



**FOUNDING DEAN OF THE SCHOOL  
OF BUSINESS AND ECONOMICS**



**CARTHAGE  
COLLEGE**

# THE SEARCH

Carthage College seeks an energetic, creative, and visionary leader to serve as the Founding Dean of the School of Business and Economics. The School will be a new academic division at the College, and the Founding Dean will be charged with bringing the departments of Accounting and Finance, Economics, and Management and Marketing together in synergistic ways while establishing a strong vision for future endeavors of faculty, staff, and students. The Dean will promote the mission and values of a leading liberal arts college, while championing the new School's focus on experiential-based education.



## ABOUT THE COLLEGE

Founded in 1847 by Lutheran pioneers in education, Carthage College is a private four-year college of the liberal arts and sciences in Kenosha, Wisconsin. Carthage combines an environment of reflection and self-discovery with a culture of high expectation, where students uncover and ignite their true potential. The beautiful campus is an 80-acre arboretum on the shore of Lake Michigan, 35 minutes from Milwaukee and 55 minutes from Chicago. The vibrant Carthage community includes 2,600 full-time students, 400 part-time students, and more than 350 full-time faculty and staff. Widely recognized for excellence, Carthage provides students with rare access to opportunities and facilities that cultivate the dynamic skills they need for life in a changing world.

The Founding Dean will join Carthage during an unprecedented time of prosperity and innovation at the College. Named a Best Midwestern College by Princeton Review, Carthage had more than 7,000 high school students apply for the 725 openings in the Fall 2020 first-year class. Since 1999, Carthage has invested more than \$250 million in campus facilities, including a new \$43 million Science Center, The Tower Residence Hall, the Campbell Student Union, the A. W. Clausen Center for World Business, Hedberg Library, the Oaks Residential Village, and the N. E. Tarble Athletic and Recreation Center.

These accomplishments, coupled with an ever-strengthening academic profile of incoming students, are signs of a maturing institution that is elevating its prominence in the marketplace through a strong and unwavering vision of academic and co-curricular excellence.

# ACCOLADES AND RANKINGS

- The Princeton Review selected Carthage for its 2021 “Best in the Midwest” college feature.
- In its 2021 edition, *U.S. News & World Report* ranked Carthage No. 12 overall among Midwest Regional Colleges. The College also received high marks among Best Colleges for Veterans (No. 1), and Best Value Schools (No. 19). In 2020, Carthage was recognized for Best Undergraduate Teaching (No. 6) and as a Most Innovative School (No. 5).
- Carthage is No. 3 in the country among baccalaureate institutions for student participation in short-term study abroad, according to the Institute of International Education.
- Carthage was selected a College of Distinction in 2016-17, 2017-18, and 2018-19 because of its ongoing commitment to student engagement, great teaching, vibrant community, and successful outcomes.
- Carthage has been named a top producer of Fulbright U.S. Students four times since 2015.
- Carthage is among the best in the country at preparing undergraduate physics students for careers in science, technology, engineering and mathematics, according to the American Institute of Physics. Carthage was one of six programs nationwide that the AIP selected for a study on effective undergraduate physics education.
- Carthage music ensembles premiere new and commissioned works, collaborating with nationally and internationally recognized composers such as Ola Gjeilo, Stacy Garrop, Patrick Long, Tom Vignieri, and Alex Shapiro.
- Carthage announced a **tuition reset** for the 2020-2021 academic year, showcasing the College’s commitment to affordability.



## STRATEGIC VISION

President John Swallow has issued a vision statement for Carthage, “Partnerships for a Rising Tide,” that set the College on a path toward greater regional integration and an expanded horizon for student enrollment and graduation. As he stated, “I believe the most important effort we can make right now is to reaffirm and reinvigorate our ethos of social responsibility – not simply to sway public opinion, but rather, to boldly position Carthage as a flexible and inventive college, one attuned to the evolving needs of its students and those of the world around us. Specifically, I believe Carthage can become a national model for workforce readiness by redoubling our efforts to make sure our students graduate with practical, high demand skills, but also go out into society with boundless intellectual curiosity.” The four interrelated prongs of this vision are to educate expansively, integrate regionally, Excel responsibly, communicate boldly.

Carthage College has collectively embraced a strategic frame for the years 2021-2023 that focuses institutional efforts on three measurable goals. The first is recruitment; increasing the number of new students through recruitment and new program offerings. The second is retention; retaining and educating more students all the way to graduation. The third is resources; increasing resources through a comprehensive capital campaign.

## ACADEMICS

The Carthage curriculum emphasizes interdisciplinary study and hands-on learning through research and other projects, writing in every major, and developing the critical thinking and reading skills necessary to excel in work and life. Students receive individual attention from professors at the tops of their fields, learn to tackle topics from new directions and places, solve problems by conducting their own research, and transform into lifelong learners.

Carthage awards the Bachelor of Arts degree with majors in more than 50 subject areas, as well as the new Bachelor of Science in Nursing degree and a planned Engineering degree program to begin in fall 2021. Carthage has five graduate degrees: Master of Education, Master of Science degree in Business (with tracks in Design and Innovation and Sports Management), Master of Music in Music Theater Vocal Pedagogy, and Master of Arts in Athletic Training. The College's average class size is just 17 students. Carthage's student-to-faculty ratio is 13-to-1.

There are three academic divisions at Carthage, with the School of Business and Economics becoming the fourth. The Founding Dean will have ample opportunities for interdisciplinary collaboration with the other Deans at the College and will be expected to be a collaborative and active participant as part of the Provost's leadership team.



## THE DIVISION OF PROFESSIONAL STUDIES

The **Division of Professional Studies** at Carthage offers academic programs that lead to professional licensure or certifications. In addition to Carthage's liberal arts curriculum, these programs provide career-specific education and field experiences to prepare students to meet requirements for successful certification or licensure in a particular career path. The Division includes the Athletic Training Program, Accounting and Finance Department, Education Department, Exercise and Sport Science Department, Management and Marketing Department, Nursing Department, and Social Work Department.

## THE DIVISION OF ARTS AND HUMANITIES

Through scholarly inquiry, artistic creation, and community engagement, the **Division of Arts and Humanities** cultivates a rich artistic and intellectual community that fosters a respect for diversity and encourages lifelong learning. Students learn to engage critical and creative thinking skills as tools for reflection, expression, and engagement. The Division is home to the departments of Art, Communication and Digital Media, English, History, Modern Languages, Music, Religion and Theatre as well as the interdisciplinary programs of Asian Studies, Women's and Gender Studies, and African Studies. The Division is also home to the Master of Music in Music Theatre Vocal Pedagogy. General education courses for non-majors provide an introduction to creative and critical inquiry and include survey courses as well as courses in creative application and short-term education abroad.

## THE DIVISION OF NATURAL AND SOCIAL SCIENCES

The **Division of Natural and Social Sciences** currently offers 14 degree programs and four dual-degree programs in partnership with other institutions. General education courses provide a survey-level introduction to a topic or disciplinary field for the nonmajor. The Division supports nonmajors through more than a dozen regularly offered general education courses. In addition to course and degree-program offerings, the Division is home to several active research groups that invite students to expand on coursework and contribute to professional disciplinary and cross-disciplinary scholarship. Through a curriculum that emphasizes personal attention by faculty mentors, hands-on learning, and early engagement with authentic research, students learn to think independently while working collaboratively to apply modern methods of scientific inquiry to the most pressing questions and challenges of the modern world.

## EXPERIENTIAL LEARNING OPPORTUNITIES

Carthage students have access to immersive academic and professional experiences to prepare them for success in their future. Carthage is ranked No. 3 in the country for student participation in short-term study abroad programs, which offer transformative experiences for students.

Students have an opportunity to spend up to a month in a different country, when faculty lead study tours to such destinations as Germany, Sweden, Hong Kong, the United Kingdom, Cuba, and China. The J-Term at Carthage is also well-regarded for the key active learning opportunities available to students. Internship, undergraduate research, and an honors curriculum engage and challenge students in and out of the classroom.

## THE ASPIRE PROGRAM

**The Aspire Program™** at Carthage College is a comprehensive four-year career preparation program that helps students develop a dynamic approach to goal-setting and life skill-building. The Aspire Program helps connect students with companies from Fortune 500s to start-ups, to long-standing, small and mid-sized businesses and nonprofits in Kenosha and throughout the Milwaukee to Chicago corridor.



The Aspire Program aims to help students from all majors develop these key skills:

- Develop a sense of self — their skills, values, vocation/calling, and interests.
- Identify opportunities to use their skills in the world (for example, in internships, jobs, or service activities).
- Take initiative and demonstrate creativity, entrepreneurial skills, leadership, and resilience.
- Learn professional norms for desired industries in order to present themselves well and secure positions related to their personal and career goals.

## FACULTY

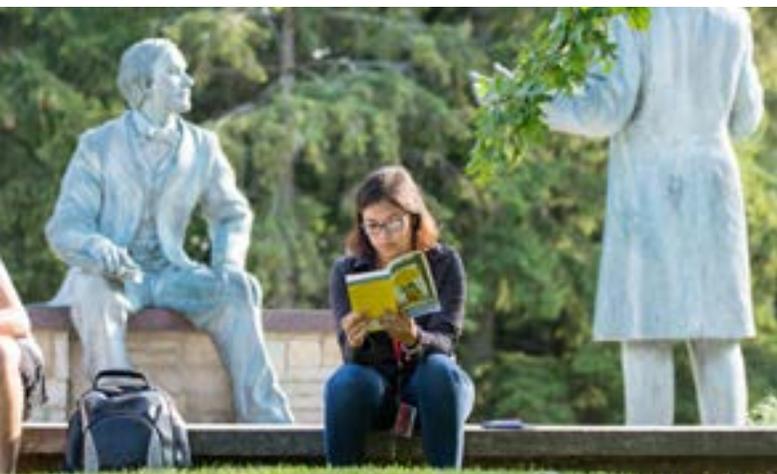
Carthage faculty are highly committed to the idea of creating free thinkers who are active participants in society with an essential focus on developing students who are critical thinkers, servant leaders, and global citizens. Faculty members effectively blend expertise in their fields of study with real-world experiences to enrich classroom learning and help develop savvy, marketable professionals. From the small class sizes and individualized attention to internship opportunities, the faculty help students become career ready. They are involved in funded grants and complex research projects and often involve students in their research. They are also published authors, often penning articles for peer-reviewed journals or books.

Carthage College has 143 full-time faculty members, 50 percent of whom are tenured. There are also approximately 143 part-time faculty, including field supervisors and clinical faculty. Nearly 67 percent of full-time faculty have terminal degrees. There are 65 women and 78 men on the full-time faculty, with 11 percent from underrepresented groups.

## STUDENTS

Student life at the College is a key part of the Carthage experience. About 70 percent of students live on campus in **residence halls and campus apartments**, and full-time undergraduate students are required to live on campus until their senior year. These students engage in more than 130 **student organizations** on campus and 14 active sororities and fraternities. Showcasing the holistic development of students at Carthage, over 50 percent of students in music ensembles are non-majors, and students present arts performances to more than 20,000 guests to campus each year. The **Center for Faith and Spirituality** welcomes those of all faith journeys. The traditional, full-time student body is 44 percent male and 56 percent female. The student population is approximately 69 percent white, 15 percent Hispanic, 6 percent Black/African-American, 2 percent Asian and 8 percent all other races/ethnicities. Twenty percent of the undergraduate student population are first-generation college attendees, and 26 percent are Pell Grant eligible.

Carthage student-athletes compete in 27 NCAA Division III sports. Men's sports include baseball, basketball, cross country, football, golf, lacrosse, soccer, swimming, tennis, track and field (indoor and outdoor), volleyball, and wrestling. Women's sports include bowling, basketball, cross country, golf, lacrosse, soccer, softball, swimming, tennis, track and field (indoor and outdoor), volleyball, water polo,



and wrestling. About one-third of Carthage students are involved in varsity intercollegiate athletics, and another one-third participate in intramurals and club sports offered (men's and women's bowling, soccer, and co-ed ice hockey).

## DIVERSITY, EQUITY, AND INCLUSION

The Carthage academic community is committed to fostering integrity, civility, and justice. Carthage strives to enhance the diversity and equity of its community and, together, to create an ever more enlightened and inclusive environment that will positively impact the world.

In September 2019, President John Swallow announced the creation of the President's Advisory Board for Diversity, Equity, and Inclusion, following the completion of the College's first Diversity, Equity, and Inclusion Strategic Plan. The Advisory Board consists of five faculty and staff members and two students. The group is charged with monitoring the College's progress as it seeks to become an ever more inclusive and equitable campus. Carthage is committed to taking ongoing action.



In July 2020, President Swallow announced an **Anti-Racism Plan of Action**, to both affirm and demonstrate that Black lives matter. This plan of action takes as its guiding principle the words of Ida B. Wells, a Black educator, journalist, and activist: "The way to right wrongs is to turn the light of truth upon

them." In this plan, which is the result of conversations across the community and builds on the Carthage College Diversity, Equity and Inclusion Strategic Plan 2020-2023, Carthage commits to close its achievement gap in graduation rates; expand resources for work in diversity, equity, and inclusion; and infuse the teaching of U.S. racial history throughout its curriculum for all students.

## MOON SHOT FOR EQUITY

Carthage has joined the nation's first regional consortium of colleges and universities to commit to Moon Shot for Equity, a new national initiative that aims to close equity gaps in higher education by 2030. Carthage, along with the University of Wisconsin-Milwaukee, the University of Wisconsin-Parkside, and Milwaukee Area Technical College, will work to help more students of color and

other historically underserved populations graduate from college. Moon Shot for Equity combines data analytics and technology with research-based practices proven to remove systemic barriers to student success.

EAB will provide Carthage and the other participating institutions with technology and advisory services, as well as research that will enhance the work ongoing at each institution. Carthage has already taken a variety of steps to ensure students' progress toward a degree. The College's First in the Family program for first-generation students has improved persistence from the first year to senior year by seven percentage points. And, after revamping the Student Financial Services office, last fall the College's first- to second-year retention rate rose by three percentage points overall.



## LOCATION

Carthage College has a beautiful campus in Kenosha, Wisconsin, on the shore of Lake Michigan.

The campus, comprising more than 80 acres, is an arboretum and wildlife sanctuary situated in the growing Milwaukee-to-Chicago light industrial-suburban corridor.

The academic buildings, residential housing, and athletic facilities on campus are largely new within the past 20 years and have been well-maintained, attesting to the College's years of balanced budgets and well-managed resources.

Kenosha is the fourth-largest city in Wisconsin with a population of nearly 100,000, but it retains a small-town feel. The city offers dining, shopping, beaches, festivals, farmers' markets, art galleries, theatres, museums, and other entertainment. The outdoors enthusiast will find boating, fishing, golf, biking, hiking, skiing, snowboarding, nature, and water parks.



The immediate area, with ample affordable housing, is home to the headquarters or major operations of corporations such as Jockey International, Uline, Snap-on, SC Johnson, Rust-Oleum, Abbott Laboratories/AbbVie, and Amazon. In the last four years, more than 11,000 jobs, \$2.4 billion in capital investment, and 20 million square feet of development have been announced. These projects are coming from a diverse set of industries, from company headquarters to food processing to advanced manufacturing and logistics.

For those seeking major city amenities, both Milwaukee and Chicago are within an hour's drive and have noteworthy art and cultural museums, professional sports teams, and numerous performing arts organizations.

## NOTABLE CARTHAGE ALUMNI

**Alden W. Clausen** – president of the World Bank

**Caroline Bartlett Crane** – 19th century American unitarian minister, suffragist, and civic reformer

**Alan Blatecky** – former director of the Office for Cyberinfrastructure at the National Science Foundation

**Tony D'Souza** – award-winning novelist

**John Danley** – former president at GKN Aerospace Transparency System

**John Hay** – former U.S. Secretary of State (1898-1905)

**Laura Kaeppler** – Miss America 2012

**Larry Magnesen** – SVP and corporate communications director at Fifth Third Bank

**Masato Mizuno** – former chairman of Mizuno Corporation

**Fernando Sanford** – founding professor at Stanford University

**Lois Schmidt** – former managing director of corporate governance for the New York Stock Exchange

**John R. Sladek Jr.** – retired president/CEO of California Lutheran University

**Edward Smeds** – former president of operations at Kraft Foods

**Cynthia Walker** – District Court judge

**Debra S. Waller** – chairman/CEO of Jockey International

**Don Welke** – former VP of scouting operations for the San Diego Padres

## SCHOOL OF BUSINESS AND ECONOMICS

Carthage strives to create a learning environment that produces graduates who have top skills and knowledge in current business practices but also enduring analytical, communication, and critical thinking skills to be lifelong learners, advance in their careers, and contribute to the global community. It is also essential that business students make the most of the liberal arts environment that Carthage offers. This well-rounded education in business and the liberal arts provide Carthage graduates a wide knowledge base for evaluating new ideas, and refines their writing, speaking, and critical thinking skills in a variety of contexts to prepare them for the coming changes they will face over the course of their careers.

The Founding Dean of the School of Business and Economics will seize the opportunity to unite high-performing academic departments and their full- and part-time faculty and craft a shared vision for programmatic growth and student success. The School will include the existing academic departments of Accounting and Finance, Economics, and Management and Marketing, which shepherd a total of 547 majors (722 major declarations by 547 students, as some students double or triple major), approximately 21 percent of Carthage's student body.

### ACCOUNTING AND FINANCE

The **Accounting and Finance Department** offers majors in accounting and finance and a minor in business administration. The Department provides students the essential accounting courses that prepare students for success as a CPA. Finance students study business terminology and theories both in general business and specific to their subject specialties; learn to select and apply appropriate technology for analysis, research, and presentation; learn to work effectively as members of a team; and demonstrate critical thinking in decision making and problem solving.

### ECONOMICS

The **Economics Department** at Carthage strives to teach students to think like economists, empowering them with a self-sustaining capacity to think and learn. The Department offers a major and minor in economics and contributes to the interdisciplinary major in international political economy.

## MANAGEMENT AND MARKETING

The **Management and Marketing Department** at Carthage provides students a solid foundation in business theories to better prepare them for a professional career in the dynamic global conditions of the 21st century. Faculty in the Department bring real-world professional experience from global corporations like Miller Brewing, Proctor & Gamble, SC Johnson, Snap-on, and Motorola. The Department offers majors in management and marketing and a minor in business administration.

## GRADUATE PROGRAM

Carthage's Master of Science program in business was built with input from top industry leaders in sports and business and allows students to earn a degree in 10 months. The Program offers tracks in **Design and Innovation** and **Sports Management**. The graduate specialization in Sports Management was recently supported by a **generous \$1 million gift** from Craig Leipold and Helen Johnson-Leipold to help Carthage become a regional leader in advanced preparation for sports management careers.

## A.W. CLAUSEN CENTER FOR WORLD BUSINESS

The **A.W. Clausen Center for World Business** is a first-class learning facility for Carthage students, offering an active program of speakers, research, analysis, and publications. The Center unites the study of business, economics, and political science in an international framework. The Center provides room for classrooms, faculty offices, and an executive boardroom. The Founding Dean will have the opportunity to take advantage of this world-class facility to grow the School of Business and Economics and expand interdisciplinary collaborations across the College.

## READY CURRICULUM

Carthage's proprietary student-centered philosophy, the READY™ curriculum design, takes students past the theories of business to develop the best-prepared business students. To implement the READY™ (Real-world Experience And Developing You) promise, every professor brings business experience into the classroom through multiple real-world projects and simulations and curriculum embedded with industry-standard software. Students become fluent in programs like SalesForce.com, SPSS Statistics, Microsoft Project, and Google AdWords.

## KENOSHA AREA BUSINESS ALLIANCE

The Kenosha Area Business Alliance (KABA) supports and expands the existing regional business base through retention and consolidation strategies; positions Kenosha County for long-term economic growth and vitality; attracts, retains, and engages talent; ensures all parts of the county are economically, digitally and physically connected; and builds a distinct image and brand for Kenosha County.

Carthage faculty are active in KABA, and the Founding Dean will have the opportunity to engage with this group for key regional economic development opportunities.

## HIGHER EDUCATION REGIONAL ALLIANCE

Carthage College is part of the **Higher Education Regional Alliance (HERA)**, a consortium of higher education institutions, and commercial and industrial partners in the region. This partnership is working on ways to address worker shortages through a broader range of academic and training programs. The Founding Dean will have an opportunity to join College leadership in developing regional economic development strategies to support the areas of Kenosha and Racine, that will, in turn, have a positive impact on the corridor between Milwaukee and Chicago.

## FACULTY HIGHLIGHTS

- Professor Colleen O'Brien's career includes more than 22 years in corporate finance with SC Johnson and IIT Research Institute (Chicago).
- Professor J.J. Shields has worked for several major corporations, including Miller Brewing Co., ABB Robotics, and Snap-on. He leads an annual January Term study tour to Goteborg, Sweden, in which students study international business and culture as they meet with executives from such major companies.
- Professor Jeffrey Thomas has led teams of professionals in the sourcing, contracting, and commercialization of goods and services for Fortune 100, midsize, and startup companies with global leadership positions at Xerox, Dell, Edwards Lifesciences, Bank of America, and Novozymes.
- Professor Greg Barron was the senior vice president for new business development at SC Johnson and held senior executive positions for over two decades at the firm. He is the president of the Racine County Economic Development Corporation and President of the Racine County Opportunity Center.
- Professor Yuri Maltsev was a member of a senior Soviet economics team that worked on President Gorbachev's reform package of perestroika. After defecting to the United States in 1989, he briefed members of Congress and other senior officials about national security and foreign economic assessment.
- Professor Brent McClintock worked as a senior economic analyst with the New Zealand Treasury before coming to Carthage.
- Professor Arthur I. Cyr has served as president of the Chicago World Trade Center Association and vice president of the Chicago Council on Foreign Relations. His frequent columns appear in media outlets around the world, lending a broader perspective to the events of the day.

## THE POSITION OF FOUNDING DEAN

Reporting to the Provost and Chief Academic Officer and serving as a member of the Provost's Council, the Dean serves as the chief academic and administrative officer of the School of Business and Economics. In collaboration with the appropriate Department Chairs and under the direction of Provost, the Founding Dean will embrace the following scope of work:

### ACADEMIC LEADERSHIP

- Articulate a vision for academic programs in the School;
- Provide leadership for academic program planning and development;
- Serve as a member of the Provost Council, which advises the Provost and collaborates in leading all aspects of the academic program;
- Lead meetings through effective communication within and among departments and work cooperatively with the Department Chairs to advance priorities;
- Advise and collaborate with the President, Provost, Department Chairs, Directors, and leadership groups regarding the development and implementation of initiatives designed to support the College's diversity efforts;
- Collaborate with the SOBE Associate Dean to provide oversight to the accreditation process within the School and uphold standards set by professional accrediting bodies for departments within the School; and
- Work with the office of Admission and Financial Aid in recruitment programming to attract outstanding students.

### EXTERNAL RELATIONS, PROGRAM GROWTH AND FUNDRAISING

- Position Carthage as a regional partner in economic development opportunities in the Milwaukee-Chicago corridor;
- Develop in-demand programs to meet regional employers' needs, support enrollment growth, and diversify revenue streams for the College;
- Optimize local, regional, national and international alumni engagement in student recruitment, experiential learning opportunities, employment post-graduation, and mentoring; and
- Grow philanthropic support for the SOBE through outreach to corporations, foundations, and individual prospective donors.

## CURRICULUM

- Work with other Divisional Deans, the SOBE Associate Dean, Department Chairs, Directors and Committees to evaluate, maintain and implement a high-quality curriculum and to ensure consistency of course offerings across the campus;
- Collaborate with the SOBE Associate Dean, Department Chairs and the Provost's office to oversee and coordinate the activities of the General Education Program and interdisciplinary programs;
- Assist academic departments that seek to diversify their curriculum, pointing them to appropriate best practices and resources;
- Connect faculty with resources for distance learning technology, active learning, and other teaching methodologies;
- Collaborate with the SOBE Associate Dean and Department Chairs in planning for technology use that addresses changing pedagogical needs; and
- Coordinate activities associated with graduate programs.

### FACULTY DEVELOPMENT AND PERSONNEL

- Develop and maintain professional working relationships with Department Chairs, faculty, campus community, and colleagues;
- Participate in the College's process for recruiting, hiring, developing, and retaining high-quality faculty while advancing strategic initiatives to recruit and retain a diverse faculty and staff;
- Nominate faculty for institutional and external awards;
- Evaluate the job performance of School staff in consultation with Department Chairs;
- Support efforts to provide campus-wide diversity training opportunities;
- Work with Department Chairs and faculty personnel to foster an inclusive, discrimination/ harassment-free environment for the College community; and
- Collaborate with the SOBE Associate Dean and Department Chairs to promote professional development of the faculty and staff.



## BUDGET PLANNING AND FISCAL MANAGEMENT

- Work with the SOBE Associate Dean and Department Chairs to plan, develop and implement the annual budget for the academic departments of the College;
- Allocate resources across the Academic Departments; and
- Provide leadership for long-term budget planning for the Academic Departments.

## OPPORTUNITIES AND CHALLENGES FOR THE FOUNDING DEAN

Carthage College is a dynamic institution with high-quality academic programs, a caring culture, highly dedicated faculty and staff, exceptional students, and a tradition of innovation. The opportunities and challenges below particularly relate to the role of the Founding Dean.

**SUPPORTING THE MISSION:** The School of Business and Economics fuels the mission of Carthage College by providing a highly effective, accessible, and professionally based business education, ingrained in the institution's core values of ethics, service, and community engagement. The School and College take pride in their ability to be nimble in response to changing needs in industry, but also to the changing demographics of their student population. The Founding Dean will be charged with modeling this mission across the School, by ensuring the quality, accessibility, affordability, and ethical nature of the School's programs.

**ESTABLISHING A VISION:** The Founding Dean of the School of Business and Economics will have the opportunity to develop a vision of growth and programmatic expansion for the School. With a location in the thriving corridor between Chicago and Milwaukee, the Founding Dean will have expansive opportunities to engage with the business community in the region and beyond to effectively align the School's curriculum with needs of industry partners. The Dean will promote the unique aspects of the School and empower faculty and staff to further enhance programs and the curriculum. The Dean will have the opportunity to develop new and "in-demand" programs at the undergraduate and graduate levels while seeking to consistently enhance quality student outcomes at the School.

## ENHANCING EXTERNAL RELATIONS AND

**PARTNERSHIPS:** The Founding Dean will play an essential role in cultivating a culture of philanthropy by effectively engaging alumni, corporations, and other constituencies in support of strategic priorities. The Founding Dean, together with the College as a whole, will be expected to generate new kinds of support in order to meet critical needs for program and faculty development, facilities, technology and classroom resources, and student scholarships. Nurturing existing and establishing new partnerships with industries in the corridor between Chicago and Milwaukee will be necessary to build and sustain the distinctive educational experience at the School of Business and Economics. The School's focus on hands-on active learning is dependent on the internship and co-op opportunities for students with top companies and corporations. The Founding Dean will be charged with establishing new partnerships, while also empowering faculty members to utilize their own global networks to enhance the transformative opportunities available to students.

## ENHANCING FACULTY RECRUITMENT, DEVELOPMENT,

**AND RETENTION:** The Founding Dean will work with highly committed and engaged faculty members in the School of Business and Economics. These faculty members bring a highly effective blend of academic credibility and practical business experience. The Founding Dean will understand how to effectively support faculty from diverse backgrounds in their unique endeavors of teaching, research, mentorship and service. To support new programs and the potential for expanded enrollments in the School, the Founding Dean will be well-versed in recruiting, hiring, and retaining very strong faculty members to actively contribute to the School's mission and engage with students.



**OPTIMIZING ENROLLMENT AND RETENTION:** As a tuition-dependent institution, Carthage College's financial future depends on effective and strategic enrollment management. Even with a challenging recruitment market over the past year, Carthage has sustained its enrollment success and is poised for successful enrollment numbers in the future. The Founding Dean will advance these efforts by working collaboratively with the enrollment management team, while sustaining the supportive culture in the School of Business and Economics to enhance retention and persistence to graduation.

**STRENGTHENING DIVERSITY, EQUITY, AND INCLUSION:** Carthage College has a longstanding commitment to fostering diversity and inclusion among students, faculty, and staff. Toward that end, the College has dedicated resources to enhancing ethnic, religious, racial, and gender diversity in recruitment, retention, and programming. Additionally, the curriculum provides students with multiple opportunities to address global issues and to develop cross-cultural communication skills. The School and College work with regional partners to remove systemic barriers to student success. The Dean can play a key role in leading sustained and vigorous efforts designed to achieve further progress in strengthening diversity within the School and College community and promoting student, staff, and faculty retention and success.

**ADVANCING PROGRAM DEVELOPMENT:** The School of Business offers programs that successfully serve full-time and part-time students and working professionals. For continued success, the School must sustain and create attractive and academically rigorous undergraduate and graduate programs that are market responsive and in high demand. There will be excellent opportunities to develop interdisciplinary partnerships across the College that will effectively marry knowledge of core business principles with the necessary job skills of communication, strategic thinking, and analysis gained through a liberal arts education. There is also an opportunity to expand offerings at the graduate level with the positive momentum that the Master of Science in Business program has generated.



**COMMUNICATING WITH APLOMB:** To effectively unite the academic programs in the School and develop a successful vision, clear and compelling communication will be essential. The Founding Dean will offer an open and approachable style to building relationships within the School and create an environment of shared ideas and mutual respect. The Founding Dean will be expected to be a strong listener, an engaged leader, and visible within the School and the business community. In sustaining a close-knit and collaborative environment, it is important for the Dean to be a gifted communicator and continue to play an enthusiastic, engaged, and transparent role with the students, staff, faculty, alumni, and local community.

## DESIRED CHARACTERISTICS AND QUALIFICATIONS

The Founding Dean will be an accomplished and growth-oriented leader who will develop and implement a vision for new program development, revenue generation, and innovation, while also embracing the College's commitments to academic excellence, a teaching-focused culture, a student-centered environment, and collegial collaborations among faculty and staff. In addition, it is desired that the candidate will have significant experience and a record of accomplishment in a complex business organization and/or have significant administrative experience in higher education.

Desired attributes for the Founding Dean include:

- an understanding of and deep appreciation for the mission of Carthage College;
  - a record of accomplishments and progressive experience in higher education or business;
  - a demonstrated ability to manage a complex organization;
  - a record of collaborative work across colleges, schools, divisions, or departments;
  - the capacity to encourage research and scholarship activities among faculty;
  - experience generating new revenue streams through fund-raising and external partnerships;
  - outstanding communication skills;
  - experience in marketing and recruiting to maintain enrollment and retention of undergraduate and graduate students;
- a student-centered approach to education with a commitment to active and engaged learning;
  - experience in fiscal management to effectively and strategically allocate the School's resources;
  - the ability to engage the School with community partners, business, and corporations;
  - experience in successfully preparing for and developing growth opportunities, including new undergraduate and graduate programs;
  - a management style based on consensus building and teamwork; and
  - a strong commitment to supporting a diverse and inclusive learning and working environment.

The search committee will be reviewing materials immediately. All applications and nominations will be treated confidentially. For best consideration, please send a cover letter and CV to:

**Ms. Julie E. Tea, Managing Director**  
**Mr. Brian Bustin, Senior Associate**  
**Storbeck Search**  
**[CarthageFoundingDean@storbecksearch.com](mailto:CarthageFoundingDean@storbecksearch.com)**  
**484-263-5534**

**StorbeckSearch**  
**▶ DIVERSIFIEDSEARCHGROUP**



**CARTHAGE  
COLLEGE**

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