

# The Search for a Dean of the School of Business

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**Carroll University**  
Waukesha, Wisconsin



## **Carroll University invites nominations and applications for the Dean of its School of Business.**

Carroll will welcome the new Dean as it embarks on a transformative invigoration of the School while at the same time continuing its outstanding academic programs that meet current and emerging industry need and developing leaders who are prepared to create and sustain success in an ever-shifting global environment.

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Elevated to a School of Business in 2017, the School's Dean will be responsible to Carroll's Provost and will be entrepreneurial as a leader, accomplished as a strategic thinker and implementer, collaborative by nature but decisive in action, informed about changing pedagogies and the needs of the 21st century learner, and have an understanding of the academy at the undergraduate and graduate levels. The successful candidate will have an uncommon opportunity to build a legacy of innovation and excellence in business education.

Carroll is prepared to welcome its new Dean as soon as possible after January 1, but no later than July 1, 2020.



### **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

## ABOUT CARROLL UNIVERSITY

A true pioneer, Carroll University is Wisconsin's first, four-year institution of higher learning. It was chartered by the Wisconsin Territorial Legislature on January 31, 1846, two years before Wisconsin became a state. Today, Carroll is grounded in the liberal arts tradition, distinctive in the health sciences, and graduates leaders in all fields. It offers more than 95 areas of study, including a variety of graduate programs and a clinical doctorate in physical therapy.

Carroll is proud of its long-standing 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, multinational, religious and ethnic makeup of the entire university community.

Carroll University's educational philosophy is sustained by its four pillars of Integrated Knowledge, Lifelong Skills, Enduring Values and Gateway Experiences. These pillars undergird all programs, activities and plans. They support the Carroll experience and the institution's vision for Carroll students to achieve a lifetime of vocational success.

**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** 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** 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** 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.



### Carroll University Ethos

At Carroll University, we are partners in creating a community that embraces respect, integrity and stewardship. The quality of our life together is central to our mission of excellence in teaching, learning and service.

#### **Respect**

We will honor the dignity and worth of each member of our diverse community by building relationships of trust. We will be civil and kind as we engage one another in our work.

#### **Integrity**

We will offer our best selves and trust that others will do the same through honesty, fairness and strength of character.

#### **Stewardship**

We will cultivate and care for our human, natural and material resources with gratitude, responsibility and accountability.

## ABOUT (Cont.)

Carroll is distinguished academically by its innovative Pioneer Core, the centerpiece of the undergraduate experience. A cross-cultural core sequence elevates the general education requirement as an opportunity to explore the arts, humanities, social sciences and natural sciences. As part of the Pioneer Core, all Carroll students are required to complete an immersive learning Cross-Cultural Experience and an integrative global perspectives colloquium.

The University's academic program is organized around three components: the College of Arts and Sciences, the School of Business, and the College of Health Sciences. The School of Business offers undergraduate majors in accounting, business administration, business economics, finance, healthcare administration, management and leadership, and marketing. Additionally, the School of Business offers three MBA concentrations.



## Degrees Offered

Carroll University awards the following degrees:

### Undergraduate

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

### Graduate

- Doctor of Physical Therapy
- Master of Arts in Teaching
- Master of Business Administration in Business Analytics
- Master of Business Administration in Business Management
- Master of Business Administration in Healthcare Administration
- Master of Education - Curriculum and Instruction
- Master of Education - Adult, Community and Professional Education
- Master of Occupational Therapy
- Master of Science in Educational Leadership
- Master of Science in Exercise Physiology - Clinical
- Master of Science in Nursing - Clinical Nurse Educator
- Master of Science in Physician Assistant Studies
- Master of Science in Sports Physiology and Performance Coaching
- Master of Science of Athletic Training

## Faculty and Staff

Carroll's total FTE employee count increased by over 15 percent in the past decade. As of fall 2018, there were 233 FTE faculty, with 75 percent having terminal degrees. The average class size is 21 students and according to data reported to IPEDS last year, the student to faculty ratio was 14:1. In addition, the university employs 258 FTE staff. Currently there are 13 full time faculty in the School of Business.

Carroll University's grants and research team works collaboratively with faculty and staff to secure government-funded grants that support a variety of pioneering campus initiatives.

### Recent grants include:

- \$2.89 M, the largest federal grant in university history from HRSA to help develop the National Health Careers Opportunity Program Academy for underrepresented high school students.
- \$1M from NSF in support of STEM scholarships
- \$1.25 M from HRSA to fund Carroll's Physician Assistant Primary Care Training and Enhancement Program

## Students

Beyond the classroom, Carroll engages students in a variety of ways. There are more than 50 student-led organizations. Students are encouraged to live out Carroll's mission of service through volunteering, mentorship programs, civic engagement and more. The Pioneer Volunteer Center connects students to opportunities throughout the year. In addition, students are offered an Alternative Spring Break program, which focuses on positive change through community service. Students also change lives through mentorship in Carroll's pre-college programs through enrichment activities and programs. The University fields 22 NCAA Division III athletic teams. The Pioneers compete in the College Conference of Illinois and Wisconsin (CCIW).

The desire to serve and help others is strong at Carroll. It's part of the Pioneer tradition, from First Year Students' Day of Service to Alumni Volunteer Day. Carroll regularly partners with more than 40 organizations working to improve our community through environmental sustainability, education, poverty alleviation, healthcare and more. Last year alone, students participated in more than 14,000 hours of service.



## Greater Waukesha Community

Carroll is the only comprehensive college or university 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, within 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. The city has been 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. In 2018, the City of Waukesha was rated most livable city in Wisconsin and the 36th best U.S. city in which to live by 24/7 WallSt.com.

Waukesha is 17 miles from Wisconsin's largest city, Milwaukee, and its spectacular Lake Michigan shoreline. In 2017, U.S. News & World Report ranked Milwaukee's metro area as 47th of the top 100 metro areas in the nation in which to live. Wisconsin's state capital, Madison, is 60 miles away, and Chicago is 90 miles to the south.



## Financial Overview

The past decade has been a period of financial strength for Carroll, as evidenced by its Composite Financial Index (CFI) hovering between 6.5 and 7.5 percent in recent years. Steady or increased enrollments coupled with a lean-focused discipline have resulted in an operation that regularly generates surpluses sufficient to build reserves, while supporting a robust program of plant maintenance, renewals, and replacements. Capital improvements including new construction and renovations of approximately \$125M over the last ten years were financed principally with cash from a \$53 million capital campaign, cash reserves, and various grants. The strength of Carroll's financial position is additionally reflected in its balance sheet with total assets of \$236M and just \$4.2M in long term debt.



## CARROLL UNIVERSITY BY THE NUMBERS



**3,496**  
total student body



**2,773 full time**  
and **198 part-time**  
undergraduate students



**525 graduate**  
students



**Wisconsin 69%**  
**Illinois 25%**



**29 states and**  
**26 countries**  
represented



**68% female**  
and **32% male**

**793 first-year students**  
with an average  
**ACT score of 23.5**  
enrolled in fall 2019

**First-year-to-sophomore**  
retention rates have increased  
from **78.6% (2011)** to **83.1%**  
(2019)

**The graduating class of**  
**2019** consisted of **642**  
undergraduate students and  
**243 graduate students**

## ABOUT THE SCHOOL OF BUSINESS

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The School of Business is looking to innovate as it projects significant growth in the faculty, student enrollment, and program development for the future. Building on a commitment to high quality programs, the School's faculty will combine leading-edge knowledge with a passion to excel at teaching, using both traditional and state-of-the-art delivery of business curricula. The overriding vision is to provide an engaging and experiential education that produces highly sought-after graduates and successful alumni.

Recent School of Business accomplishments include the establishment of the Analytics and Business Intelligence Consortium (ABIC). The consortium is an innovative membership-driven organization designed to serve the data-analytic decision needs of multiple sectors, including healthcare, manufacturing, finance, insurance, government, non-profit, and education throughout southeastern Wisconsin. In 2019 the University received a significant gift that endowed new Yersin Faculty positions in analytics and Yersin Scholarships for business students. Beginning this year, the MBA program has added new academic tracks in analytics and health care administration. Finally, the School has developed a network of events, conferences, and programs around these new initiatives.



## THE AGENDA FOR THE NEW DEAN

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This transformative opportunity, in which the new Dean will have a university-wide impact on the welfare of Carroll's future, allows the Dean to embrace the School's historic and current strengths while quickly moving beyond the status quo. They will begin implementation of the recently developed strategic plan through collaborative and decisive leadership. The plan gives focused attention to the workforce needs of local, regional and national constituencies. While there will be clear opportunity for the new Dean to design and give substance to a developing strategic roadmap for the School, the existing plan will provide immediate direction for them to "hit the ground running."

### Five desired outcomes of this plan include:

- Distinguished Programs
- A Dynamic Team of Business Faculty and Staff
- Strong Community, Business, and Organization Partnerships
- Technology-Infused Offerings and Contemporary Facilities
- Succinct Brand Identification and Awareness

### 🕒 Distinguished programs

Distinction and differentiation of the academic program is vital to enrolling high achieving students, attracting outstanding faculty, and creating demand for graduates in the workplace. While much is expected to change in the School of Business's future, the Dean cannot lose sight of this role. In addition, the Dean is responsible for the overall academic administration of the School, including the hiring, support, supervision, retention of department chairs, faculty, and support staff. Facilitating the evaluation and revision of current curricula will be essential for maintaining the School's strength and academic integrity. Championing the academic program, including the attainment of AACSB accreditation, and providing for the professional development of faculty are at the core of this agenda item as both lead to distinguished programs. The strength of leadership from a new Dean in this fundamental manner will be among their first steps in establishing trust and credibility within the School of Business faculty. The Dean will be creative in blending all the resources available to them to build a distinctive educational profile for the School of Business. The potential to broaden the Dean's creative impact across the University community is clear.

*Agenda continued on following page >*



➤ **A Dynamic Team of Business Faculty and Staff**

Valuing diversity and inclusion, the Dean will expand not only the number of faculty but the ethnic and gender diversity of the faculty and staff. Carroll is driven to become a more inclusive community and in so doing a dynamic and cohesive team will be formed. The Dean’s embrace of inclusion will be enhanced by their fresh ideas and affirming action which can impact all areas of the University. Further, by reflecting the vision of the strategic plan, the Dean will be encouraged to exercise multiple opportunities to lead by ideas, to nurture the energy of faculty, staff, and students, and to collaborate through a lens of innovation that helps the School to grow. Working collaboratively with the Dean of Health Science and the Dean of Arts and Sciences, creative development of interdisciplinary programs will be an exciting and necessary venture allowing for talents of the faculty to be unleashed.

➤ **Strong Community, Business, and Organization Partnerships**

Students are the focus of Carroll’s educational program while faculty and staff provide a supportive and caring dimension in the mentoring of these students. It is no accident that traditional-age students are drawn to, among other things, a strong sense of campus community and a recognizable commitment to student-centeredness. The new Dean must be comfortable with the personality of the campus and genuine in their visibility, accessibility, and enthusiastic participation in the life of the University. At the same time, the Dean must be effective in communicating in the public arena about the School’s distinctive features. Important relationships will be strengthened off-campus by the Dean’s active presence in the greater Milwaukee area. The School of Business’s engagement with the surrounding community requires the Dean’s attention. This engagement leads to partnerships and collaborations with business, government, and other non-profit groups which support and help the region while offering reciprocal benefits to the university.

➤ **Technology-Infused Offerings & Contemporary Facilities**

Establishment of new curricular programs and encouragement and deployment of new pedagogies will be enhanced by technology and contemporary facilities, allowing the Dean to lead efforts on new delivery models and both degree and non-degree programs. In this work, the Dean will have palpable support from members of Carroll’s board of trustees, senior administration, faculty, and alumni to grow the School both quantitatively and qualitatively. This support will be instrumental in leading the development of a unique 21<sup>st</sup> century business school profile for Carroll University.

➤ **Succinct Brand Identification and Awareness**

Brand identification for the School of Business and its programs must be complementary to the overall University position and messaging. A marketing and communications campaign will be driven by the distinctive advantages, unique mission and aspirational vision set forth by the Dean for the School of Business. Leveraging the essence of Carroll University and its reputation for delivering excellence in the human literacies that complement the professional skills today’s employers are looking for, the Dean will set the Carroll University School of Business apart and distinguish it as an industry pioneer.

An overarching Carroll University growth agenda drives the action priorities set forth above. The School of Business enrollment is forecast to grow in undergraduate enrollment from 391 in 2018 to a goal of just over 600 in 2028; and in graduate enrollment from 51 in 2018 to approximately 200 in 2028. This increased enrollment will generate the necessary cash flow to support all of the business programs and provide surplus revenues dedicated to support mission-centered programs across the University.

Building on Carroll University’s liberal arts heritage and forward focus on new literacies—data, technological, and human—the School of Business, with the direction of the new Dean, has the transformative opportunity to be among the national leaders of business education.

## DESIRED ATTRIBUTES OF THE NEW DEAN

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The successful candidate at Carroll will possess a combination of personal qualities and professional experiences that match the expectations outlined in The Agenda for the New Dean. The candidate will bring integrity, energy, an uncompromising work ethic, authenticity, and a sense of humor.

Carroll recognizes that there may be many pathways to a successful candidacy and interest from a variety of venues will be welcomed. That said, academic credentials will be critical with a doctorate in a business-related field preferred and an MBA required. Experience in business and industry is important but an understanding of the academy, the teaching/learning dynamic, and academic administration is essential.

### Beyond this, the successful Dean will be:

- A passionate proponent and contributor to Carroll's mission and the growth of this independent, liberal arts-centered, comprehensive university;
- A person of intercultural competence, able to strengthen diversity and inclusivity in the School of Business and at Carroll;
- An engaged and proactive leader with vision, able to prioritize and lead by ideas designed to enhance growth;
- A visible and accessible campus presence, actively engaging in Carroll's student-centered ethos, while modeling traits that will enrich collegiality and community on campus;
- A person with experience and a comfort level for fundraising on behalf of the School of Business;
- A creative strategic thinker who will bring their curiosity to planning collaboratively and implementing decisively, while building trust among their many constituencies;
- A person with an experience base that provides critical insights into successful branding, hiring faculty/staff, development of 21<sup>st</sup> century business curricula, cultivation of community partnerships, and the importance of technology in new pedagogies;
- An open and effective communicator who listens carefully, writes well, and speaks with clarity and inspiration;
- A determined and seasoned "follow through" manager who can balance the demands of moving quickly on several fronts with the ability to administer the detailed day-to-day activity of the School, and;
- A familiarity with the accrediting process and the steps needed to meet AACSB standards.

## A Transformative Role

This transformative opportunity, with palpable support from Carroll University's Board of Trustees, president, senior administration, faculty, and staff, will provide the new Dean both the ability and authority to lead the School of Business as it develops a distinctive, dynamic, and inclusive profile for the 21<sup>st</sup> century. Carroll University is in the enviable and unique position of having financial and enrollment strength. The opportunity articulated above will further strengthen Carroll's reputation as a national leader in higher education.

## THE APPLICATION PROCESS

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The search committee will accept nominations and applications throughout the fall until the position is filled, although a submission deadline of noon EST, Sunday, November 3, is recommended for the most favorable consideration.

Dr. Thomas B. Courtice is assisting with this search. Prospective candidates and nominators may contact him at [tom.courtice@gmail.com](mailto:tom.courtice@gmail.com) or at [614-395-6631](tel:614-395-6631). All inquiries and applications will be received and evaluated in full confidentiality. Applications from persons in underrepresented groups are highly encouraged.

### Application materials should include:

1. A letter of candidacy that responds in detail to The Agenda for the New Dean
2. A complete CV or résumé
3. The names and contact information (phone and email) for three references, none of whom will be contacted until a later stage of the search and not without the candidate's formal permission

### Application materials should be submitted electronically to:

Dr. Mark Blegen, provost and search chair  
[CarrollDean@tbcsearchconsulting.com](mailto:CarrollDean@tbcsearchconsulting.com)

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