

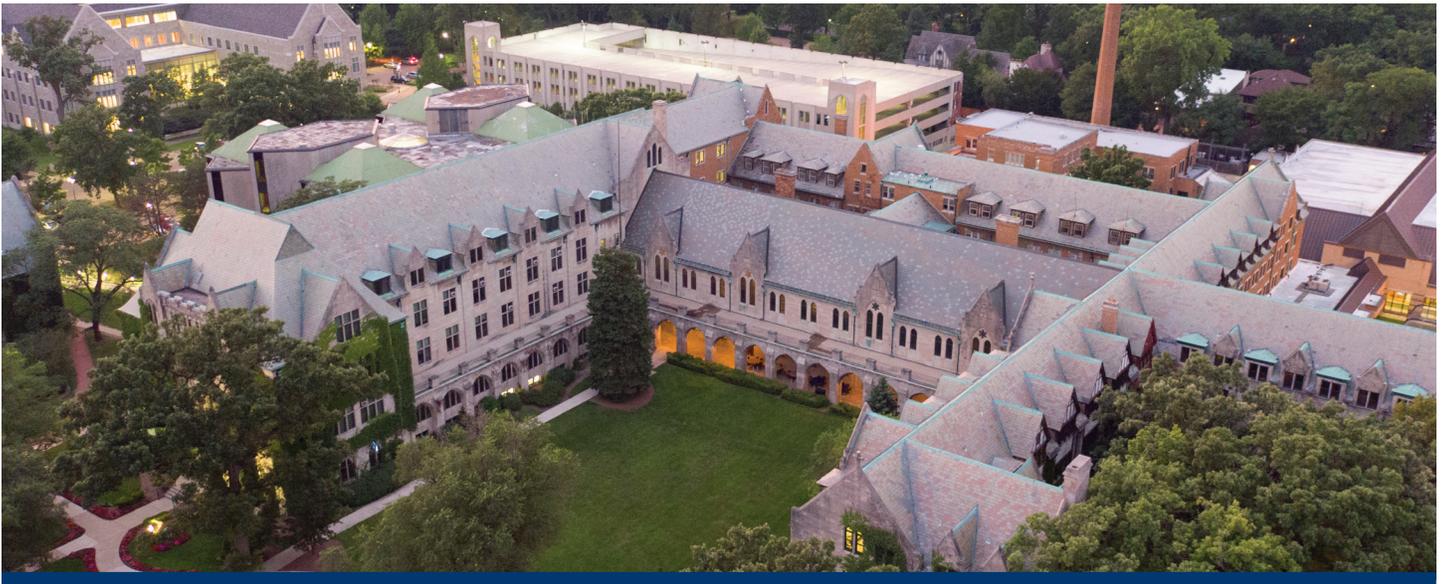
# Provost and Vice President for Academic Affairs



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**DOMINICAN UNIVERSITY**  
Where Learning Demands More



Dominican University invites inquiries, nominations and applications for the position of ***Provost and Vice President for Academic Affairs***. The Provost and Vice President for Academic Affairs reports directly to the president and, as the chief academic officer of the university, provides oversight and strategic leadership for the Rosary College of Arts and Sciences, Brennan School of Business, Borra College of Health Sciences, College of Applied Social Sciences, Rebecca Crown Library, and the entire Academic Affairs unit. S/he is the senior member of the President's Cabinet. The new Provost and Vice President for Academic Affairs is expected to assume office by July 1, 2019.

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## THE UNIVERSITY

Dominican University is a diverse, relationship-centered community rooted in a vibrant liberal arts and sciences education, offering rigorous, integrative, and innovative undergraduate, graduate and professional programs. At the heart of the University is its Catholic Dominican tradition, grounded in the compatibility of faith and reason, which affirms the dignity of the human person and concern for the common good. The University's curricula, research and campus life demonstrate a commitment to ethics, community service, social justice and global citizenship. Dominican University educates one student at a time in the company of others, engaging a multiplicity of cultural, religious and secular worldviews, transforming students, faculty and staff into agents of positive change.

Founded in 1901 as St. Clara College in Sinsinawa, Wisconsin, by the Sinsinawa Dominican Sisters of the Most Holy Rosary, the University began as a women's college founded on the fundamental values that continue to guide the University today—rigorous education encouraging diversity of thought, a commitment to social justice and close mentoring of students. With its move to River Forest in 1922, the school became known as Rosary College and rapidly grew its enrollment and programs over the next decades, including adding graduate programs and becoming coeducational. To reflect its stature as a respected, comprehensive and modern university as well as its Catholic Dominican heritage, the College was renamed Dominican University in 1997. In 2017, the university completed a comprehensive realignment

of its academic units resulting in its four college structure: the Rosary College of Arts and Sciences, the Brennan School of Business, the Borra College of Health Sciences, and the College of Applied Social Sciences (comprised of the schools of Education, Information Studies, and Social Work).

A premier Catholic university, Dominican is repeatedly named among the top master's-level universities in the Midwest by *U.S. News & World Report*. Currently, it is ranked #11 of 165 Midwest regional universities; the #1 best value in Illinois; and #19 in the Best Undergraduate Teaching category. Dominican University takes great pride in its high rate of success with first-generation-to-college students, many from underrepresented groups and/or economically disadvantaged circumstances. It has been recognized as a Hispanic-Serving Institution (HSI) by the Department of Education since 2011 and in 2017 received the Midwest's only Title V grant, a \$2.75 million award. While maintaining its core Catholic identity, the University enrolls and mentors students of all faith backgrounds. It was named a member of the "Vanguard Network for Interfaith Leadership" by the Interfaith Youth Core.

Small by design, Dominican is rich in opportunity. The University has an enrollment of about 3,000 students and close to 400 faculty members (about 160 of them full time). The average class size is 16, the student-faculty ratio is 11 to 1. Professors not only teach all classes but they also advise students.

The University motto of *Caritas Veritas*, meaning Love and Truth, is a living reality on a campus where collegiality, collaboration and respect define relationships among faculty, students and staff members. Commitment to these values is further realized through the *Caritas Veritas* Symposium, a treasured annual tradition wherein, for one day during the fall semester, classes are suspended so that the entire university can come together to explore the meaning of Dominican's mission and motto through formal papers, panel presentations and interactive workshops. Every school and discipline is represented in the day's program, and each year over 1,000 faculty, staff, students, trustees and alumnae/i participate.

The University's continuing history of changing to serve the evolving needs of its students and its communities remains steadied by its focus on mission and service and by the strategic and aspirational leadership of Donna M. Carroll, Dominican University's president since 1994.

## THE LOCATION

Located on a 37-acre wooded campus in suburban River Forest, Illinois, and just 10 miles west of downtown Chicago, Dominican University provides students and alumnae/i an accessible and welcoming location and superb access to a wealth of career, intellectual and cultural opportunities.

The village of River Forest is closely tied to the larger neighboring community of Oak Park. The Oak Park-River Forest community boasts a strong and diverse population of 60,000 with top-notch schools, a robust housing market and a vibrant local economy.

The significant architectural designs located in River Forest include the Winslow House by Frank Lloyd Wright. Nationally renowned for its architecture since construction began in the early 1900s, the Dominican campus was designed by famed architect Ralph Adams Cram, who also drew the plans for Princeton University, West Point Military Academy and Chicago's landmark Rockefeller Chapel. The university, which includes the Priory Campus, located approximately a mile east of the main campus, has maintained its signature Gothic look through expansion over the past century.

## MISSION, VISION AND PLAN

### Mission Statement:

*As a Sinsinawa Dominican-sponsored institution, Dominican University prepares students to pursue truth, to give compassionate service and to participate in the creation of a more just and humane world.*

Affirming the compelling value of the university's mission, in 2017 the Board of Trustees approved a new vision for the institution: *Dominican University will be an innovative leader in empowering graduates from diverse backgrounds to meet the challenges of an increasingly interdependent world.*

In order to realize this vision, the University community identified and the board ratified five strategic and two foundational priorities to guide its work over the next five years:

## Strategic Priorities

- Significantly increase academic persistence and purposeful completion
- Foster vocational discernment and create professional opportunity
- Build intercultural competence and global citizenship
- Innovate pedagogically and programmatically to maximize our students' potential
- Raise the University's name recognition and reputation

## Foundational Priorities to Support Strategic Success

- Build university endowment and financial stability
- Recruit, support, develop, and retain faculty and staff excellence

All colleges and administrative units of the university have developed plans to advance these priorities and realize the vision. These proposals will be brought into a comprehensive planning document over the course of the current academic year and brought to the Board of Trustees for their approval in April 2019.

This fall, Dominican University will complete its comprehensive capital campaign, *Powerful Promise*. Exceeding its \$65 million goal, *Powerful Promise* is the largest fundraising campaign in Dominican's 117-year history. It builds on the success of two earlier campaigns over the last two decades. When it is complete, the

institution will have raised more than \$150 million in philanthropic support since 1997 when Rosary College became Dominican University. The signature, transformative elements of *Powerful Promise* include:

- Creation of the Borra College of Health Sciences
- Dramatically increased funding for student scholarships
- Expansion of the faculty and of high-impact opportunities for students
- Prestigious new accreditations by the Association to Advance Collegiate Schools of Business (AACSB) and the National Council for Accreditation of Teacher Education (NCATE)
- Completion of state-of-the-art simulation labs and other health-care education facilities in Parmer Hall
- Establishment of the Division of Student Success and Engagement, enhanced by renovations to Mazzuchelli Hall
- Two new endowed chairs in the Brennan School of Business: The Norman and Ruth Carroll Endowed Chair in Business Ethics and Economics, and The John and Jeanne Rowe Distinguished Professorship
- Renovation of the Grotto of Our Lady of Lourdes and creation of a meditative labyrinth on the west campus

The focused leadership of the next Provost will be critically important to the University's pursuit of this vision.



## FACULTY COMPOSITION AND UNIVERSITY RESOURCES

Dominican University is organized into four colleges, with a total of 158 full-time faculty as indicated: Rosary College of Arts and Sciences (89), the Brennan School of a Business (18), the Borra College of Health Sciences (20) and the College of Applied Social Sciences (31). Librarians in the Rebecca Crown Library also hold faculty status and rank (5). Approximately 87% of the full-time Dominican faculty have a terminal degree and over 60% are tenured.

Teaching remains the hallmark of a Dominican education, with an 11 to 1 student-to-faculty ratio. This ratio is monitored closely, as dictated by accreditation at the graduate level, and to ensure a high percentage of small classes taught by full-time faculty within the undergraduate college. In recent years, as undergraduate enrollment has increased, and graduate program enrollments have declined, the university has not been able to increase the number of full-time faculty as aggressively as it would like. The new Provost will have to address questions regarding the composition of the university's academic portfolio of programs and the number and workload of full-time faculty.

Collegiality and dynamic, cross-campus collaboration are strongly held values at Dominican University. A new Provost will work closely with faculty leadership and senior administration to bring the Dominican University Collegium and Faculty Senate model of shared governance into maturity.

Dominican University today has an operating budget of approximately \$97 million, with over 60% of the budget consistently committed to instructional, academic, and student support. Over \$30 million dollars are awarded annually to support student financial aid. By the close of the *Powerful Promise* campaign, the university will have built a \$36 million endowment. Dominican has successfully generated operating surpluses each year, despite rising undergraduate discount rates (approximately 50% of all undergraduates are Pell eligible) and softening graduate enrollments since the 2008-09 recession. Dominican's Composite Financial Index (CFI) has averaged 2.5 over the last 3 fiscal years, owing to careful financial stewardship by its Board of Trustees, President, faculty and staff.

## UNIVERSITY LEADERSHIP

Dominican University has strong presidential leadership, a dynamic cabinet and an active and engaged Board of Trustees.

### **Dr. Donna M. Carroll**

*President*

Donna M. Carroll is in her 25th year as president of Dominican University, and is the first lay president of the institution. In 1997, she led the academic community through a successful name change from Rosary College to Dominican University.

Prior to her appointment at Dominican, Dr. Carroll served as Secretary of the University at Fordham University (NYC), and Vice President, Dean of the College and Dean of Students at Mount Vernon College in Washington, D.C.

Dr. Carroll has presided over a period of tremendous growth at Dominican University—in size, quality, and stability. During her tenure, the full-time faculty has doubled, new schools and programs have been established, the operating budget increased four-fold, three campaigns raised over \$150 million in new assets and the physical plant expanded significantly. In 2013, the university welcomed more new undergraduates than the total undergraduate enrollment when Dr. Carroll was appointed in 1994.

Named one of 20 Chicago “Women to Watch” by *Crain's Chicago Business*, Dr. Carroll also has been identified as one of the “100 Women of Influence” by *Today's Chicago Woman*, a *Chicago Tribune* “Remarkable Woman,” and was listed among the top 10 women in education by the *Chicago Sun-Times*. In March 2013, she was honored as a “Woman of Purpose” by Womenetics. Dr. Carroll is also the recipient of the CEO Leadership Award from the Council for Advancement and Support of Education, and just recently received the inaugural Cornerstones Award from the Sinsinawa Dominican Congregation.

An outspoken advocate for immigration reform and the rights of undocumented students, Dr. Carroll was honored with the “Community Change Maker” Award from P.A.S.O., a community-based social justice organization dedicated to serving Latino youth. She received both the “Strangers No Longer” Award from the Archdiocese of Chicago and the “Moral Courage” Award from Faith in Public Life. In 2018, she was named River Forest “Villager of the Year” for the influence of her advocacy on the approval of a Welcoming Village ordinance.

Dr. Carroll is a member of the executive committee of the School Board of the Archdiocese of Chicago, and also currently serves on the boards of Fordham University, Interfaith Youth Core, Cristo Rey Jesuit High School, and The HistoryMakers. She is a member of The Chicago Network and the Economic Club of Chicago.

Dr. Carroll received her bachelor's degree in English from Wellesley College and master and doctoral degrees in higher education administration and counseling from the University of Cincinnati. She is a graduate of the Harvard Institute for Educational Management, and Leadership Washington. Dr. Carroll also writes and lectures widely on topics related to higher education, leadership and vocation.

### **President's Cabinet**

The Provost and Vice President for Academic Affairs is the chief academic officer of Dominican University. Reporting directly to President Donna M. Carroll, the Provost serves on her Cabinet and as chief executive officer in the President's absence. The Officers of the University are an experienced and talented group of higher education professionals. They include the Vice President for Finance, Vice President for Enrollment Management and Marketing, Vice President for Mission and Ministry, Vice President for Operations and Technology, Vice President for Student Success and Engagement, and Vice President for University Advancement. The President's Cabinet also includes the Chief Diversity Officer and the Executive Director of Human Resources.

### **Board of Trustees**

Today's board has evolved considerably since the founding of the university in 1901. For most of Dominican's history, the Prioress of the Sinsinawa Dominican Congregation and her general council functioned as the board of trustees. In 1947, the congregation set up the Rosary College Advisory Board, later renamed the Lay Board of Trustees, to obtain counsel on legal and financial matters. The Board of Trustees as it is currently constituted came into being in 1970 when the Sinsinawa Dominican Corporation revised its by-laws and outlined a new governance structure. The corporate authority of the University exists in two tiers. The Members of the University (the Prioress of the Sinsinawa Dominican Congregation and her Council) reserved five specified corporate powers. The Board of Trustees, made up of lay and religious members, has governing and policy-making responsibilities for the university.

The up to 34 voting members of the Dominican University Board of Trustees include the President of the University as the sole *ex officio* voting member, as well as one faculty trustee and one student trustee, recommended by their respective constituencies. All other candidates for trusteeship are proposed by the board's Trusteeship Committee, elected by majority vote of the entire board, and approved by the members.

The Academic Affairs Committee of the Board is responsible for overseeing and appraising academic affairs. This responsibility is exercised in cooperation with the President and the Vice President for Academic Affairs. The Committee's oversight activities ensure that the educational program is consistent with the mission and strategic plans; the academic budget reflects the institution's academic priorities; faculty personnel policies and procedures complement academic priorities; and academic programs are appropriate for students and assessed for effectiveness. The Committee accepts, approves and recommends various levels of promotions, including tenure, to the full Board. The Committee also reviews, approves and recommends to the Board of Trustees new degrees and certification programs submitted by the various colleges of Dominican University.

### **Faculty Senate**

Throughout most of its history, the Dominican University faculty exercised its governance responsibilities as an assembly of the whole, known in recent years as the Academic Council. As the institution has grown in size, complexity and maturity, the need for a representative model of governance became apparent. After much careful study and thoughtful deliberation, the faculty proposed creation of a new Dominican University Collegium and Faculty Senate that would:

1. Contribute to improvement of Dominican University as a premier Catholic institution of higher learning.
2. Build a foundation for lasting, harmonious relationships between the faculty and the administration, as well as the Board of Trustees.
3. Serve as an effective instrument to deal with those areas of self-governance that have traditionally been the prerogatives of faculty in American colleges and universities." (*Constitution of Faculty Governance*)

In May 2017, the Board of Trustees approved the establishment of the Dominican University Collegium and Faculty Senate. The Faculty Senate is the delegate assembly of the Dominican University undergraduate and graduate faculty, whose purpose is primarily to



support faculty in the development and maintenance of educational policy processes. Senators are elected from each voting unit of the university (Rosary College of Arts and Sciences, Brennan School of Business, Borra College of Health Sciences, College of Applied Social Sciences, and Rebecca Crown Library). The Executive Council of the Faculty Senate consists of the Faculty Senate President, Vice President, Secretary, Faculty Trustee, and two members of the Faculty Senate elected by the Faculty Senate to serve on the Executive Council. The Provost serves as a non-voting member of the Collegium and, along with the President, is the key administrative partner of the Faculty Senate.

### **Academic Affairs**

The Provost and Vice President for Academic Affairs leads a dynamic and skilled team of academic leaders. Reporting to the Provost are the Deans of Rosary College of Arts and Sciences, Brennan School of Business, Borra College of Health Sciences, and College of Applied Social Sciences along with the Associate Provost and Assistant Provost for Continuing Education and Special Initiatives. Also included in the division of Academic Affairs are the Rebecca Crown Library, University Registrar, Borra Center for Teaching and Learning Excellence, Office of Institutional Effectiveness, Office of Sponsored Research, Office of Civic Learning, and Study Abroad.

The Provost provides oversight and strategic leadership for all these units, balancing administrative priorities and constraints with faculty advocacy, and entrepreneurial efforts with sustaining academic values,

while always being cognizant of the larger mission and vision of the university.

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### **LEADERSHIP OPPORTUNITIES AND CHALLENGES**

The Provost will provide the key academic leadership in advancing the priorities and addressing the challenges defined in the university strategic plan, and implementing relevant strategic initiatives to realize the University's vision for 2023. A strong focus on outcomes is situated within a deeply relationship-centered culture of Dominican University that emphasizes a shared sense of mission, community, hospitality and collaboration. The Provost is expected to engage in the full range of events and activities that bring the academic community together. Academic leadership must challenge the community to be innovative and nimble in the face of the dynamic and complex environment of private higher education today.

The Dominican University community has identified the following opportunities and challenges as most important for the new Provost to address:

- Optimize the academic portfolio and faculty resources to respond to market trends and needs
- Solidify the University's academic structure, operational systems and faculty governance
- Collaborate with the Enrollment Management and Marketing division to maintain healthy enrollments at the graduate and undergraduate levels
- Advocate for academic quality and innovation

- Lead efforts to improve retention and to close equity gaps in collaboration with the Student Success and Engagement division
- Facilitate interdisciplinary collaborations across colleges
- Manage a committed and talented group of higher education professionals in Academic Affairs with effective strategic and transparent leadership through a period of tight resources and competing demands
- A record of success in collegial decision-making and management practice that employ a consultative and collaborative process with the University community;
- Excellence in managerial, interpersonal and communication skills, including the ability to make and communicate difficult and sometimes controversial decisions and priorities
- Experience and skills in cultivating excellence in scholarship, teaching and service as well as an understanding of how these components support the mission of Dominican University

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## REQUIRED QUALIFICATIONS

- A doctorate or appropriate terminal degree plus academic credentials that merit an appointment with tenure at the rank of full Professor in one of the University's colleges
- A record of academic and scholarly achievement that demonstrates a commitment to academic excellence
- Experience as an effective senior level academic administrator
- Understand, appreciate, and embrace the Catholic Dominican mission and ethos that distinguish the university

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## DESIRED EXPERIENCE AND ATTRIBUTES

- Experience in facilitating strategic planning, assessment of institutional effectiveness, developing and executing data-informed policy and decision-making to enhance academic programs and advance the University's strategic priorities
- Ability to lead the academic planning process, to oversee personnel issues, to manage the financial resources of academic affairs and the financial acumen to understand the university's financial structures, constraints and decisions more broadly
- Record of overseeing enrollment growth and innovation in academic programming
- Experience in creating an environment of equity and inclusive excellence with a diverse student body, faculty and staff
- Leader who will be a strong voice for academic affairs at the President's Cabinet

- Knowledge about key issues affecting private higher education nationally, including access, affordability, faculty hiring, tenure and promotion, intercultural competence, admissions and retention, accreditation and compliance, and technology

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## APPLICATION AND NOMINATION PROCESS

Applications received online at [dom.edu/jobs](http://dom.edu/jobs) by December 2, 2018, will be assured full consideration; the search will remain open until the position is filled.

Applications should consist of a substantive cover letter addressing the candidate's experience, qualifications and leadership attributes and how s/he is prepared for this position at Dominican University; a current curriculum vitae; and a list of at least five professional references (including full contact information and brief notes explaining working relationships). References will NOT be contacted without explicit permission from the candidate. Confidential inquiries and expressions of interest may be addressed to the chair of the search committee, Dr. Claire Noonan, Vice President for Mission and Ministry ([cnoonan@dom.edu](mailto:cnoonan@dom.edu)).

*Dominican University is an equal opportunity employer and is dedicated to the goal of building a faculty and staff committed to teaching and working in a multicultural environment. We seek a diverse pool of applicants who bring varied experiences, perspectives and backgrounds. Upon request, reasonable accommodations in the application process will be provided to individuals with disabilities.*