



UNIVERSITY of DUBUQUE

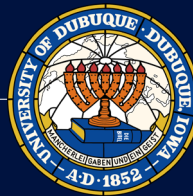
presidential prospectus

UNIVERSITY of DUBUQUE

Announcement of Presidential Search

After a remarkable 25-year tenure of President Jeffrey F. Bullock, UD's longest serving president, the University of Dubuque (UD) announces the search for its 12th president. We invite applications from exceptional candidates to lead one of the most physically and programmatically changed colleges in the Midwest.

UD's next president will join a committed community of higher education leaders who remain focused on the *Mission* of shaping lives of exceptional ability, worth, and purpose. This community has helped to transform a college through sustained enrollments and record fund raising, and has guided UD through what has been, and continues to be, one of most challenging epochs in the history of higher education.



The **University of Dubuque** is on a mission to find a new leader who will continue its successes and grow its future. The University is committed to student success and providing a continually evolving curriculum that addresses the needs of the present and future economy, the Church, and the world. The faculty and staff are dedicated to strong traditions in the liberal arts, professional programs, theological education, and character formation. The University's campus is a beautiful and safe undergraduate and graduate living/learning environment grounded in the Christian faith with a long history of serving first-generation students and the greater Dubuque region, in addition to students from across our country and around the world.

The University's unique programmatic offerings, including aviation, environmental science, physician assistant, and theological education, provide students with opportunities in high demand vocations in today's changing world. New program planning and initiatives have been strategic and intentional which has helped the University to be responsive to student needs and economic realities while maintaining a healthy and sustainable business model. Strengthening this commitment to innovation and entrepreneurship within the larger context of the University's *Mission* will be essential to the future success of the University and its next president.



priorities for the next president

The University of Dubuque provides a close-knit community of students, faculty, staff, alumni, and friends who care deeply about the institution, its continued success, and its future direction. The University's 29-member Board of Trustees is committed to the success of the president and the institution. The campus is located high on the bluffs above the Mississippi River in the city of Dubuque, Iowa, with buildings, views, and a setting that is peaceful, bucolic, and reflective of the great care that has been part of the intentional growth tradition of the University for many years. This beautiful setting is indicative of a quality living/learning environment that is a hallmark of the institution.

The new president will have the opportunity to build upon the successes of the past, continue to innovate while preserving a sense of history and tradition, and consider new directions for the future. The campus would welcome the opportunity to have the next president in residence for many years to come just as they have continued to support and enjoy the leadership of current President Jeffrey F. Bullock.

AMONG THE PRIORITIES FOR THE NEXT PRESIDENT ARE:

Financial Sustainability. The University of Dubuque has achieved financial stability through successful enrollment strategies, sensible programmatic changes, robust fundraising, and a culture of fiscal responsibility. There is virtually no deferred maintenance for facilities on the Dubuque campus, although compensation for faculty and staff will continue to be a central focus of future budget planning. The new president will need to focus on maintaining and refreshing the University's financial sustainability work and continue to look for ways to diversify revenue streams while efficiently managing expenses.

Christian Mission and Culture. The University's *Mission* is to "practice its Christian commitments" through a "hospitable Christian environment which respects other faith traditions." (The University is affiliated with the Presbyterian Church USA and includes a seminary.) The board, administration, faculty, and staff support "a diverse and equitable community where Christian love is practiced." The new president will need to embody and embrace that commitment and culture contained within its *Mission* that stresses a commitment to:

- A hospitable Christian environment which respects other faith traditions;
- Relationships which encourage intellectual, spiritual, and moral development;
- Excellence in academic inquiry and professional preparation;
- A diverse and equitable community where Christian love is practiced;
- Stewardship of all God's human and natural resources;
- Zeal for lifelong learning and service.



Enrollment has grown because of a focus on growing new programs that are economically responsive and recruiting a diverse pool of students, primarily first generation, who see higher education as an opportunity to lead successful lives. The mission statement speaks to the "intention of educating and forming the whole person." For example, roughly 60% of students participate in inter-collegiate athletics, an important component of student life and culture that is contained within a wider missional emphasis, that includes the Student Success Commitment.

Student Success Commitment. As part of Spartan Start, a new student's orientation to UD when they arrive on campus, students are presented with this official document that is an agreement between them and the University. The agreement contains seven key areas of successful engagement that the University commits to as part of a student's overall learning objective when they arrive on campus. In turn, students are asked to agree to their own learning objectives for their success. This document and the mutual signing of it, is one component to Spartan Start.

The new president will need to assess these current recruitment approaches as well as the diversity of program

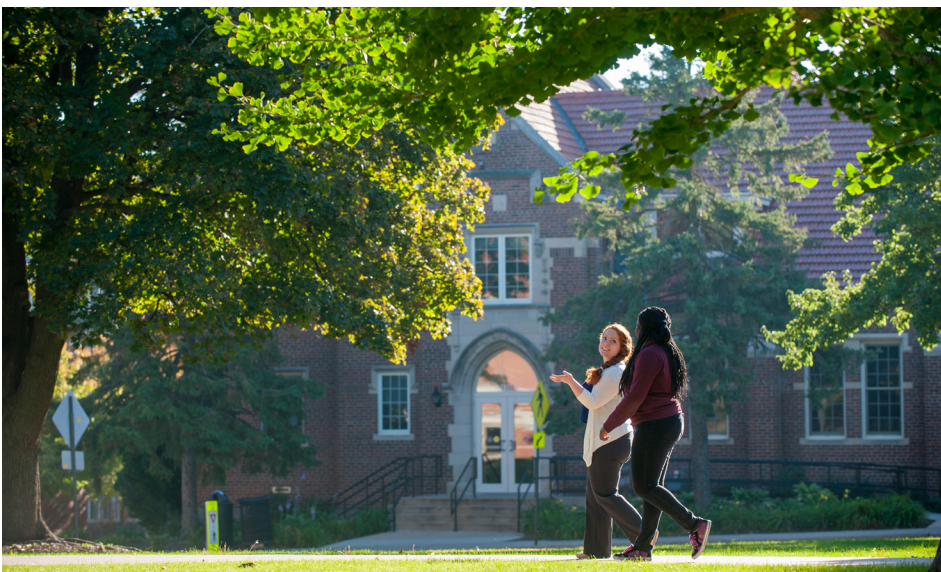
mix and give renewed attention to current retention and degree completion initiatives.

Continued Program Innovation. The University has wisely adapted and created programs that are responsive to the market and are thus in high demand, providing financial resources. Educational opportunities for students are still grounded in the liberal arts, with both aviation and health care as key examples of newer programs in high demand. Students are attending classes largely in-person and obtaining traditional degrees. The new president will need to support the ongoing evolution of program mix, methods of delivery, and types of certifications, for example.

Philanthropic Support. Successful fundraising has enabled the University to create state-of-the-art and well-maintained facilities and build a relatively large endowment for an institution of its size. The University is committed to growing the endowment as one way to reduce tuition dependency. The new president will need to establish strong relationships with the long-term friends of the University, as well as continue to build the alumni base and, ultimately, significant financial support.



Human Resources. Turnover in some senior leadership positions will provide an opportunity for the new president to build a team dedicated to supporting the future of the University. Similarly, a focus on faculty and staff growth, development, and retention will need to be a priority for the future health of the enterprise. Recognition of the hard work and successes of faculty and staff accompanied by tangible rewards will pay significant dividends.



desired attributes

Building on the long-term successful presidency of Jeffrey F. Bullock, the next president is expected to:

- Embrace the *Mission*, purpose, and values of the University, including a deep Christian faith.
- Demonstrate compassion, empathy, and humility.
- Be a strategic thinker and innovator, particularly when it comes to identifying opportunities to improve the University's enrollment, culture, and financial sustainability.
- Engage with each member of the community as an individual in approachable and relatable ways.
- Be an exceedingly good listener, a thoughtful, reflective and ethical decision-maker, and a transparent communicator.
- Have the capacity to grow as a leader, an innovator, and a community builder.
- Work collaboratively, transparently, and communicate effectively with all key stakeholders, including the board, administrators, faculty, staff, donors, friends, and alumni.
- Willingly and enthusiastically work with donors to solidify a sustainable future for the University.
- Focus on student success, including retention, academic work, and character formation.
- Embrace and enjoy athletics as a critical part of student life and success.
- Demonstrate a record of leadership success in a complex organization with multiple constituencies.

agenda for leadership

These qualities will guide an institution through a higher education agenda that is committed to shaping lives of exceptional ability, worth, and purpose, by reinventing the college experience.

UD's next president will continue to lead the institution through five strategies of distinction that are outlined in, and in support of, UD's Student Success Commitment.

UD's Five Strategies of Distinction:

- Maintain distinctive UD culture;
- Continue communicating a compelling brand;
- Continued strong foundational infrastructure;
- Maintaining stakeholder support;
- Build upon outstanding academic programming.



Historical Summary of the University of Dubuque

The University of Dubuque's long and distinctive history began in 1852 with the vision of Dutch immigrant, Rev. Adrian Van Vliet. He would eventually settle in Dubuque to prepare young pastors through what became known as the Van Vliet School, for the ministry of German-speaking populations crossing the Mississippi River to settle in Iowa and further west and northwest. Over the next 50 years, the institution underwent multiple name changes. In 1911, the school was introduced, and it was not until June 17, 1920, when a new charter was issued along with the new name of the University of Dubuque.



Over its 171-year history, the University of Dubuque has faced many obstacles. From barely surviving during such times as the Great Depression, world wars, and conflicts, to challenging contractions and expansions. As is with many college histories, these historic elements and eventual outcomes become threshold moments that have uniquely defined the University's ethos.

UD's most recent defining moment that set forth a turning point in its history became known as the Plan for Transformation. And this story, which has played out over the past 25 years, tells of a college that has experienced a physical and programmatic transformation and a cultural one. Unique to UD, the changes that have taken place at the University of Dubuque in every possible way, is quite possibly one of the most remarkable transformations in the history of higher education.

As President Jeffrey F. Bullock stated in UD's history book *Child of the Church, 1852-2008*, "...the wonderful story of the University of Dubuque is replete with the theme struggle. Nevertheless, with that struggle and at many steps along the way, God has been gracious to send leaders – faculty members, members of the board of directors/board of trustees, administrators, and supporters – who have given valiantly of themselves and of their means in very conceivable ways to keep the mission of the University alive and moving forward."

Guided by its *Mission*, today UD is moving forward in dynamic ways, with a robust endowment, sustained enrollments, a strong foundational infrastructure corner stoned with campus wide renovations and /or new construction, and a strategically balanced dynamic curriculum that informs UD's Student Success Commitment.

A distinctive campus culture committed to radical hospitality, today UD students are moving forward being shaped and led by their experiences in and out of the classroom where they are challenged to be empathetic, brave, relentless, and inspired. UD students are measured not by who they are when they arrive on campus, but ultimately by who they become during their time at the University of Dubuque, as they move out in leadership and service in their chosen professions and their communities.

UD's 77-acre campus boasts over \$250 million dollars of new construction or renovated campus buildings over the last two decades, a beautifully restored off-campus President's residence that is a short drive or bike ride to campus along with a dedicated campus community that serves this *Mission*.



areas of study

The University of Dubuque offers 31 areas of study as well as graduate programs in business, communication, physician assistant studies, and theology. The most popular programs at the University include Aviation, Natural and Applied Sciences, Business Administration and Marketing, Education, Human Health Science, and Sport Marketing and Management.

The University of Dubuque Theological Seminary offers degree programs and certifications for several denominations including Presbyterian Church USA, United Methodist and Global Methodist, and United Church of Christ.

An adult-accelerated degree program is also offered through our Learning Institute for Fulfillment and Engagement (LIFE) with six undergraduate degrees and two graduate degree options. LIFE is on the Dubuque campus along with sites in Cedar Rapids, Iowa, and Meridian, Idaho.



notable studies

Wolter Woods and Prairies Environmental Stewardship and Retreat Center

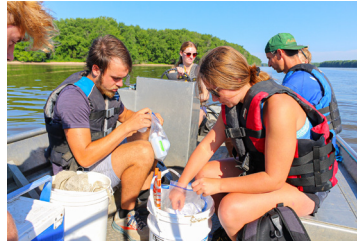
In 2019, 121 acres of unglaciated land about 20 miles from main campus were purchased by UD to continue stewardship of the property from a decade's long partnership with the previous owners. Mostly woodlands, the property consists of limestone bluffs that overlook the Mississippi River, a river bottom with a spring-fed creek, 21 acres of reintroduced native Iowa prairie, a sustainable garden, and more. There is also a home and a storage building.

The property allows for research and fellowship opportunities that benefit UD students and the entire campus community.



Funded Research Fellowship Opportunities

The Joseph and Linda Chlapaty Summer Research Fellowship and John and Alice Butler Summer Research Fellowship programs are designed to aid in the preparation of talented undergraduate students for graduate or professional school study. Fellows' projects are to be completed during the summer following their sophomore or junior years. Awardees commit to 40 hours each week for 10 weeks to the Fellowship. Those selected will receive a stipend and additional financial assistance for travel and other expenses associated with their respective projects.

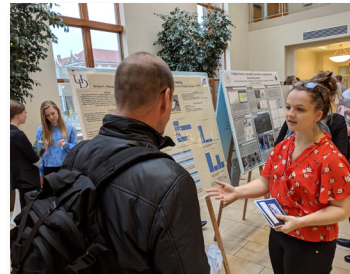


Wendt Character Initiative

The Wendt Character Initiative promotes a campus culture of excellent moral character and lives of purpose with programs that are centered in UD's *Mission* and designed to impact the lives of students, faculty, and staff.

The following supports programming and engagement opportunities for the entire campus community as we continue to strive to become the excellent people God made us to be - characterized by integrity, justice, and compassion.

- Wendt Character Scholars
- Michael Lester Wendt Character Lectures
- An Online Journal: *Character and . . .*
- Character Explorations podcasts
- Faculty Resources
- Athletic Awards
- Curriculum Development
- Wendt Library Collection



accreditations

The University of Dubuque is accredited by the Higher Learning Commission and the State of Iowa Department of Education. Specific programs are accredited by the State of Iowa Department of Education, the Commission on Collegiate Nursing Education, and the Aviation Accreditation Board International. Along with the Commission on Accrediting of the Association of Theological Schools in the United States and Canada. The University holds institutional membership with the Association of Independent Liberal Arts Colleges for Teacher Education and the Iowa Association of Colleges for Teacher Education.

MICHAEL LESTER WENDT CHARACTER LECTURE:
**WE'VE BEEN SNEAKING INTO
YOUR BRAINS**

MAX STOSSEL

Founder and CEO of Social Awakening,
Advisor for the Center for Humane Technology



FEBRUARY 6, 2023

7:00 P.M.

JOHN AND ALICE BUTLER HALL
HERITAGE CENTER

This event is free and open to the public.
For more information, call 563.585.SHOW.



WENDT CHARACTER INITIATIVE | WENDT@DBQ.EDU | WWW.DBQ.EDU/WENDT

UNIVERSITY of DUBUQUE



programs of study

UNDERGRADUATE

Accounting · African American Studies (Minor) · Applied Aviation Technology · Aviation Management · Biology (Major and Minor) · Business Administration · Chemistry · Communication · Computer Forensics and Security · Computer Information Technology · Criminal Justice (Major and Minor) · Digital Art and Design · Economics · Education (Major and Minor) · Elementary Health K-12 · Physical Education K-12 · Secondary Education Data Analytics (Minor) · English · Environmental Science (Major and Minor) · Fine and Performing Arts · Flight Operations (Airplane, Helicopter) · Gender Studies (Minor) · Health, Wellness, and Sport (Minor) · History (Minor) · Human Health Science · Human Resource Management · Liberal Studies · Marketing · Mathematics · Music · Nursing · Natural Resource Management (Minor) · Philosophy and Ethics (Major and Minor) · Politics · Pre-Health Professions · Pre-Law · Psychology (Major and Minor) · Sociology (Major and Minor) · Spanish (Minor) · Sport Marketing and Management · Theatre · Theology (Major and Minor) · Web Design and Development (Minor) · Wellness and Exercise Science

GRADUATE

Master in Management: Aviation Leadership · Communication Management · Organizational Diversity and Inclusion Leadership · Sport Management; Master of Business Administration · Master of Science in Physician Assistant Studies · Master of Arts in Christian Leadership

THEOLOGICAL SEMINARY DEGREE PROGRAMS

Master of Divinity · Master of Arts in Mission Discipleship · Master of Arts in Reformed Theology · Master of Arts in Ministry · Doctor of Ministry





spartan athletics

AMERICAN RIVERS CONFERENCE

The University of Dubuque is one of the nine member schools of the American Rivers Conference (A-R-C), formerly known as the Iowa Intercollegiate Athletic Conference, which celebrated its 100th Anniversary in 2022. UD is also a member of the Midwest Lacrosse Conference (men's lacrosse) and the Northern Collegiate Hockey Association (NCHA for Women's and Men's hockey).

UD competes in the NCAA Division III, which is the NCAA's largest division, with 433 active schools and 44 voting conferences. Of 477 total members, more than 180 have been part of the division since its creation 50 years ago.

The Three D's of NCAA Division III

- **Discover:** Division III student-athletes are encouraged to pursue their interests and passions beyond the classroom and field of play.

- **Develop:** Division III institutions provide an environment that encourages student-athletes to develop into well-rounded adults. Small class sizes, the ability to participate in more than one sport, and an emphasis on participating activities outside of the classroom are all hallmarks of the Division III experience.
- **Dedicate:** Division III institutions expect student-athletes to dedicate themselves to achieving their potential. Student-athletes must manage their busy schedules, keep up with class work and face the same challenges as the rest of the student-body.

Today, the University supports 23 varsity teams and numerous intramural and club sports. The newest additions to UD Athletics are women's wrestling and men's and women's hockey. Sparty the Spartan is UD's mascot.





UD AT A GLANCE

- Enrollment approximately 2,000 (1,700 undergraduate, 300 graduate, and seminary)
- 42% female, 58% male
- Students from 43 states and 18 countries
- 99% of students receive financial aid
- 41 Undergraduate and graduate programs of study
- 15:1 Student/Faculty Ratio
- 22% of UD students come from underrepresented or emerging communities, making ours one of the most diverse private campuses in the Midwest
- A dedicated community of 105 faculty and 400 staff
- 23 Varsity teams competing in NCAA Division III and 30 intramural sports
- 60+ student organizations and opportunities for engagement
- 16,705 Alumni and counting
- \$250 Million in campus buildings and renovations in the last two decades
- Endowment: \$250 million and growing



about dubuque

Dubuque is best described as a small-town setting with a big city feel. With a population of about 60,000, Dubuque is Iowa's first city and is along the scenic Mississippi River at the Iowa, Illinois, and Wisconsin borders.

Dubuque has also long been a historical and cultural center with its numerous historic sites, architectural Historic Districts with well-preserved buildings and homes, a revitalized main street, history and art museums, live theaters, ballet troupes, a symphony, three private colleges, two seminaries, a Bible college, libraries and a local history research center, recreational and sports venues, beautiful parks, a state park and nature interpretive center, miles of hiking and biking trails, and the great Mississippi River.

This central location puts the University of Dubuque within easy driving distance of cities such as Chicago, IL; Des Moines, IA; Madison, WI; and Rochester, MN.

Helpful Dubuque and Travel Information:

- www.dubuquechamber.com
- www.greaterdubuque.org
- www.traveldubuque.com
- www.traveliowa.com



Applications, Nominations, and Expressions of Interest

Mr. Larry Ladd and Dr. Sally Mason, representing AGB Search, will be assisting the University of Dubuque Presidential Search Committee. Prospective nominators or potential candidates are encouraged to contact Mr. Ladd or Dr. Mason directly by email prior to submitting materials.

Application materials must be submitted electronically and should include:

- 1) A letter of interest that addresses specifically how the candidate's experiences and qualifications intersect with the University of Dubuque's priorities and desired attributes as outlined in the Leadership Profile;
- 2) A curriculum vitae;
- 3) A statement of faith, and 4) the names, addresses, telephone numbers, and email addresses of five references for future contact – please also include your professional relationship with each reference listed.

The references will not be contacted without prior permission granted by the candidate.
All candidate names will remain confidential.



All application materials should be submitted through the AGB Search portal system accessible [via this link](#).

Application materials should be submitted by December 4, 2023, for best consideration. The search will remain open until an appointment is made.

Questions regarding the application process should be directed to UDpresident@agbsearch.com

Nominations and expressions of interest are encouraged. Please direct them to UDpresident@agbsearch.com or to the AGB search consultants listed below:

Larry Ladd, Executive Search Consultant | larry.ladd@agbsearch.com
Sally Mason, Senior Executive Search Consultant | sally.mason@agbsearch.com
Nick Omichinski, Research Associate | nick.omichinski@agbsearch.com

**AGB
SEARCH**
Advancing Higher Education Leadership

Applications from qualified persons with diverse backgrounds and cultures, including women and persons of color, are welcomed. AA/EOE



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