

2895 South Reach Road

Williamsport, PA 17701

www.rpainc.org

800.992.9277



Identification, Recruitment and
Placement of the President





Spalding University is a diverse community of learners dedicated to meeting the needs of the times in the tradition of the Sisters of Charity of Nazareth through quality undergraduate and graduate liberal and professional studies, grounded in spiritual values, with emphasis on service and the promotion of peace and justice.



What do You want out of life?

Spalding University, one of the most historic institutions of higher education in the Commonwealth of Kentucky, combines a sincere dedication to comprehensive, modern education with a genuine respect for its rich academic heritage. Evolving from the Nazareth Academy, founded by the Sisters of Charity of Nazareth in 1814 near Bardstown, Kentucky, Spalding University is the oldest University west of the Alleghenies to be steeped in the Catholic tradition. Today this urban, co-educational institution offers twenty-five degree programs at the bachelor's, master's and doctoral level, providing quality, real-world learning in liberal and professional studies to over 2000 students. Spalding represents the synthesis of nearly 200 years of values-based tradition and flexible, relevant, 21st century educational programs.

Promoting and embracing diversity while understanding the competing responsibilities that students face, Spalding is truly home to the "every-student." Not simply a place to obtain a degree, Spalding offers many amenities from comprehensive learning resources to intercollegiate athletics to community partnerships and more to help its students further develop as individuals and become successful citizens.

To meet the needs of its growing undergraduate and graduate student population, and at the same time recognize the changing makeup of the college student in the United States, Spalding University strikes a distinctive balance, educating both the traditional student and the working adult. Students benefit from the personal attention provided by an accomplished full-time faculty—75% of whom hold



terminal degrees—and a talented part-time faculty of working professionals and practitioners bringing real world experience to the classroom. Spalding is the institution for most every type of learner, offering a variety of degrees in several multi-faceted delivery systems.

The Presidency of Spalding University -- A Unique Opportunity for an Exceptional Leader

The Board of Trustees of this dynamic, historic institution is now seeking its 10th President. While leading with an innovative spirit and entrepreneurial enthusiasm, the selected individual will be charged with building upon current achievements and momentum, thus guiding the University towards enhanced success and growth. At Spalding, we value and honor the unique nature of our mission, our students, our faculty and our community. Our location in an urban setting affords our students and faculty access to the opportunities inherent in a dynamic city. Spalding also proactively faces challenges as we seek to serve the needs of our diverse student body, many of whom require financial assistance and most of whom work full-time or part-time while pursuing a variety of degrees, including a number of professional programs.

Why Are We Seeking a New President?

The current President, Dr. Jo Ann Rooney, has served Spalding University as an exceptional leader for the past seven years. She departs from Spalding on her own initiative and with the blessing of our Board and the Spalding Community to pursue new opportunities and challenges and will carry with her a definitive perspective on the value of education – “what it can do, and how it can transform an individual, a family and communities.” Dr. Rooney has successfully guided the University towards fiscal stability, helped create a definitive strategic plan, and promoted physical plant expansion and progressive restructuring of the academic format. She has worked tirelessly with our administrators, faculty, staff and students to achieve in 2007 an impressive ten-year reaffirmation of accreditation from The Southern Association of Colleges and Schools.

“If you want a school that helps you learn not just how to think, but helps you to become a better human being, then Spalding is the right school for you, and to me that’s the most important thing of all.”

Spalding Alumnus



What do You want out of Life?



"The return on my investment was huge and I see that it is becoming greater every single day. Spalding is a great vehicle to get from where you're at to where you want to be."

Spalding Alumnus



What do You want out of life?

Who Are We Seeking?

Spalding University seeks a visionary leader who will promote the strategic planning initiatives, provide financial oversight, increase the level of fundraising, build external partnerships and lead the University to an even higher level of academic excellence. The new President must be a proven, dynamic, energetic, visionary leader with an entrepreneurial spirit and intellectual capacity who:

- enthusiastically embraces, supports, and promotes the University's mission, educational philosophy and independence as a private institution with a history and tradition strongly rooted in its Catholic identity, combined with a deep respect for all beliefs, and a commitment to academic freedom;
- demonstrates the ability to articulate a vision for Spalding University that further expands the successes already achieved, plans for continued evolution to meet the emerging needs of students and society, and provides leadership for developing policies and processes to bring vision to actuality;
- demonstrates high-level, strategic planning skills and who will partner with the Board of Trustees and all constituencies to propel the University to its next level of excellence;
- possesses strong interpersonal and communication skills, along with a willingness and ability to advocate on behalf of the institution with all of the University's varied constituencies, including trustees, faculty/staff, students, alumni, donors, community leaders, and other external publics.
- has a comprehensive understanding of the integrated functions of an independent liberal arts/professional educational institution;

- has an understanding of the role of the President as the chief fundraiser for the institution.



Personal Attributes of the Successful Candidate

The leadership style of the next President of Spalding University should be open and collaborative. The successful candidate should possess most, if not all, of the following personal skills, experiences, and attributes:

- The highest ethical standards;
- Visionary leadership skills and the ability to carry out that vision;
- A leadership orientation which focuses on results and the strategic thinking necessary for success, problem solving skills, and the ability to set priorities;
- Ability to bring out the best in colleagues, associates, and volunteers, and to preserve and foster the relationship-orientation of the institution;
- A style that seeks opportunities for collaboration;
- Affinity for strengthening the institution through enhanced community partnerships;
- Experience and willingness to participate actively in advocacy for the institution with all possible external constituencies;
- Ability to mentor and motivate others to achieve University goals and objectives and to secure results on a timely basis;
- Excellent written and oral communication skills;
- A demonstrated ability to take thoughtful and creative initiative;
- High energy and personal initiative;
- Tolerance for, and management of, ambiguity, and job stress.

Commitment to Equal Opportunity

Spalding University is a dynamic intellectual community that encourages ethical and moral development in conjunction

“The thing that I like about Spalding is that faculty don’t tell you what to think. Faculty help you to learn how to think. And, this learning occurs in an atmosphere that’s both supportive and challenging. People grow best if they can be supported as a human being but challenged to do their best as a scholar and a thinker.”

Spalding Alumnus



What do You want out of Life?



University Leadership

Dr. L. Randy Strickland
*Senior Vice President,
Academic Affairs*

Tori Murden-McClure
*Vice-President for External
Relations,
Enrollment Management and
Student Affairs*

Michael Ernst
*Vice President, Chief
Financial Officer*

Melissa Lowe
Director of Human Resources

Bobbie Rafferty
*Director, Advancement &
Philanthropy*

Dr. Richard Hudson
*Associate Vice President &
Dean, Student Development
& Campus Life*

Chris Hart
*Dean, Enrollment
Management*

Rick Barney
*Executive Director,
Marketing & Public Relations*

Joanne Berryman
*Dean, College of Health and
Natural Sciences*

Dr. John James
*Dean, College of Social
Sciences and Humanities*

Dr. Beverly Keepers
Dean, College of Education

Dr. Diane Tobin
*Dean, College of Business and
Communication*



What do You want out of life?

with relevant, cutting-edge academics. Spalding University is committed to equal opportunity in employment at all levels. The Board of Trustees of Spalding University invites nominations and applications for the position of President from all interested and qualified professionals.

What Opportunities and Challenges Face Spalding's New President?

Spalding is in the process of completing a five-year strategic plan begun in 2004 and ending in 2009. This strategic plan focuses on five broad, critical areas: academic excellence, student engagement, community involvement, fiscal integrity and stewardship, and facilities and technology. Regular progress assessments have been completed and reported to the governing body throughout the implementation of the five-year plan.

Strategic challenges for the future have been identified, defined, and reported on, preparing Spalding to develop its next comprehensive strategic plan. Spalding plays a vital role in helping Kentucky and the surrounding region meet the goals set forth in the Kentucky Postsecondary Education Improvement Act of 1997. Specifically, an initiative of our Metro Louisville government is to double the number of adults with a bachelor's degree from a post-secondary institution by the year 2020, dramatically enhancing the educated workforce, furthering the economic engine that is Louisville. Accomplishing this goal requires the contributions of all institutions of higher learning in the Metro Louisville area. Because of the diversity of its course of study options and its flexible schedule for students, Spalding University is perhaps uniquely positioned among Louisville's post-secondary institutions to provide more than its proportionate share of graduates with bachelor's degrees in the years ahead. Remarkable progress has been achieved already, but the new President will have the opportunity to lead the next phase of the strategic planning process and to actively engage in this community-wide effort.



What are the Responsibilities of the President?

Reporting directly to the Board of Trustees, the President serves as the chief executive officer of the University. The President has the unique opportunity to enhance awareness and support for the University, building relationships among the external community as well as alumni and donors. The President has direct administrative responsibility for all aspects of institutional functioning and leads the President's Council that includes the Senior Vice President for Academic Affairs, Vice President for External Relations, Enrollment Management and Student Affairs, Chief Financial Officer, Executive Director of Marketing and Public Relations, Director of Advancement and Philanthropy, and Director of Human Resources.

The President is accountable for:

- Communicating accurate and timely information to the Board of Trustees about all aspects of institutional functioning and collaborating with the Board to formulate policy that advances the mission and achieves the goals of the University.
- Maintaining oversight of the fiscal operations of the institution in accordance with the overall guidance of the Board of Trustees and all applicable requirements of public and private licensing and accreditation bodies.
- Ensuring that the University remains in compliance with the requirements of all accrediting bodies and that, if corrective actions are ever required, they are completed in a timely and effective manner.
- Leading the President's Council in the proactive analysis and management of University priorities and initiatives.
- Promoting University success in the areas of enrollment management and fundraising.

Academic Divisions

College of Business and
Communication
School of Business
School of Communication

College of Education

College of Health and
Natural Science
*Auerbach School of
Occupational Therapy
& the enTECH Center*
School of Natural Science
School of Nursing

College of Social Sciences
and Humanities
*School of Professional
Psychology*
School of Liberal Studies
School of Social Work



What do You want out of Life?



"I want to be held to the same standards I'm holding my students to. I want the expectation for me to be a 4.0 teacher, like my students come in with the hopeful expectation that they will graduate as 4.0 students. Well then they deserve a 4.0 teacher; I don't want to be at an institution that doesn't have that expectation of me."

Spalding Faculty



What do YOU want out of life?

- Promoting the continued provision and development of academically rigorous programs and institutional support services to meet the needs of students and the community.
- Assuming leadership of the ongoing strategic planning process and assuring that the progress already begun is carried forward.

Governance

Spalding is governed by a Board of Trustees consisting of a maximum of 30 members. The President is an ex-officio member of the Board. No fewer than two and no more than three seats on the Board are reserved for members of the religious order of the Sisters of Charity of Nazareth or their designees. Board terms are for three years, and members may succeed themselves. Officers of the Board include the Chair, First Vice-Chair, Second Vice-Chair, and Secretary. The board holds an annual meeting and no less than three additional meetings throughout the year. Standing committees include: a) Executive Committee, b) Trustees, Governance, Mission and External Affairs, c) Finance and Audit, d) Campus Life, and e) Academic Affairs. The current board members bring to Spalding a wide range of academic, civic and business-professional expertise in the areas of real estate development; banking, investment and financial management; public relations; government; law; accounting; media and communications; secondary and higher education; commerce; human services; religion; and philanthropy.

Accreditation

Spalding University is fully accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award degrees at the associate's, bachelor's, master's, specialist's, and doctoral levels. Spalding also maintains full compliance with other national accreditation bodies, including ACOTE (Accreditation Council for Occupational Therapy Education), NCATE (National Council for Accreditation of Teacher Education), EPSB (Education Professional Standards Board),



CCNE (Commission on Collegiate Nursing Education), APA (American Psychological Association), CSWE (Council on Social Work Education). Spalding was the first private institution of higher education in the Commonwealth of Kentucky to hold membership in the Council of Graduate Schools. In 2005, Spalding was classified with distinction as a doctoral/research University by the Carnegie Foundation.

Sound Financial Foundation

In these times of continued financial turbulence, sound fiscal planning has enabled Spalding to achieve a positive surplus for the last seven years. We derive the majority of our annual budget revenue from undergraduate and graduate tuition, with fundraising playing a supportive role. Nearly 40% of tuition revenue is derived from graduate programs. Following the 2008-09 fiscal year, the University endowment was valued at approximately \$7.8 million in restricted funds and approximately \$800,000 unrestricted.

From 2005-2009, alumni represented an average of two-thirds of our donor base. With our growing number of graduates, there is great opportunity for growth of our alumni donor base. During the last full reporting period, 2007-'08, the University generated more than \$23.4 million in revenues, offset by \$21.1 million in expenses. Student financial aid for the period was approximately \$3.5 million.

Advancement & Philanthropy

The Office of Advancement and Philanthropy oversees all fundraising, grant procurement, donor relations, and alumni affairs for Spalding University. The University stands at an exciting precipice of potential, poised to build on the recent success of the Pathways to Success endowed scholarship campaign, which surpassed our challenge goal from the Brown Foundation, culminating in \$2.5 million for future student

Undergraduate Programs

Associate Degree Programs

*Business Administration
Paramedical Medicine*

Bachelor Degree Programs

Accounting, Business Administration, Communications, Creative Writing, Education, Health Science, Interdisciplinary Humanities, Interdisciplinary Social Sciences, Natural Science, Nursing, Psychology, Social Work



What do You want out of Life?



scholarships. This major University community initiative, which was seeded by the James Graham Brown Foundation in Louisville, occurred during the challenging economy of late 2008.

Academic & Faculty Points of Distinction

Special study options include accelerated degree programs, adult/continuing education programs, advanced placement credit, distance learning, independent study, internships, off-campus study, part-time degree programs, services for students with disabilities, and study abroad.

> Approximately 175 faculty members—made up of full- and part-time professors—representing a variety of academic and professional disciplines, serve the Spalding community. In addition, our faculty members retain an unwavering commitment to ongoing, professional development; they are active in scholarly research, academic publication, and professional organizations of their individual disciplines. Seventy-five percent of Spalding’s faculty members hold terminal degrees in their respective fields; more than one-third of Spalding faculty hold academic tenure. Our faculty take full advantage of the intimate classroom environment, ensuring that each student receives the personalized attention needed for a successful outcome.

> Spalding offers superior instruction in a flexible framework. The University focuses on depth of learning and interdisciplinary experience. Instructors are passionate about building a relationship with each student to better respond to their individual academic and career needs and goals. One way the University accomplishes this objective is by providing academic instruction for undergraduate students in a flexible format, consisting of six-week sessions that effectively immerse students in one or two subjects at a time. Notable institutions that have implemented variations of this model are Tufts, Hofstra, and Tusculum.

> For nearly 30 years, beginning in 1980 as the innovative Weekend College, the Adult Accelerated Program (AAP) has effectively educated adult learners looking to gain upward mobility, make a career change, maximize their earning potential and achieve personal fulfillment. Adults, ages 23+, have nearly a dozen degree programs to choose from that can be completed entirely in the evenings and on weekends within the six-week session format. Enrollment has exceeded all expectations



What do You want out of life?

and continues to grow exponentially, through on-campus programs and classes as well as partnerships with major community organizations.

> Graduate programs are delivered in brief-residency, session, semester or weekend offerings, and in both cohort and rolling admission formats, providing flexibility to the graduate student balancing school and work or other responsibilities. Our gifted and well-connected faculty weave their expertise with the knowledge of recognized leaders in their fields to create an unparalleled educational experience.

> Spalding fulfills a much-needed niche by providing unique academic programs, many of which are otherwise unavailable within the region. We maximize the academic interaction of students and our faculty with small classes and instruction by full-time, ethnically diverse, faculty members; this is supplemented with a strong, distinctive complement of part-time faculty members contracted for their individual academic backgrounds or professional expertise.

> The Spalding mission is deeply rooted in the idea that service learning is an essential piece in the development of a well-rounded college graduate. Spalding students are encouraged, through a wide variety of activities and opportunities, to use their skills and abilities to volunteer for projects and fulfill roles of service learning, both on campus and at the local, national, and global levels. This mission-driven focus prepares the individual student for future community involvement and career development, making Spalding University a truly exceptional place to study, learn, and grow.

> From orientation to commencement Spalding offers a full-spectrum of support to enhance its students' experiences and ensure their success. Spalding's Disability Services, offered through the Office of Student Development and Campus Life, advocates an atmosphere in which all students



Graduate Programs

Master's Degree Programs

Applied Behavior Analysis

Business Communication

Education

Nursing

Occupational Therapy

School Guidance Counseling

Social Work

Teaching

Writing

Doctoral Programs

Education

Psychology





Student Profile

*Private, not-for-profit
Louisville, Kentucky*

*Approx. 2000 students
1,000+ undergraduates*

1:13 faculty/student ratio

67% Female

33% Male

82% In-state

12% Out-of-state

32% Minority

6% International

*Avg. Undergraduate student
age - 30*

*Avg. Graduate student
age - 35*



What do You want out of life?

are afforded the opportunity to be academically successful and involved in all activities available at the University. Other service centers include the Student Counseling Center, the University Writing Center, the Academic Resource Center, the Career Center, and the Office of Academic Advising.

Campus Life

Spalding University uniquely combines a rich history, a convenient, urban setting, and a commitment to community service, as Spalding attracts students who desire a high quality education in a very personalized setting. The campus, located in the heart of Louisville's historic preservation district, consists of a dozen buildings ranging from classic late 19th century construction to a brand new, state-of-the-art health and natural sciences facility. Nestled between the primary business and entertainment districts of the city and the charming residential neighborhood of Old Louisville, both trolley and transit service run right through campus, making hundreds of entertainment venues easily accessible for our students, faculty, staff, and visitors. Museums, shopping, restaurants, and even Waterfront Park located along the Ohio River, are just minutes away, many within walking distance. The Student Development and Campus Life unit at Spalding continuously offers philanthropic opportunities, in keeping with the Spalding mission of serving the community. Our Egan Service Living Program is an innovative approach to offering highly discounted residence hall fees in exchange for volunteerism. Spalding's faculty, administration, and staff are passionate about connecting with students, building relationships that not only ensure academic success, but also establish a strong connection to community both before and after graduation.

Various professional student organizations and extracurricular activities are available on campus such as student government, Nursing Society (SUNS), Student Occupational Therapy Association (SUSOTA), Kentucky Education Association, Council for Exceptional Children, Student Social Work Association, International Student Organization, and Black

Student Union. The campus culture is rich with events such as the annual Running of the Rodents in conjunction with the timing of the Kentucky Derby®, which gains the University national media exposure.

Spalding University offers a comprehensive program of varsity level athletics to meet the diverse interests of Spalding student-athletes. As an NCAA D-III institution, the Spalding Golden Eagles compete in the St. Louis Intercollegiate Athletic Conference. The values of wellness, personal development, teamwork and dedication are at the core of the Golden Eagle athletic program. Success is also a trademark, with two USCAA national championships on the Golden Eagle resume: the 2008 women’s volleyball team and the 2009 women’s basketball team.

The Louisville Community; A Great Place to Live

Recognized as “One of the 11 Great Places to Live” by Resident Magazine, Louisville is an extraordinary city of spirit, soul and life. Historic neighborhoods exist beside ultra-hip urban living, and a vibrant medical and biomedical research community thrives while the experience of Fortune 500 leaders and our energetic entrepreneurs power our economic engine.

A large city (pop. 1.3 million) with the hospitality of a southern town, Louisville is a place of diversity, opportunity, and education—just several of the reasons why the Louisville calls itself “Possibility City.”

The arts and culture in Louisville represent the most authentic glimpse into our soul, making Louisville one of the “100 Best Communities for Young People” by America’s Promise Alliance for the past three years. Families and singles come together through a myriad of festivals, attractions, sports and entertainment venues. Louisville is truly a kaleidoscope of opportunity. But most importantly, Louisville is a great place to call home.



“I chose to come back to Spalding to obtain my masters degree because I knew that the class sizes were smaller, that I would receive one-on-one attention when I needed it, and that there would be professors there that would be able to deal with whatever situation I happened to be in; being a single parent, working 8 hours a day, returning to school. I knew Spalding could help me advance in my career.”

Spalding Alumnus & Current Trustee



What do You want out of life?



“When I was on practicum in various settings I often found that I was matched up with students from other universities in the same site and I can honestly say that my preparation was above and beyond some of the other students from some of the other schools because of the experiences that Spalding afforded me.”

Spalding Alumnus



What do You want out of life?

A Rich History

Spalding University has charted a course rich in academic tradition and service from its origin in 1814, when the Sisters of Charity of Nazareth established Nazareth Academy, near Bardstown, Kentucky. Spalding’s name is derived from and honors Mother Catherine Spalding, who responded promptly to the need for education and social services in the Louisville area. In 1825, Henry Clay presided over the initial public examination ceremony; the Commonwealth of Kentucky granted the institution a charter to confer academic diplomas in 1829.

In 1920, in Louisville, Kentucky, the Sisters of Charity of Nazareth opened Nazareth College, the first four-year Catholic college of women in the Commonwealth, followed in 1921 with the opening of Nazareth Junior College. These two institutions merged in 1940 into Nazareth College. These two institutions separated in 1961 to form Nazareth College in Nazareth, Kentucky, and Catherine Spalding College in Louisville, Kentucky; they merged again in 1969 to form Spalding College, and all academic activity was consolidated at the Louisville campus in 1971.

In 1973, Spalding College was incorporated as an independent, urban, co-educational institution in the Catholic tradition for students of all traditions. In recognition of the wide range of academic programs offered, the institution was designated as Spalding University in 1984.

Spalding University has a strong history of offering extensive study programs for both full and part-time students, and offers characteristically innovative responses to meet the educational needs of our students and community. Responding to the increased cultural, societal, and employment demands in the lives of those seeking academic enrichment, Spalding focused on meeting the needs of students for flexible, individualized class scheduling by opening the first Weekend College in the Louisville area in 1980, and adding an accelerated evening

program in 1982. A new undergraduate schedule was introduced in fall 2003, consisting of seven six-week sessions per year, enabling those students who were unable to attend college full-time due to career, family, or other commitments, to earn degrees by attending the University's evening and Saturday classes and by taking advantage of the flexible and innovative weekday scheduling model.

And to reiterate, Spalding was classified with distinction as a Doctoral/Research University by the Carnegie Foundation in 2005.

Today, Spalding University holds a position of strength in providing innovative, educational programs to the greater Louisville community and beyond.

The Recruitment Process

We encourage qualified individuals to submit their own applications and for interested persons to nominate candidates to fill the position of President of Spalding University. We have engaged RPA Inc. to serve as our search consultant. Please direct nominations, inquiries, and application materials, including a cover letter, resume or curriculum vitae, and contact information to spalding@rpainc.org. Please DO NOT contact directly any members of the Search Committee, Board of Trustees, Administration or Faculty of Spalding University. Questions and nominations for the position should be addressed to: Kate Nolde, Senior Consultant for Executive Recruitment, RPA Inc. at 800-992-9277 or spalding@rpainc.org.



“Spalding University has helped me become the best version of a leader I could be.”

Spalding Alumnus



Spalding University is an Equal Employment Opportunity/Affirmative Action employer. The University complies with all Federal, state and local equal employment opportunity laws. It is the University's policy not to discriminate against any individual or group of individuals and to provide equal employment opportunity to all qualified persons regardless of race, color, national origin, age, disability, religion, sex, pregnancy, sexual orientation, gender identity, marital status, military status, veteran status or other protected status.



Spalding University is a diverse community of learners dedicated to meeting the needs of the times in the tradition of the Sisters of Charity of Nazareth through quality undergraduate and graduate liberal and professional studies, grounded in spiritual values, with emphasis on service and the promotion of peace and justice.



What do You want out of Life?