

UNIVERSITY OVERVIEW

Search for the President



2018 - 2019

THE OPPORTUNITY

Clarke University is a Catholic liberal arts and sciences institution with professional programs providing an outstanding education for caring and responsible participation in a global world. Clarke seeks an innovative and ambitious president who lives its values and its mission to lead it into a new era of achievement and impact.



Founded by the Sisters of Charity of the Blessed Virgin Mary before Iowa was a state, the college has for nearly 175 years served the people of Iowa, the Midwest, and beyond by providing not only an outstanding education to its students but service to its community and leadership for society. People at Clarke – faculty, students, and staff alike – comprise a close-knit community of dedicated individuals. Everyone on campus celebrates Clarke’s commitment to student success, both inside and outside of the classroom, and through preparation for meaningful careers.

Clarke’s next president will build on this legacy, maintaining and enhancing the college’s sense of community, while articulating and implementing a clear, strategic, and innovative plan to ensure the college’s long-term success. Key to this endeavor will be growing enrollment, building mutually beneficial partnerships with the Dubuque community and other academic institutions, engaging a broader group of donors in supporting major initiatives, and ensuring the necessary resources and infrastructure are in place to support students, faculty, and staff.

The president will be a servant leader who is committed to Clarke’s core values and mission and will bring successful senior leadership experience within higher education. He or she will have the courage and vision to catalyze and lead change; the interpersonal and communication skills to inspire trust and support; the management expertise to build a strong cohesive leadership team; and the sophistication to engage a board of trustees in both short and long-term strategic decision-making. An earned terminal degree is very highly preferred, and a deep appreciation for and understanding of higher education, including the socio-economic and political changes impacting its trajectory, is a requirement.

Dubuque is a picturesque, Victorian-era city on the banks of the Mississippi River in northeast Iowa. A family community, Dubuque has undertaken a renaissance as it reclaims its natural advantage – the river – for the enjoyment and economic development of the community. Dubuque residents enjoy an outstanding quality of life with the dual advantages of small town living and the cultural amenities of an urban area. Clarke’s president has historically been deeply engaged as a leader in the Dubuque community.

For information regarding how to make a nomination or to express personal interest in the presidency of Clarke University, please see the section entitled “Procedure for Candidacy” near the conclusion of this document.

OPPORTUNITIES AND EXPECTATIONS

for Leadership

The following represent some of the immediate opportunities that the new president will address during the first two to three years in office. They are presented here in no particular order of priority.

INCREASE REVENUE

Clarke University is tuition-driven, and enrollment fuels the financial engine of the institution. As a result, the entirety of the university community is engaged in student recruitment, and the new president will play a leading role in these efforts both in word and deed. At present the institution's discount rate is 52% across the undergraduate body. The new president will work from the outset with professional staff, faculty and administrative leadership and the board to set a strategy to optimize new tuition revenue on both the undergraduate and graduate levels. That strategy having been set, the president will play an active, visible role in its execution. The new president will have the opportunity to hire the next vice-president for Enrollment Management.

In addition to its current focus on traditional-aged undergraduate students, Clarke would seem to have the potential to increase its capacity without significant additions to its current physical plant and overhead costs. Historically, for example, Clarke offered a robust program of continuing education to adult and other non-traditional learners. That program has been on hiatus in recent years and requires significant recalibration to re-enter what is now a very highly competitive market, including investment in campus readiness to enter an online marketplace. A substantial investment in athletics and the success of those coaches in recruiting scholar-athletes provide confirmation of the institution's attractiveness to more and more diverse students. Perhaps most important, the university's retention rates can be improved, reducing the cost of maintaining headcounts through new student recruitment and making its revenue flow more steady and predictable while at the same time undergirding the institution's core values and mission.

SUBSTANTIALLY INCREASE COMMUNICATIONS BOTH INTERNALLY AND EXTERNALLY

Clarke's is an intimate community, very much like a family. The university is nested within a closely-knit circle that comprises a sort of extended family – alumni, parents, the families of faculty and staff, and a Dubuque community that has historically been extremely supportive of the institution. As a result, there are a great many people, both on campus and off, who are deeply interested in the university's activities and the decisions it makes about its future. The desire for news and information is considerable, and the university at present shares such information through tried-and-true media such as newsletters and emails. Despite these best efforts, there are all too many voids in the paths that information takes on its way to its audience. The new president will work diligently from the outset to ensure that information is shared as effectively and comprehensively as possible, including especially by listening to the wide variety of constituencies actively and effectively.

That information flow is particularly critical when it comes to advocating on behalf of the university to various external publics. Clarke has a great story to tell and remarkable success stories to relate, and it relies on its marketing efforts to translate those stories to the publics in the best position to provide the university with the resources it needs to thrive, particularly in terms of enrollment management and advancement. The new president will review the resources the university commits to marketing and communication with an eye toward optimizing both the efficiency and the effectiveness of those efforts. In short, Clarke's brand is strong but too little known and often misunderstood; this must be corrected as quickly and completely as possible.

ENGAGE ENERGETICALLY IN THE UNIVERSITY'S EXTERNAL RELATIONS AND FUND RAISING EFFORTS

During the tenure of its current president, Clarke undertook a comprehensive campaign seeking \$35 million in philanthropic investment and oversubscribed that effort, raising \$39 million. As the university anticipates welcoming a new leader and the development of a new strategic plan with its attendant tactics, the time will be ideal to undertake a new and redoubled effort to generate philanthropic support for the institution. The new president will be indefatigable in pursuit of the authentic relationships, effective advocacy, and fearless aspiration that adds up to successful fund raising. In particular, the president will work in tandem with the board to secure the leadership in word and deed necessary to acquire investment from prospects across the spectrum of giving.

While fund raising is critical, the president must be no less energetic in pursuit of other forms of support. At least two initiatives will be critical in this regard. First, Clarke's alumni are passionate about and supportive of their alma mater. Approximately 14% of them manifest that support with philanthropy, a datum that is well within national norms but does not reflect the commitment that the preponderant proportion of alumni feel for their university. That number can therefore be grown. Second, Clarke is extremely interested in partnering with other institutions to maintain and expand its current capacities. The university is, as of this writing, exploring various partnerships, including with the Iowa Catholic Collegiate Association. The president will become familiar with and engaged with these efforts from the outset.

OPTIMIZE THE IMPACT OF PROGRAM REVIEW

During the current academic term, Clarke will reach the climax of a multi-year review of its academic program. The university is in the early stages of implementing a new core curriculum and, at the same time, is conducting a thorough review of the entirety of its curricular offerings. It is anticipated that decisions regarding the future allocation of resources to the academic program will emerge from this effort, and the new president will therefore inherit a campus that has experienced some disruption to the flow of its central enterprise. That disruption having been absorbed during the course of the current year, the new president will very likely join an institution poised to embrace a compelling view for its future, based on the fundamentals identified during the review process, and ready to thrive in an environment focused on the institution's strengths and greatest potential.

The president will work with the faculty and board, in particular, to build on the university's strengths and its greatest potentialities to enhance what is already a highly student-centric environment. The program review process should provide the president with both firmly-embraced academic priorities and some additional flexibility with resources, allowing the new leader both to articulate the considerable value of focus on those programs that allow Clarke to serve its students best and to invest in those programs. A significant and much-desired collateral benefit of the program review and, even more so, the resulting focus moving forward should be a substantial improvement to morale across the campus, which has suffered during recent years of significant fiscal constraint.

PROFESSIONAL QUALIFICATIONS

and Personal Qualities

Clarke University seeks as its next President a visionary leader who personifies the pioneering spirit of the university's founders leading with integrity and humility. Clarke welcomes candidates who possess the leadership experiences and capabilities required to manage a comprehensive, academic institution as well as the capacity to inspire and engage all stakeholders in that work. The president must be eager to embrace the life and mission of a Catholic liberal arts college and enjoy all the challenges and opportunities of a lean and nimble organization.

The ideal candidate will have significant experience at the senior level of an organization of sufficient complexity so that he or she is able to guide Clarke through the demographic, financial and societal challenges facing higher education. Strong financial and business skills are essential, as is an awareness of the higher education marketplace and an understanding of the unique challenges and opportunities facing small liberal arts colleges. The new leader will also possess a talent and an enthusiasm for fund raising as well as a record of securing support from a wide range of resources.

The next President will have a clear and open communication style along with an eagerness to be visible on campus and develop support for common goals by building relationships across the University. He or she will demonstrate a willingness to listen and consider all voices in defining a shared vision for the University and the ability to lead change decisively while managing risk. The President will demonstrate a genuine interest in people from all backgrounds as well as a passion to promote and broaden a culture of diversity and inclusion.

The ideal candidate will evidence clear alignment with the values of Catholic higher education, which at Clarke are rooted in the Core Values of the Sisters of Charity of the Blessed Virgin Mary (BVM) to envision a community of freedom, seeking God; education, seeking wisdom; charity, seeking communion; and justice, seeking social justice. She or he will also demonstrate a clear commitment to keeping Clarke "progressive with the times" and a passion about the mission that encourages personal and intellectual growth, promotes global awareness and social responsibility, and deepens spiritual values.

Clarke University seeks a dynamic and enterprising leader for its next President, someone who is forward thinking and possesses a strong sense of purpose and direction, is fair, open-minded, with strong interpersonal skills, and demonstrates impeccable judgment, leading by example with self-confidence but without self-importance.

The new leader will also possess a record of success in leading change in a distributed environment and in building a leadership culture at all levels of the institution. Additionally, the next President will have significant experience working in partnership with a governing board and the professional background that would garner the respect of the academic community.

PROCEDURE

for Candidacy



The Presidential search committee will begin reviewing applications December 2018. Applications will be received and considered until the position is filled.

Applications must include a letter of interest, curriculum vitae or resumé, and five professional references with email and telephone numbers. References will not be contacted without prior authorization from the applicant.

For fullest consideration, materials should be submitted by November 30, 2018. These materials should be sent electronically via email to the Clarke University's consultants Dennis M. Barden, Concetta M. Stewart, Ph.D., and Elizabeth K. Bohan at ClarkePresident@wittkieffer.com. Material that must be mailed may be sent to:

President
Clarke University
C/O WITT/KIEFFER
Attention: Laurie Adams
2015 Spring Road, Suite 510
Oak Brook, Illinois 60523

Clarke University is committed to fostering a welcoming campus community that celebrates the unique contributions of each person and promotes an inclusive learning environment. To this end, we strive to respect diversity, practice inclusion and seek equity.

MISSION

Clarke University is a Catholic, coeducational, liberal arts institution founded in 1843 by the Sisters of Charity of the Blessed Virgin Mary in Dubuque, Iowa, whose four core values constitute its mission:

FREEDOM

Clarke educates students at the post-secondary level in the liberal arts and sciences, the fine arts, selected professional programs, and graduate programs.

EDUCATION

Service learning combines learning goals and community service to enhance both student growth and the common good. Being active in service learning enhances students' education, gives back to the community, builds networking connections, and helps with career development.

CHARITY

Within the context of its mission, Clarke extends its educational and cultural resources to the civic community.

JUSTICE

We provide a supportive environment that encourages personal and intellectual growth, promotes global peace, and social responsibility, and deepens spiritual values.

VISION

Clarke University, building on the history and tradition of the Sisters of Charity of the Blessed Virgin Mary, enters the 21st century as a distinguished student-driven Catholic, liberal arts University. We are recognized for graduating students prepared academically, morally, and spiritually to become leaders in a rapidly changing workplace and evolving, diverse society.



HISTORY

Clarke University has moved into the 21st century with an impressive tradition of excellence in education. Clarke was established in 1843 and is named for an Irish woman, Mary Frances Clarke, who founded a congregation of religious women, the Sisters of Charity of the Blessed Virgin Mary (BVMs). When the community arrived in the river town of Dubuque in 1843, it was pioneer territory. The city has changed radically over the years, while its vibrancy and Mississippi River beauty remain.

“

*Let us... keep our schools progressive with the times
in which we live; by inventiveness and forethought.*

— MARY FRANCES CLARKE, 1884





STRATEGIC PLAN

Clarke University's next Strategic Plan will:

- Allow us to be agile, responsive and relevant in a rapidly changing market and economy while building on the institution's heritage.
- Make space to support strengths and future directions
- Clarify Clarke's focus
- Direct efforts on the 4 initiative areas of: student experience, sustainable future, vibrant culture, and distinctive identity
- Provide direction for new academic leadership to move forward
- Create a place and space for the next president to lead



ACADEMICS

Clarke University has a rich tradition of academic excellence. Small class sizes are led by faculty who are experts in their fields. With state-of-the-art facilities, our students learn in a hands-on environment and graduate career- and life-ready. Our goal first and foremost is to help students succeed.

Accreditations

HIGHER LEARNING COMMISSION

Higher Learning Commission of the North Central Association of Colleges and Schools

ATHLETIC TRAINING

Commission on Accreditation of Athletic Training Education (CAATE)

EDUCATION

Iowa Department of Education

MUSIC

National Association of Schools of Music

NURSING

Commission on Collegiate Nursing Education (CCNE)

PHYSICAL THERAPY

Commission on Accreditation in Physical Therapy Education (CAPTE)

SOCIAL WORK

Council on Social Work Education

PROGRAM OFFERINGS

Undergraduate Programs

- Accounting
- Art (*Studio*)
- Art Education
- Art History
- Athletic Training
- Biochemistry
- Biology
- Business Administration
 - Finance (*emphasis*)
 - Management (*emphasis*)
 - Marketing (*emphasis*)
- Chemistry
- Communication
- Computer Information Systems
- Drama
- Elementary Education
- Secondary Education
- Education:
 - Special Education
- English
- Environmental Studies
- Graphic Design
- Health, Wellness, & Behavioral Sciences
- History
- Interdisciplinary Studies
- Justice & Peace Studies
- Mathematics
- Music
- Music Education
- Musical Theatre
- Nursing
- Philosophy
- Political Science
- Psychology
- Religious Studies
- Social Work
- Sociology
- Spanish
- Sport Management
- Writing
- Undeclared/Open

Pre-professional Programs

- Pre-Physical Therapy 3+3 program at Clarke
- Pre-Medicine
- Pre-Veterinary Medicine
- Pre-Dentistry
- Pre-Law 3+3 program with University of Iowa College of Law, Drake University Law School, and Creighton University School of Law

Graduate Programs

- Master of Arts in Education
- Master of Athletic Training (*expected 2020*)
- Master of Business Administration
- Master of Organizational Leadership
- Master of Social Work

Doctoral Programs

- Doctor of Nursing Practice
- Doctor of Physical Therapy



THE CLARKE COMPASS

THE CLARKE COMPASS is Clarke's personalized, one-of-a-kind plan that tracks students' movement through college to ensure that they are career- and life-ready upon graduation. In the most basic terms, The Clarke Compass is a method of tracking all experiences in college so that when students graduate, they have a tangible, all-inclusive resume of their time spent at Clarke that they can present at employment or graduate school interviews.

“

The Clarke Compass inspires me to interact in diverse events and reflect on my pursuits in an awesome way. If I want to compete on the lacrosse team, play the saxophone, get involved in the community, join Playmakers Improv and make the Dean's list, The Clarke Compass helps me manage all of those things!

— NITSHELLE DUVERSEAU '19



“

Nothing beats the close-knit community here at Clarke. I have been able to build a rapport with so many people and grow in confidence during my time here.

— MAKALA RAEI, '18



STUDENT PROFILE

Enrollment

Students come from 31 states
and 12 countries.

UNDERGRADUATE STUDENTS: 768

TOTAL STUDENTS: 1,039

Demographics

MALE %: 41

FEMALE %: 59

IN-STATE STUDENTS %: 50

OUT-OF-STATE %: 50

CAMPUS LIFE

STUDENT ORGANIZATIONS & ACTIVITIES

With over 100 student-led events per year, involvement opportunities abound at Clarke. Clarke offers student organizations for nearly all represented academic areas, as well as various special interest clubs.

SERVICE & VOLUNTEER

Service learning combines learning goals and community service to enhance both student growth and the common good. Being active in service learning enhances students' education, gives back to the community, builds networking connections, and helps with career development.

HOUSING & DINING

450-500 students live on campus in our four residence halls. Students dine in our dining hall or our made-to-order grill.

SPIRITUAL LIFE

We are deeply committed to supporting the spiritual journeys of persons from all religious traditions and those with no traditions. Our diverse and global community is well represented on campus through the office of Campus Ministry, student organizations, academic classes, special events, lectures, and workshops. The goal is to have interesting and well-rounded graduates who are engaged in their spiritual journey.

CULTURE & INCLUSION

Our campus thrives on unique voices, roots, and backgrounds. We think differently, feel differently, and work differently from one another. We affirm the value of multicultural understanding and promote and support diversity at Clarke University.



ATHLETICS

Clarke is a member of the Heart of America Athletic Conference (HAAC), an NAIA Institution, and offers athletic talent awards. The NAIA seeks to change the culture of sports with its Champions of Character initiative.

We offer:

- BASEBALL
- BASKETBALL
- BOWLING
- CROSS COUNTRY
- DANCE TEAM
- ESPORTS
- FOOTBALL
- GOLF
- LACROSSE
- SOCCER
- SOFTBALL
- TRACK AND FIELD
- VOLLEYBALL



AMERICA'S
BEST
COLLEGES

Forbes

2019
BEST COLLEGES
IN IOWA

U.S. News

MIDWEST'S TOP
10 BEST VALUE
SCHOOLS IN 2019

U.S. News

POINTS OF PRIDE

Clarke University is consistently recognized for excellence in education. Here is a list of national recognition:

- Forbes: Top 120 of the Best Midwestern Colleges
- U.S. News: Ranked 16th in the Midwest on the list of Best Regional Colleges in 2019
- U.S. News: Listed as an A+ School for B Students in 2017
- U.S. News: Ranked fifth among Midwest Regional College for operating efficiency in 2015
- Princeton Review: Best Midwestern Colleges
- The Washington Monthly: Best Baccalaureate Colleges, for contribution to the public good
- The Washington Monthly: Ranked No. 22 among National Baccalaureate Universities
- 2016 President's Higher Education Honor Roll for community service
- Named the third safest campus in Iowa by Backgroundcheck.org
- Clarke has achieved the NAIA Champions of Character Five-Star Designation all six years that it has been presented
- National Arbor Day Foundation: Tree Campus USA for the third straight year
- Victory Media: Military Friendly School

OUTCOMES

10,159

ACTIVE CLARKE ALUMNI

96%

OF RECENT GRADUATES REPORT BEING EMPLOYED
IN THEIR FIELD OR CONTINUING THEIR EDUCATION

175

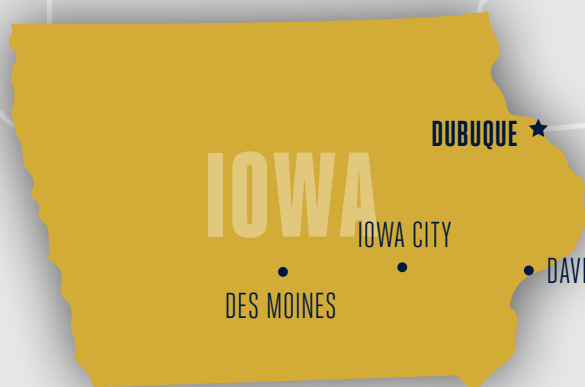
YEARS OF PROVIDING
HIGHER EDUCATION



DISCOVER DUBUQUE

Masterpiece on the Mississippi

Dubuque is centrally located for most of the Midwest. With a population of 58,000, it's a great mix of culture and careers – a city that benefits you both inside and outside of the classroom.



DRIVING TIMES

Chicago, Illinois	3:30
Davenport, Iowa	1:30
Des Moines, Iowa	3:00
Iowa City, Iowa	1:40
Madison, Wisconsin	1:30
Milwaukee, Wisconsin	2:45
Minneapolis, Minnesota	4:30
St. Louis, Missouri	5:30



**RANKED AMONG 30 BEST
SMALL CITIES IN THE U.S.**

according to Alot Travel



**NAMED AN
ALL-AMERICA CITY**

by the National Civic League



**RANKED NO. 10 ON LIST OF
"GREAT PLACES TO LIVE"**

according to Kiplinger





GOVERNANCE

BOARD OF TRUSTEES

The Board of Trustees at Clarke University holds the University in trust for the campus community and the public for the purpose of education. It seeks to protect and advance the University’s overall and long-term welfare, including its special mission, distinctive history, core values, and strategic vision. Clarke University and the Sisters of Charity of the Blessed Virgin Mary are independently incorporated and several BVMs serve on the Board of Trustees.

CLARKE UNIVERSITY EXECUTIVE ADMINISTRATION

