exercise Physiology

- Master of Science in Physician Assistant Studies
- Master of Software Engineering
- Doctor of Physical Therapy
- Master of Occupational Therapy (pre-accreditation review)

Over the past decade, freshman-to-sophomore retention rates have climbed from 72 percent to 82 percent. The graduating class of 2016 consisted of 538 undergraduate students and 152 graduate students.

This past decade also saw the employee FTE count increase by nearly 17 percent. As of fall 2015 there were approximately 233 FTE faculty and 262 FTE staff.

Since 2006, the vibrant teaching and learning environment at Carroll has been enriched by a broad range of new initiatives and campus improvements, including:

- A new Pioneer Core general education curriculum distinguished by its integrated theme of culture across all four years, including a cross-cultural immersion experience prior to graduation





- A new Learning Commons that accommodates nearly 100,000 student visits a year through its programs of supplemental instruction, subject tutoring, Career Services, Math Center, and Writing Center
- A Pioneer Scholars Program that pairs a faculty member with a student for collaborative summer research
- Significant and consistent investment in campus facilities, including the renovation of many historic properties for use as academic buildings, such as the new Business Hall
- Prairie Springs Environmental Educational Center and the Paul Fleckenstein Research Laboratory located adjacent to the University's

65-acre Genesee Field Station

- Three new residence halls that transformed an avenue bordering the campus into an academic village
- A new, art-infused Center for Graduate Studies, conveniently located three miles from campus and near major freeways
- A new, state-of-the art Science Center (all laboratories) scheduled to open for classes in fall 2016
- Demolition of an existing building with construction of a new academic facility to house nursing and exercise science scheduled for completion in 2018

Beyond the classroom, Carroll seeks to engage students in service programs, clubs and organizations, and athletic

The Four Pillars of the Carroll University Educational Experience

Carroll University's educational philosophy is sustained by the four pillars of integrated knowledge, gateway experiences, lifelong skills and enduring values. These pillars undergird all programs, activities, and plans at Carroll. They support the Carroll experience and the institution's vision for Carroll students to achieve a lifetime of potential.

Integrated Knowledge

Integrated Knowledge is the very foundation of a quality liberal arts program. The Carroll curriculum emphasizes breadth and depth of learning. Our purpose is to encourage students to recognize the interrelationships among ideas. We believe that students with this understanding will continue to learn, grow, and succeed long after they leave the campus.

Lifelong Skills

Lifelong Skills help students prepare for life and work in a world of rapid and constant change. We believe that graduates will continue to evolve and contribute to their communities long after they earn their degrees. To that end, our mission is to help students learn to think critically and creatively, adapt to changing technologies, work efficiently and effectively, collaborate with others, and communicate clear, compelling ideas.

Enduring Values

Enduring Values help students to consider always the impact of their actions on the world around them. We believe that effective leaders draw their inspiration from strong personal value systems. Our goal, therefore, is to offer students multiple opportunities to make decisions and then to reflect upon their consequences.

Gateway Experiences

Gateway Experiences occur both upon entering and upon leaving Carroll University. We believe that our educational responsibility extends beyond the classroom into every aspect of our students' lives. That is why we place a special emphasis on preparing incoming students for college life and on helping graduates make successful transitions into their first jobs, or graduate and professional schools.



programs. Robust student leadership opportunities are offered.

The University fields 22 NCAA Division III men's and women's athletic teams. The Pioneers will compete in the College Conference of Illinois and Wisconsin beginning Fall 2016.

Waukesha, Wisconsin

A Strategic Location and Welcoming Community

Carroll is located in Waukesha County, which annually ranks as one of the most highly educated, healthiest, fastest growing, and wealthiest counties in the state of Wisconsin. The campus is nestled in a residential neighborhood, with a 12-minute walk to historic downtown Waukesha.

This charming riverfront city is filled with art galleries, boutique shops, and many unique restaurants and coffee shops. In 2012 the city was ranked in the top 100 for "Best Communities in the United States for Young People" by America's Promise Alliance and "100 Best Places to Live" by Money Magazine.

Historic Waukesha is a short distance from Wisconsin's largest city, Milwaukee, and its spectacular Lake Michigan shoreline. Milwaukee was rated one of the top 15 emerging downtowns in the United States in 2013 by *Forbes*. This convenient access to urban life provides a multitude of opportunities for internships, volunteering, arts, dining, shopping, museums, sports, and strategic partnerships.

Wisconsin's state capital, Madison, is 60 miles away, and the world-class city of Chicago is 90 miles. Both are easily accessible by car or train.



Application and Nomination Process

Confidential inquiries are welcomed.

1. To Apply - Applications must include:

- A letter of interest
- A current resume or curriculum vitae
- At least five references with full contact information (References will not be contacted without consent from applicants.)
- Your answers to the questions at:
www.myersmcrac.com/skins/userfiles/file/CU-MMQuestions.pdf

2. Submit applications to: Carroll@myersmcrac.com

The search remains open until the position is filled. For best consideration, submit application materials by **October 21, 2016**.

Nominations are invited and should include contact information for the individual being nominated. Submit nominations to: Carroll-Nominations@myersmcrac.com.

David M. Gring, Ph.D., Senior Vice President, and **Emily Parker Myers**, Chief Executive Officer, of **Myers McRae Executive Search and Consulting** are assisting Carroll University with this search.



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