

The Search for a Provost and Vice President for Academic Affairs



Carroll University
Waukesha, Wisconsin



Carroll University invites nominations and applications for its Provost and Vice President for Academic Affairs. New leadership will be asked to move an already innovative academic program to new levels of accomplishment at a time of significant progress at the University.

The Provost and Vice President for Academic Affairs (VPAA) provides strategic leadership and direction for all the academic programs and activities that are designed to create and enhance educational opportunities for all Carroll students to thrive and succeed. In keeping with the Carroll Ethos of respect, integrity and stewardship, the Provost/Vice President demonstrates a service mindset that reflects the highest commitment to a well-rounded, holistic education for our students. The Provost and Vice President for Academic Affairs reports directly to the President and oversees areas including the university's four colleges and schools, the office of information technology, academic resources, the library and instructional design.



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 (P.C.(U.S.A.)). 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.

It is committed to cultivating a welcoming and inclusive campus community and creating cross-cultural experiences that foster meaningful interactions between individuals of diverse cultures, social identities, perspectives and experiences.



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.

ACADEMIC UNITS

Carroll is distinguished academically by its innovative Pioneer Core, the centerpiece of the undergraduate experience.

The University's academic program is organized around the College of Arts and Sciences, the College of Health Sciences, the Sullivan School of Business and Technology, and the School of Education and Human Services. Among our many points of pride, Carroll is home to the region's top-ranked nursing and PA programs. Over the past four years, we have been recognized for our outstanding academic programs in U.S. News and World Reports rankings.

College of Arts and Sciences

With seven departments, the College of Arts and Sciences offers over 30 undergraduate majors including a growing Animal Behavior program and cutting-edge video game design degree. Faculty are dedicated and innovative educators, and are actively engaged in scholarship, grant writing and service to professional organizations. Faculty have received numerous federal private foundation grant awards and fellowships and have a strong record of peer-reviewed publication and creative work. The College provides most of the instructors for Carroll's innovative Pioneer Core general education program.

College of Health Sciences

Carroll is a leader in high-quality, innovative and contemporary healthcare education. Graduate programs in physical therapy, occupational therapy, physician assistant studies, pathologists' assistant studies and exercise physiology, and undergraduate programs in nursing, public health, athletic training and exercise science account for over 60 percent of Carroll's total enrollment. Our Bachelor of Science in Nursing program has been ranked the top nursing program in Wisconsin several times, most recently by Nursing Schools Almanac and Nursing Process in 2021. Additionally, our nursing students boast a 100% pass rate (the highest in the state) on the NCLEX exam to become a registered nurse. State-of-the-art facilities, licensure pass rates exceeding national averages and collaborative, interprofessional curricula have created a destination for students seeking high-quality healthcare education grounded in the liberal arts.

Future plans include greater diversification of nursing offerings and new niche programs. Healthcare system partnerships and market-driven needs will inform and guide future growth.

Sullivan School of Business and Technology

Established in 2017, the Sullivan School of Business and Technology is projecting significant growth in faculty and student enrollment over the next five years. Building on a commitment to high-quality programs, Business faculty will possess leading-edge knowledge combined with a passion to excel at teaching, while providing both traditional and state-of-the-art delivery of business curricula. Beginning in the fall of 2025, engineering will be added to the School's roster of academic programs with majors in Mechanical Engineering and Industrial and Systems Engineering. The School's vision is to provide an engaging and experiential education that produces highly sought-after graduates and successful alumni.

School of Education and Human Services

Building on our commitment to high-quality programs, the School of Education and Human Services faculty combine cutting-edge knowledge with a passion to excel at teaching, using both traditional and state-of-the-art delivery of education curricula. This includes a new graduate program in behavioral health psychology. Faculty are dedicated and innovative educators, and are actively engaged in scholarship, grant writing and service to professional organizations.

Degrees Offered

Carroll University awards the following degrees:

Undergraduate

- Associate Degree in Nursing
- 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 Behavioral Health Psychology
- 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 Nursing - Direct Entry
- Master of Science in Physician Assistant Studies
- Master of Science in Pathologists' Assistant Studies
- Master of Science in Sport Physiology and Performance Coaching
- Master of Science of Athletic Training
- Ph.D. in Leadership

<p>CARROLL UNIVERSITY BY THE NUMBERS</p>	<p>3,310 total student body</p>
<p>2,591 full-time undergraduate students</p>	<p>501 graduate students</p>
<p>Wisconsin 68% Illinois 28%</p>	<p>Students from more than 25 states and 20 countries</p>
<p>66% female and 34% male</p>	<p>720 first-year students enrolled in Fall 2024</p>
<p>First to second year retention is 78% (2024)</p>	<p>The graduating class of 2024 consisted of 579 undergraduate students and 270 graduate students</p>



Faculty and Staff

Carroll’s total FTE faculty count as of fall 2024 totalled 240, with 88 percent having terminal degrees. The average class size was 21 students and the student to faculty ratio was 14:1. In addition, the university employs 291 FTE staff.

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 via enrichment activities and programs. The University fields 23 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 Month. 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 located just 25 miles west of the dynamic and vibrant City of Milwaukee.

📊 Financial Overview

Carroll University has enjoyed a strong financial profile over the past three decades. The current annual operating budget is nearly \$90 million. Carroll’s net assets have steadily increased and now total \$236 million. In addition, Carroll has invested nearly \$200 million in infrastructure improvements and new facilities, all accomplished with no new debt. The university’s investible assets total \$108 million. Of that total, \$96 million is the university’s endowment and the balance is investible reserves. Our focus is to continue to grow the reputation of the university in a fiscally responsible way, with a deep commitment to being good stewards of the university’s resources.



ABOUT ACADEMIC AFFAIRS

The new Provost and Vice President for Academic Affairs will lead a team of talented and dedicated deans, chairs and program directors, faculty and staff. Academic Affairs is comprised of four colleges and schools, the office of information technology, library, academic resources and instructional design.

🔍 Colleges and Schools

As referenced above, Carroll University's academic programs are centered in four colleges and schools: the College of Arts and Sciences, the College of Health Sciences, the School of Education and Human Services, and the Sullivan School of Technology. Each college and school is led by an accomplished dean that oversees the various departments and programs within their division. The deans report directly to the Provost/Vice President for Academic Affairs.

🔍 Office of Information Technology

The Office of Information Technology is responsible for all academic and professional technology across campus. Over the past several years, OIT led the implementation of a new Enterprise Resource Planning (ERP) system and significantly enhanced technology at the university. The Office of Information and Technology reports directly to the Provost/Vice President for Academic Affairs.

🔍 Library

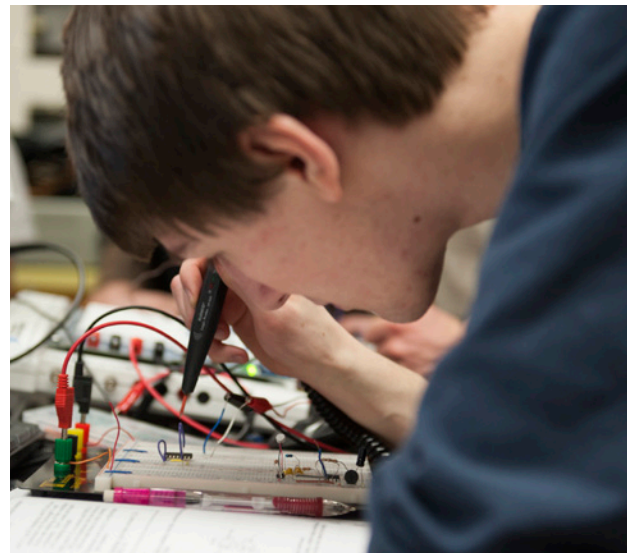
The Todd Wehr Memorial Library is a hub of activity. Research librarians, exceptional staff, and wonderful resources, both hard copy and electronic, frame this exceptional learning environment. The Director of Libraries reports directly to the Provost/Vice President for Academic Affairs.

🔍 Academic Resources

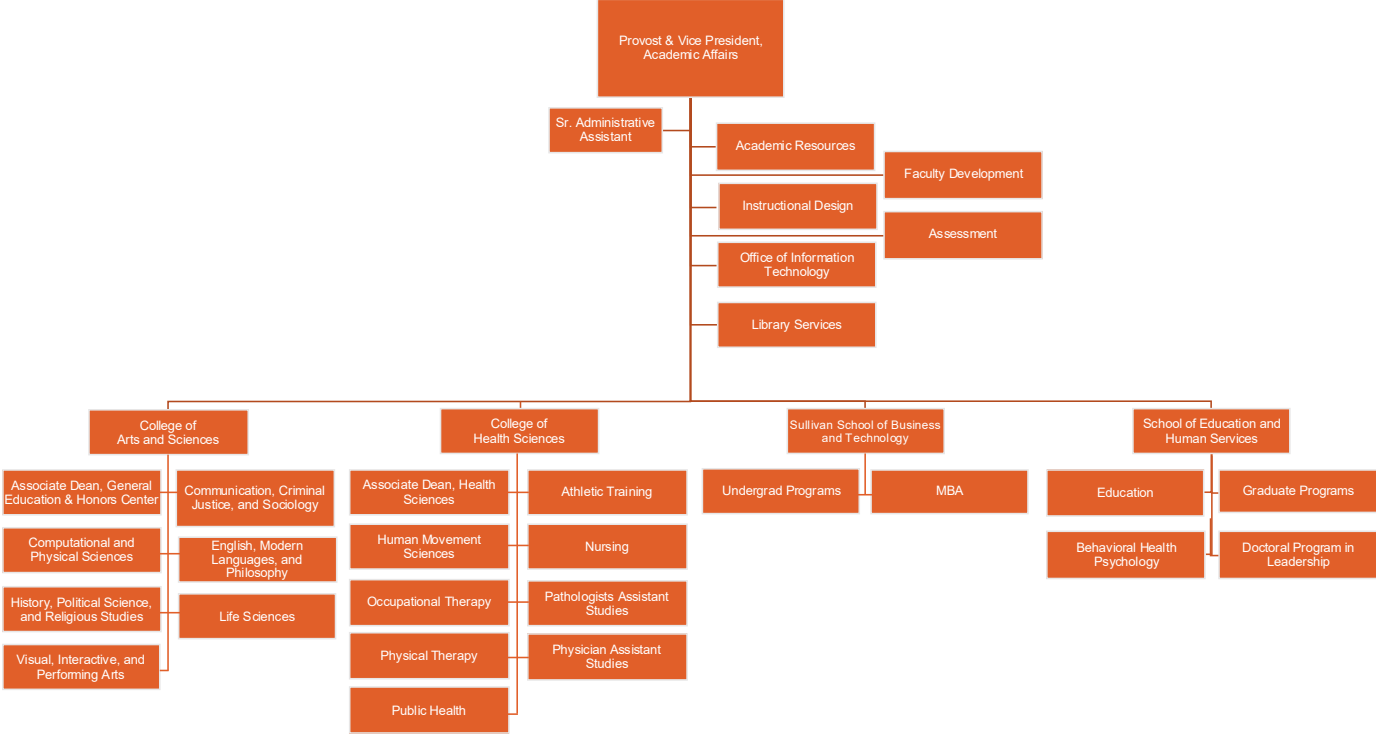
Academic Resources plays a vital role in student success and retention at Carroll University. A creative professional staff and exceptional students lead this dynamic space. Offering Wisconsin's only accredited Supplemental Instruction (SI) program, this unique program annually demonstrates its impact on student learning. In addition to SI, individual and group tutoring are offered, as well as career services. Academic Resources report directly to the Provost/Vice President for Academic Affairs.

🔍 Instructional Design

The Instructional Design office at Carroll is instrumental in supporting faculty in the development of their teaching and learning environments. By utilizing the latest pedagogies and tools for instruction, our teaching faculty have the resources they need to be successful. Instructional Design reports directly to the Provost/Vice President for Academic Affairs.



ACADEMIC AFFAIRS ORGANIZATION CHART



AGENDA FOR THE NEW PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS

The opportunity to serve an academically diverse and financially healthy comprehensive university with a tradition of student-centered education, a culture of broadly defined diversity and a deep service ethic is immediately compelling. Critical elements in the provost's philosophy should include a fundamental belief in the notion of human potential as seen in Carroll's students and faculty, a practice of adhering to high academic and ethical standards for self and others and a model of inclusiveness as the foundation for further building a meaningful learning community.

Carroll provides a new provost with the chance to join a seasoned president at a moment of considerable opportunity for the University. One's ability to embrace the University's mission, to engage the newly approved strategic framework for Carroll's future and to reflect a style that combines collaboration and decisiveness will be essential to the new provost's success.

The Provost and Vice President for Academic Affairs will:

- Provide strategic academic leadership by building a unified academic vision within a comprehensive educational program.
- Provide academic direction for the next strategic plan.
- Nurture shared governance by working with all faculty and staff, effectively communicating with all stakeholders and ensuring accountability at all levels.
- Work collaboratively with the academic leadership to streamline the academic programs and ensure efficiencies.
- Maintain visibility by being involved with, and engaged in, the campus community.
- Work with the senior leadership team in planning and budgeting of college resources.
- Ensure that the university's programmatic offerings are current and meet the needs of the region through ongoing analysis of student needs to identify new programs and services.
- Lead the university in establishing new, market-driven, online offerings.



DESIRED ATTRIBUTES OF THE NEW VICE PRESIDENT

The new Provost and Vice President for Academic Affairs will lead a large team of talented and dedicated faculty and staff.

Beyond this, the successful candidate will be:

- An experienced, successful professional and leader, with a clear track record of vision and success in cultivating a creative and dynamic team;
- A passionate proponent for the comprehensive, liberal-arts centered, small, independent university;
- A person who can lead by ideas with a style that is visionary, innovative, academically focused, action oriented and fiscally responsible;
- A person demonstrating accomplished strategic thinking, planning and implementation skills, while practicing collaboration and decisiveness as a characteristic of decision making;
- Deeply committed to Carroll's mission and the student-centered culture that prevails on campus;
- A team player who understands the role of a senior leader and advocate for the University first, and provides leadership for the faculty, the academic programs and the values of shared governance in that context;
- An open and effective communicator who listens carefully, writes well and speaks with clarity and inspiration;
- Responsive to the needs of the 21st century learner through the consideration of programs and technologies in support of their interests and needs;
- An effective manager who will analyze their administrative team's structure, empower its members, require accountability and evaluate performance transparently.

DESIRED QUALIFICATIONS OF THE NEW VICE PRESIDENT

Background and leadership experience:

- A Ph.D. or other terminal degree and a strong record of academic teaching;
- A successful track record in academic administration with progressively responsible experience and quantifiable advancement of the organization(s) the candidate has led, including experience as a Dean or sitting Provost;

- Strategic and data-driven thinking with experience in assessment and outcomes measurements as well as accreditation processes;
- Superb communication skills both in the written and spoken word, and the ability to collaborate and work constructively with other university leaders and trustees, developing partnerships with the senior leadership team, other divisions and the board, to further the mission of the institution;
- Excellent financial management skills and demonstrated experience working with complex budgeting models; and astute understanding of university finances and the relationships between academic priorities, budgeting, and fundraising;
- Honesty, integrity, resilience, humility and a sense of humor.

Review of applications will begin immediately. For best consideration, materials should be submitted by the end of the business day on March 31.

Prospective candidates and nominators should contact Carroll University's Talent Acquisition Coordinator, Kenzie Carl: at cucareers@carrollu.edu. All inquiries and applications will be received and evaluated in full confidentiality.

Application materials should include:

1. A letter of candidacy that responds in detail to the Agenda for, and desired qualifications of, the Vice President.
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:

cucareers@carrollu.edu

Carroll University is an Equal Opportunity Employer. Carroll University does not discriminate in any manner contrary to law or justice on the basis of race, color, sex, age, religion, sexual orientation, national origin, disability or veteran's status in administration of programs or in the employment of faculty and staff.