



Transforming lives through academic excellence, innovation, and leadership.

THE SEARCH FOR A PRESIDENT

The Board of Trustees and its Presidential Search Committee invite nominations and expressions of interest for the person who will become the fourteenth president of the university. This position presents an exceptional opportunity for leadership of an emerging and vibrant university. Having experienced unprecedented growth over the past twenty-five years, Marian has the unique opportunity to become a model of the contemporary university – a teaching institution serving the diverse educational and professional development needs of its service area.

There are numerous reasons why the Marian presidency will be an exciting and rewarding experience. Clark Kerr, in his benchmark volume on academic leadership, asserts that “presidents can make a difference!” The Marian presidency is such an opportunity. While there are challenges awaiting the next chief executive there is also willingness, resolve, and resource on the part of the university community to accomplish the tasks at hand.

Through its relatively brief history, Marian has attained a number of notable achievements. First and foremost, the university is strongly student-centered. Marian exists for its students. This is confirmed by the high ratings received from students in the National Survey of Student Engagement (NSSE) in which Marian undergraduates give unusually high marks to the university in the areas of academic challenge, active and collaborative learning, and student-faculty interaction. The survey likewise shows that Marian students are significantly more likely to report a deepened sense of spirituality in addition to developing a personal code of values and ethics, strong evidence the core values of the university are being conveyed to the next generation of alumni. Additional evidence of student centeredness is found in the 2008 Student Satisfaction Inventory (SSI) in which Marian students express significantly greater satisfaction on 10 of 11 benchmarks when compared with peer institutions. Support for students is confirmed once again in the recent report of the American Enterprise Institute (*Diplomas and Dropouts: Which Colleges Actually Graduate Their Students*) which ranks Marian fifth in the Midwest among peer institutions in graduation rates.

As a community, Marian has few peers in terms of service. Members of the Marian family are servant-leaders, giving their time and talent on campus and in the community. In the past year, students, faculty, and staff completed nearly 10,000 hours of community service, once again expressing the university's core values. It is not surprising that the community of Fond du Lac has embraced Marian's presence, and has consistently shown that appreciation by its support for and commitment to the university.

An opportunity for meaningful leadership? Yes! We encourage you to continue reading to gain some sense of who we are and the dreams we have for this exceptional place.

THE UNIVERSITY

Brief History: Founded as Marian College in 1936 by the Congregation of Sisters of St. Agnes to provide teacher education in a liberal arts tradition. St. Agnes School of Nursing, founded in 1910, merged into Marian in 1965 due to changing needs in nursing education. Other degree programs (e.g., business and criminal justice) were added as needs were identified. Marian was granted university status in 2008.

Students: The 2010 academic year set new records as 1,986 undergraduates and 816 graduate students enrolled, with 1400 traditional undergraduates on the Fond du Lac campus. While the majority of students are Wisconsin residents, the university also draws from 13 other states and 13 countries. Marian also offers adult accelerated evening/weekend undergraduate programs and nationally recognized graduate programs on the Fond du Lac campus and at outreach locations throughout the state.

Significant Academic Programs: The university has a freshman seminar program modeled on national best practices, an honors program to provide advanced level programming in the liberal arts for students with high academic potential, and the McNair Scholars Program, which identifies, mentors, and prepares eligible students for graduate education. The university enjoys positive student retention and among the institution's greatest strengths are the supportive and success-oriented relationships established by faculty and staff with students, confirmed by national survey data. Woven throughout Marian's history, vision, mission, and core values is also a commitment to educating those who might not have the opportunity for higher education without its presence. The university has a unique program to provide the means for single parents to be able to obtain a college education. Another program provides opportunities for individuals who would not qualify scholastically for college entrance, allowing them to prove themselves in a carefully tailored freshman curriculum that leads most to success. Approximately 50 percent of Marian undergraduates are first-generation college students.

Locations: The 104-acre main campus is located in a residential area of Fond du Lac, about an hour from Milwaukee, Madison, and Green Bay. Fond du Lac is a safe and active city of 42,000 residents and is situated on the southern most point of Lake Winnebago – a popular sailing, power boating, windsurfing, swimming, and fishing

destination. But the borders of the university are not confined to the main campus, for Marian offers extensive undergraduate and graduate programs at numerous educational centers across Wisconsin, with major sites in Milwaukee, Appleton, Green Bay, and Wausau.

Majors and Schools: More than 50 academic majors and minors lead to undergraduate bachelor's degrees. Marian also offers master's and doctoral programs for the graduate student. Seven academic schools include Arts, Humanities and Letters; Business; Criminal Justice; Education; Mathematics and Natural Science; Nursing; and Social and Behavioral Science.

Practical Experience: Cooperative education programs let students integrate classroom theory with practical work experience. Depending upon their major, students can receive on-the-job and research experience as early as their sophomore year.

Study Abroad: Marian's study abroad program provides students the opportunity to study in more than 15 countries around the world – including Australia, England, Japan, Mexico, and Italy. Options include academic year and semester-long programs, summer immersion trips from two to eight weeks, short-term language study programs, internships, and work abroad programs.

Student Activities: Marian students participate in more than 40 co-curricular activities, clubs, and organizations.

Athletics: NCAA Division III intercollegiate competition in the Northern Athletic Conference includes men's baseball, basketball, cross country, golf, hockey, soccer, and tennis, as well as women's basketball, cross country, golf, hockey, soccer, softball, tennis, and volleyball.

Campus Housing: Marian offers a variety of apartment style housing options in addition to a traditional residence hall experience. Freshman and sophomore students are required to live on campus, unless commuting from home.

Financial Aid and Scholarships: More than 90 percent of Marian students receive some form of financial assistance. Aid is available through scholarships, grants, loans, and work-study programs.

Finance: Traditional undergraduate tuition and fees for the current academic year total \$21,305. The annual operating budget for 2009-2010 is \$37 million. Funds serving as endowment are somewhat in excess of \$9 million.

LEADERSHIP INITIATIVES

As its work began, the presidential search committee, with the assistance of counsel, sponsored four days of conversations at university locations in Appleton (Aug 20), Milwaukee (Sep 9), and Fond du Lac (Sep 10-11) in an effort to define the primary opportunities and challenges for which the next president will provide leadership. These sessions included all major constituents of the university: administrators, alumni, community leaders, faculty, representatives of the sponsoring Congregation, students, support staff, and trustees. The agendas that evolved should help nominators and prospective candidates understand the standards by which candidacy will be measured. The items below are listed alphabetically, and thus are in random order of import.

Definition: While the majority of independent colleges and universities have entered their second century of service, Marian University is relatively young. Founded only 74 years ago, the institution has already experienced a number of impressive transitions. Initially established as a school for teacher education, the university subsequently developed new programs and markets. First came a more diverse undergraduate curriculum. Merging of the St. Agnes School of Nursing occurred in 1965. Coeducation began in 1970. The Masters degree was first offered in 1987. The development of off-campus centers with major operations in Appleton, Milwaukee, Green Bay and Wausau followed. Approval to grant the Ph.D. was achieved in 2004. University status was awarded in 2008. Total enrollments have grown from approximately 350 in 1986 to over 2,800 in the current academic year! As a result, it is not surprising that many in the Marian community struggle to articulate a contemporary definition for the institution. In play are a number of significant variables: traditional and non-traditionally aged students on the Fond du Lac campus; undergraduate and graduate students at a variety of Wisconsin educational centers; emergence as a newly-minted university that is not in the historic research model. What is particularly exciting is the opportunity to build the model of a contemporary, new generation, service-oriented, teaching-based university. As the new president comes to office, a university-wide discussion and deliberation must occur to achieve a commonly-held definition that is grounded in Marian's mission and core values.

Enrollment: A major issue facing the university in the immediate future is a determination of optimal size. There are two major components: the Fond du Lac campus and a number of education centers across Wisconsin. The current year's record enrollments are pushing the limits of class size and instructional capability as well as residential, instructional, and support facilities on the main campus. And while the majority of off-campus educational enrollments are based in four centers, there is some question about how many off-campus instructional sites the university could or should maintain. Demographic factors in Wisconsin, from which the university draws the very large majority of its students, indicate that for the foreseeable future the number of high school graduates will decline, while demands for graduate and new career education will continue to grow. These circumstances are a distinct advantage to the university for it

serves both clienteles and will benefit by that diversification. These variables, including commitments and success the institution has known in building diversity, will influence the decisions that must be made – and made soon – to determine the appropriate size for Marian University.

External Relationships: The relationships with the Fond du Lac community have always been important linkages for Marian. It will be important for these to continue. The next president will play an important role in achieving this goal, both by her/his engagement in the many activities of the city, but likewise by encouraging other members of the university community to be similarly involved. Beyond the boundaries of Fond du Lac, and because of the university's increasing state-wide visibility, the president will also want to maintain a presence in the major service areas, particularly Appleton and Milwaukee.

Facilities: Significant enrollment growth, noted earlier, has major ramifications for university facility needs. A major campus facilities plan, completed in 2007 by professional counsel, notes six major priority needs: A new Appleton Center (completed and dedicated in the late summer of 2009), an early childhood center, a health and wellness center (currently in an early planning stage), a performing arts center, the renovation and possible addition of residential housing, and the renovation of and addition to the Sadoff Science Center. Secondary needs included the establishment of a single point service center (completed), better accommodations for commuter students, a larger student center including a new dining facility, and various classroom improvements. In addition to new construction, the downside of having built a complete and totally new campus in 1969 means that 40 years later many operating systems and facilities are in increasing need of replacement and repair.

Finance: Current economic times and the challenges facing American higher education likewise confront Marian. After over 20 straight years of surplus operations, the university, like many other institutions, experienced a deficit in fiscal year 2009. Difficult decisions were made in the development of the budget for 2010, which has been approved and targets a projected surplus. With the thought that dramatic economic and demographic changes cannot be expected in the immediate future, attention to financial matters will be a high priority.

Fund Development: The responsibility for fund development and the presidential role have become increasingly synonymous and the Marian University presidency will be no exception. Donors in the past have been generous, particularly the founding and sponsoring organization, the Sisters of the Congregation of St. Agnes. Circumstances in the past, including current economic conditions, have seen some reduction in gift support from other benefactors and thus it will be incumbent on the new president to renew relationships with previous constituents and to engage new prospects in the life and work of the university. The organizational structure within the fund development department of the university is currently in transition and thus will also require the prompt and ongoing attention of the new chief executive.

Governing Board: As the result of several leadership changes at Marian over the past six years there has likewise been change in the composition of the governing board. Under the leadership of the interim president (who has elected to not become a candidate for the permanent position) and the board chair, board operations are experiencing greater stability and effectiveness. In this period of transition, it has become important for all board members to be knowledgeable about the responsibilities of trusteeship, fully exercising the authority granted to them. Once the new president has been selected, it will be equally important for both chief executive and board leadership to work closely together on matters of board growth, development, and functioning.

Instruction: An important agenda within the first few years of the next presidential tenure is the completion of a comprehensive academic program review. In the undergraduate curriculum there is a question that perhaps the university is providing a wider array of course offerings than it can reasonably support. In addition, at a time when many students enter college less than fully prepared for the rigors of post-secondary education, remediation resources are critically important and will directly contribute to better retention. Integrated with program review will be the need to focus on learning outcomes assessment, ensuring appropriate measurements of educational success. A review of programs offered at off-campus sites will be required to determine if those currently offered are appropriate for targeted audiences, and whether or not the current number of educational centers and enrollments is both educationally and financially defensible.

Internal Relationships: Leadership transitions of the past half dozen years, acerbated by a difficult economic climate and financial decisions affecting both personnel and program, have had an effect on the university community. The people of Marian have consistently risen to the occasion, making uncommon sacrifice, yet not without having impact. Morale problems do exist, a sense of “we-them” is on occasion palpable, and relationships have been strained. Under the leadership of the interim president the collegial environment has begun to experience marked improvement. This must continue. The next president must understand that a major task is the continued rebuilding of community, marked by personal interaction, transparency in decision-making, and living out the historic core and servant leadership values of the university.

Organization: Decisions concerning organizational structure made in the past year will need to be revisited soon after the arrival of the new president. While the newly adopted transitional senior administrative structure should function effectively for the immediate future, it may not be appropriate over the longer term. Other recent changes establishing positions of Deans for each of seven schools (Arts, Humanities, and Letters; Business; Criminal Justice; Education; Mathematics and Natural Sciences; Nursing; and Social and Behavioral Sciences) are still too new to fully evaluate their effectiveness but should also be subject to review after a reasonable period.

Planning: The *Strategic Plan 2008-2013*, approved by the Board of Trustees in October 2007, is a comprehensive document focusing on three major strategic directions and encompassing 12 major goals. While its 77 objectives are too complex, the plan is

generally viewed in a favorable light. The new president will want to immediately become acquainted with its content and determine ways in which he/she will utilize its guidelines for institutional leadership. The plan, however, requires integration with the financial resources of the university.

While there will be other initiatives for which the next president will provide leadership, these appear to be primary as the search begins.

LEADERSHIP CHARACTERISTICS

The agendas noted above call for certain talents, skills, and experiences that will enable strong leadership for the further growth and development of Marian University. The Presidential Search Committee believes the next leader of the university will embody many of the following characteristics:

- Commitment to the leadership of an emerging, teaching-oriented university in the Catholic tradition;
- Willingness to embrace the mission, vision and servant leadership values of the university;
- Notable success as an administrator, preferably at the presidential level;
- Proven ability in financial planning and management;
- Demonstrated individual achievement in the generation of gift income, recognizing the rare opportunity provided academic presidents in the perpetuation of donors' life values;
- Competent to work cooperatively with the university community in determining appropriate size and program offerings;
- Eager to reside and become active in the community in which the university functions, participating in its civic, social, and religious activities;
- Knowledgeable about emerging curricular trends in post secondary education and supportive of academic innovation;
- Actively involved in the daily life of the institution, encouraging the involvement of faculty, staff, students, and alumni in the collective work of the university;
- Dedicated to working with and strengthening the governing board to ensure the overall success of the institution;

- Adept in the selection and support of senior staff; and
- An advocate of the importance of university-based planning in achieving long term goals

THE PROCESS OF CANDIDACY

Nominations and expressions of interest may be submitted electronically to:

Mr. John M. Korb, Chair
Presidential Search Committee
Marian University
marian@academic-search.com

Candidates are asked to submit electronically a letter of interest that reflects on the leadership characteristics noted above, a resume, and the names, e-mail addresses, and telephone numbers of five references. Provided references will not be contacted without first securing the permission of the candidate.

Dr. Bruce T. Alton of Academic Search, Inc., Washington, D.C., is assisting with the search. Interested candidates or nominators may contact him at (202) 262-8250, or bta@academic-search.com.

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