

The Search for a Vice President for Student Life



Carroll University
Waukesha, Wisconsin



Carroll University invites nominations and applications for its Vice President for Student Life. New leadership will be asked to move an already mature and successful program to new levels of accomplishment at a time of significant progress at the University.

The Vice President for Student Life (VPSL) provides leadership and direction for Student Life programs and activities that are designed to create and enhance opportunities for all Carroll students to thrive and succeed.

In keeping with the Carroll Ethos of respect, integrity and stewardship, the Vice President demonstrates a service mindset that reflects the highest commitment to a well-rounded, holistic education for our students. The Vice President for Student Life reports directly to the President and oversees areas including Student Activities, the Student Health Center, Student Conduct and Violence Prevention, Athletics, Residence Life and Housing, Title IX, Spiritual Life and Walter Young Center Counseling Services.



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'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 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 (CCE) and an integrative global perspectives colloquium.

The University's academic program is organized around the College of Arts and Sciences, College of Health Sciences, the School of Business and the new 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. Carroll was also named the Waukesha County Non-Profit of the year in 2021 due to our local impact.

College of Arts and Sciences

With seven departments, the College of Arts and Sciences offers over 30 undergraduate majors and several master's degrees in education. 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 the cross-cultural component of 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 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 96.3% 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 in pathological assisting and neurodiagnostic pathology. Healthcare system partnerships and market-driven needs will inform and guide future growth.

School of Business

Established in 2017 under the leadership of a new dean, the School of Business 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. 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 a new 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. Faculty are dedicated and innovative educators, and are actively engaged in scholarship, grant writing and service to professional organizations. In 2021, a Master's degree in Behavioral Health Psychology was established and the second cohort is set to begin in Fall 2022 with a full class. This program tripled its cohort size in 2019 and is attracting diverse and experience individuals to Carroll in order to pursue an advanced degree. Opportunities in interdisciplinary education, micro-credentialing, professional development, certificate programs and project-based learning are currently being explored.

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 Sports Physiology and Performance Coaching
- Master of Science of Athletic Training

CARROLL UNIVERSITY BY THE NUMBERS

3,303
total student
body

**2,608 full-time
and 171 part-time
undergraduate
students**

**524 graduate
students**

**Wisconsin 69%
Illinois 23%**

**40 states and
29 countries
represented**

**68% female
and 32% male**

**670 first-year
students with an
average ACT score
of 25 enrolled in
Fall 2022**

**First-year-to-
sophomore
retention rates
75% (2022)**

**The graduating
class of 2022
consisted of 580
undergraduate
students and 252
graduate students**



Faculty and Staff

Carroll's total full-time employee (FTE) count increased by over 15% in the past decade. As of fall 2022, there were 226 FTE faculty, with 81% having terminal degrees. The average class size was 19 students and the student to faculty ratio was 14:1. In addition, the university employs 319 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 Office 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 Pioneers Serve: First-Year Experience 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.



📊 Financial Overview

The past decade has been a period of financial strength for Carroll, as evidenced by its Composite Financial Index (CFI), hovering between 5.5 and 6.6% 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 gifts from donors, cash reserves and various grants. The strength of Carroll’s financial position is additionally reflected in its balance sheet with total assets of \$260M and just \$2.5M in long-term debt.



ABOUT STUDENT LIFE

The new Vice President for Student Life will lead a large team of talented and dedicated professionals. The Office of Student Life is comprised of Student Activities, the Student Health Center, Student Conduct and Violence Prevention, Athletics, Residence Life and Housing and Spiritual Life.

➤ Student Activities

The Office of Student Activities strives to enhance the Carroll experience by providing students with co-curricular opportunities and numerous ways to get involved both on campus and in the community. We offer weekend programming, 50+ student organizations, two fraternities, four sororities, a volunteer center, a food pantry, orientation, alternative spring breaks, commuter student programming, eSports, club sports, group fitness, intramurals and open recreation. With more than 150 student employees, one graduate assistant, one AmeriCorps VISTA and six full-time professionals, the team ensures an active, vibrant and healthy campus.

➤ Student Health Center

The Student Health Center staff consists of two full-time (10 month) board certified nurse practitioners, and one part-time medical assistant. On average, the center has between 2,000 and 2,800 patient visits per year for services including minor illnesses and injuries treatment, rapid tests, vaccines and drug screens, routine blood and lab tests, prescriptions, annual/well physical exams, sports physicals, employment physicals, contraceptive counseling and prescriptions, sexually transmitted infection (STI) screening/testing and treatment, and some travel vaccines and prescriptions.

➤ Student Conduct and Violence Prevention

The Office of Student Conduct aims to uphold state, federal and local laws as well as university policy while promoting a community of respect, care, growth and education. The Office of Violence Prevention exists to provide members of the Carroll community with resources, advocacy and intervention skills to support survivors of interpersonal violence and sexual assault.

➤ Athletics

Intercollegiate athletics is a vital part of student life as Carroll's varsity programs include more than 500 student-athletes. The varsity programs include 12 women's programs and 11 men's programs. Carroll is a NCAA Division III member and competes in the highly competitive College Conference of Illinois and Wisconsin (CCIW).

➤ Residence Life and Housing

The Residence Life and Housing team is comprised of eight professional staff members and nearly 100 student staff members. The mission of the Office of Residence Life and Housing is to provide safe, inclusive, and supportive living and learning environments that positively impact student engagement, retention, and success of the nearly 1,600 residents who reside in one of the 10 residence halls and six university apartment buildings. This office operates from a residential curriculum and uses StarRez as its primary housing software.

➤ Spiritual Life

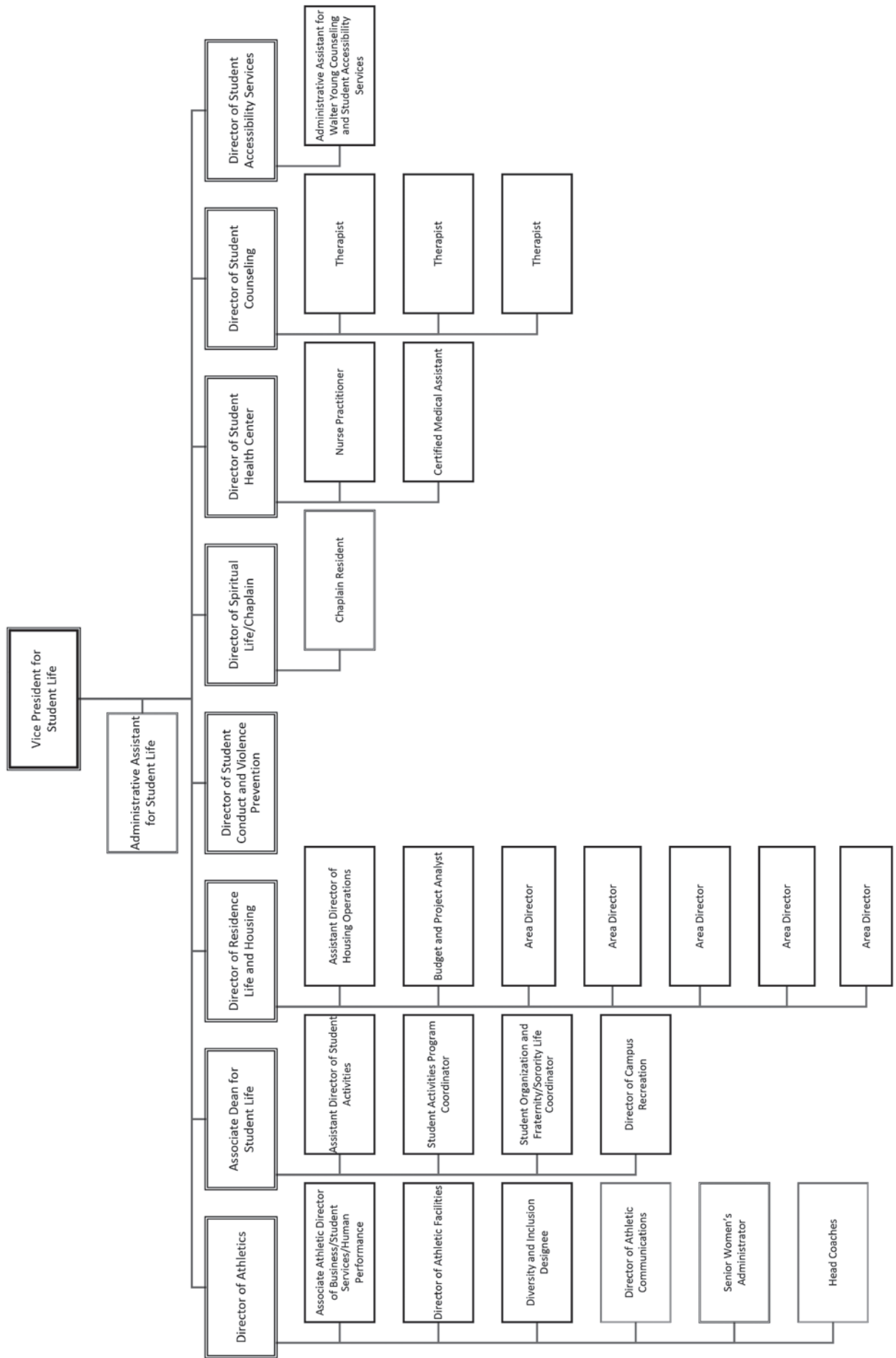
The Office of Spiritual Life celebrates and supports the full diversity of spiritual paths at Carroll through opportunities for service, reflection, inter-religious education, annual retreats and regular faith practice.

➤ Walter Young Counseling Services

At the Walter Young Counseling Center, we are proud to provide inclusive mental health services and programs to the Carroll community and to support Carroll University's efforts toward equity, justice, and liberation. We recognize that every individual comes to counseling with a different history and a lifetime of unique experiences, and we seek to honor that by creating a treatment plan that is individualized for each student. We are dedicated to providing culturally sensitive counseling services to the students at Carroll University, and to creating a safe space where all students feel welcome and accepted.



Student Life ORGANIZATION CHART



AGENDA FOR THE NEW VICE PRESIDENT FOR STUDENT LIFE

Provide vision and leadership to ensure that the student life programs meet the needs of the students, university, and our community.

The VP for Student Life will:

- Provide leadership to ensure excellence in student life programs and services throughout the university.
- Participate fully with the senior leadership team to ensure a continual focus on students in all decisions.
- Ensure a culture of student engagement and enhance the university experience of the students.
- Collaborate with the Office of Intercultural and Diversity Engagement to remove barriers for students and ensure that all students have equal access to learning and engagement in the life of the campus.
- Work collaboratively with the academic leadership to streamline the academic and student affairs needs within the university community.
- Administer an effective assessment program to assure student life activities and results guide changes to improve the lives of the students.
- 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.
- Ensure that the university's strategic plan, which emphasizes the student experience, is fully implemented through the development and management of goals and objectives.



DESIRED ATTRIBUTES OF THE NEW VICE PRESIDENT

The new Vice President for Student Life will lead a large team of talented and dedicated professionals. The Office of Student Life is comprised of Student Activities, the Student Health Center, Student Conduct and Violence Prevention, Athletics, Residence Life and Housing, Spiritual Life and Walter Young Center Counseling Services.

Beyond this, the successful candidate will be:

- An experienced and successful professional and leader, with a clear track record of vision and success in cultivating a creative and dynamic team;
- A person with evidence of effective strategies, especially in the planning and execution of a strong student life program;
- An excellent communicator who listens carefully, writes in a compelling manner and speaks with inspiration;
- A person of intercultural awareness, experienced in the building of diversity and inclusiveness;
- A passionate proponent and contributor to Carroll's mission and ethos;
- A person who is at ease in the development of strong, genuine interpersonal relationships in all of Carroll's internal and external constituencies;
- A manager who will care for detail, understand the need for data-driven decisions to structure, empower and evaluate staff effectively;
- A person who fully understands the critical nature of their partnership with Carroll's president and members of the Board of Trustees; and
- A team player, able to work collaboratively and transparently with members of the leadership team, and the faculty and the staff to bring superior student programming to Carroll's student community.



THE APPLICATION PROCESS

Review of applications will begin immediately. For best consideration, materials should be submitted by the end of the business day on Monday, May 15.

Vice President Dawn Scott is chairing this search. 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. 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 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:

The VPSL Search Committee at: 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.

