



THE SEARCH FOR A PRESIDENT

The Wittenberg University Board of Directors has announced the search for the University's 15th president, an appointment to become effective on or about July 1, 2017. The new president will succeed Dr. Richard Helton who is serving as interim president for the 2016-2017 academic year. Dr. Helton's tenure has provided a renewed sense of community on campus from which Wittenberg's next president will be asked to exercise strategic leadership with a focus on future growth and financial stability.

The new president will be expected to inspire others through collaboration, to develop a spirit of academic entrepreneurship on campus, and to build and expand on an existing strategic plan, which will help to establish academic, operational, and fiscal priorities.

Wittenberg's presidency presents an uncommon opportunity for a dynamic leader to make a measurable difference in the life of this fine liberal arts college while unifying the University community around an energizing vision for future success.

MISSION STATEMENT Wittenberg University provides a liberal arts education dedicated to intellectual inquiry and wholeness of person within a diverse residential community. Reflecting its Lutheran heritage, Wittenberg challenges students to become responsible global citizens, to discover their callings, and to lead personal, professional, and civic lives of creativity, service, compassion, and integrity.

ABOUT WITTENBERG UNIVERSITY

In surveying the grounds of what is now Wittenberg University, the Rev. Ezra Keller, the college's first president and founder, remarked: "This is a lovely spot for a literary institution," one that will attract hundreds of students "to drink at the pure fountains of knowledge, and then go forth into the world to do good." Today, that lovely spot now encompasses more than 100 acres of rolling hills and lush hollows across southwestern Ohio with architecturally distinct structures that embrace Wittenberg's past and provide a beautiful backdrop to the teaching excellence and faith-based learning environment that has defined the University since its founding in 1845.

The fourth oldest Lutheran college in the nation, Wittenberg is affiliated with the Evangelical Lutheran Church in America and accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools. From its early years, the University has built and defended a vision of itself and its future, which has been clear and unconventional. Believing that the English language was a way to foster the inclusiveness of the new American nation, Keller and fellow pastors broke with the German church to create the English Evangelical Lutheran Synod of Ohio. The new synod voted unanimously to establish Wittenberg as a theological and literary institution that would

serve the educational and cultural needs of new immigrants and new communities.

Since that time, Wittenberg has embraced its forward-thinking founder's vision and stayed true to its mission and values, all while supporting academic innovation and integration, and expanding the breadth and depth of its student experience. Just this year, for example, the University opened COMPASS: Sweet Success Center, a move that brought multiple academic and co-curricular resources under one roof so as to manage the needs and expectations of Wittenberg's 1,800 traditional undergraduate students. The University's recently introduced value proposition, The Wittenberg Commitment, further reinforces the institution's integrated, student-centered focus, creating a clear path for each student's personal and professional success. Among the Commitment's highlights are: comprehensive advising and support from faculty, staff, alumni and peers; a full-year transitional seminar program for first-year students; active, engaged learning of the highest caliber, and access to the WittFolio, an electronic part-travelogue, part-resume resource, where students can capture and link their individual accomplishments in meaningful ways.

For its commitment to academic excellence and focus on students, Wittenberg has repeatedly been ranked by the Princeton Review for the quality of its teaching and faculty, including 11th in the nation for "Best Classroom Experience" and 15th in the category "Professors Get High Marks" in the 2011 edition of Princeton's annual Best Colleges guide. More recently,

Wittenberg earned the No. 4 spot in the Princeton Review's category of "Most Accessible Professors" and captured a spot on the "Best Buy" list in the 2017 *Fiske Guide to Colleges*. Wittenberg also appeared in the Princeton Review's *Guide to Green Colleges* in 2013 and again in 2015. Additionally, the University is one of just 286 colleges and universities in the United States to have a chapter of Phi Beta Kappa, the oldest and most prestigious academic honor society in the nation.

Believing that service provides an intentional opportunity to give back to the world and to promote social justice, Wittenberg has also consistently been recognized for service excellence. Annually, students contribute more than 25,000 hours of community service, and the University has routinely been listed on the President's Community Service Honor Roll. In addition, the campus is home to the Susan Hirt Hagen Center for Civic and Urban Engagement, which serves as a gateway between the Wittenberg and Springfield communities. Described by former Ohio Lieutenant Governor Lee Fisher as "the model" for how universities should engage with their communities to promote economic development and ensure that generations of students are committed to civic engagement, Wittenberg's Hagen Center was renamed in 2011 thanks to the generosity of the late Susan Hirt Hagen, class of 1957, who endowed the center with a \$6 million gift. Moreover, Wittenberg is one of only a select few schools in the country to offer a Peace Corps-endorsed preparation program.

Students

Wittenberg's student body is best characterized as smart, genuine, hardworking, multi-faceted, balanced, well-rounded and passionate. Students like to be an active participant in their education, and thus are willing to serve, lend a hand, lead an organization, study abroad, intern, or pursue research in partnership with faculty, among many other co- and extra-curricular opportunities.

Required to reside on campus for their first two years, students then have the option of spending their junior and senior years in university-owned, off-campus housing, which includes nearby homes, Greek houses or newly built campus apartments. Nearly two-thirds hail from Ohio, but 30 states and 10 countries are also currently represented. Fifty-seven percent are women, 13.6 percent are first-generation college students, approximately 23 percent are Pell Grant low-income students, and 18.3 percent are U.S. students of color (defined as non-white).

With regard to the 2015-2016 academic profile, Wittenberg students' average SAT was 1110, and the ACT was 25, despite being test optional. In recent freshman classes, 15 percent were in the top 10 percent of their high school class, and more than 50 percent were in the top 25 percent. The average entering G.P.A. has remained consistent in the 3.45-3.50 range. Wittenberg provides more than \$34 million in financial aid each year, and at present, nearly all of Wittenberg's students receive some form of financial aid in the form of scholarships, grants, and on-campus employment. The average aid package for all new students in 2015-16 amounted to close to \$25,000 from all sources. In recent years, Wittenberg's admit rate has averaged about 91 percent, and yield has been about 12 percent utilizing a strategy to pre-select qualified candidates for direct marketing outreach to develop large prospect and applicant pools.



Faculty

Wittenberg is home to 122 full-time faculty, 97 percent of whom hold the highest degree in their field. In 2010 *The Chronicle of Higher Education* named Wittenberg one of the nation's top producers of Fulbright Scholars among bachelor degree-granting institutions. The University also currently has more Ohio Professors of the Year than any other four-year institution in the state.

From day one on campus, students are exposed to these gifted scholars in small class settings. The work is designed to be challenging, but faculty members remain close, and the great majority of students develop a relationship with a professor as a mentor, or even a friend. There are also no traditional teaching assistants at Wittenberg. The faculty culture attracts scholars and scientists who are highly committed to undergraduate teaching excellence. Wittenberg professors understand that in life, problems are not always clear – they can escape notice for too long. Before the best solution is found, a problem must be broken down – its components objectively researched and analyzed – the results creatively synthesized into potential actions that then must be effectively evaluated.



The most popular majors taught by Wittenberg's esteemed faculty currently include biology, business, communication, psychology, and education. Faculty also lead several off-campus academic options for students, including a marine biology/freshwater ecology program in the Bahamas, the African Studies/community service program in the South African Kingdom of Lesotho, the Wittenberg in Wittenberg, Germany, program, and the Lutheran College Washington, D.C. Semester Program, among other hands-on learning experiences.



Alumni

At 24,000 strong, Wittenberg alumni are passionate about their educational experience, often citing faculty with whom they still remain friends long after graduation.

To assist the University in understanding the needs and expectations of alumni, the Wittenberg Alumni Board was established to oversee the Alumni Association, of which all graduates are automatically members. The Alumni Board currently has 22 alumni spanning multiple class years, and the group regularly assists in supporting alumni programming, fundraising and recruitment, strategic planning, and in building

affinity with current students for the institution.

Among Wittenberg's most notable graduates are: Sherwood Anderson, writer; James Rebhorn, award-winning actor; Ronald Li, founder of the Hong Kong Stock Exchange; John McLaughlin, former deputy director of the CIA; Sheila Simon, Lieutenant Governor of Illinois; Jennette Bradley, former Lieutenant Governor of Ohio; Elwood Jensen, leading cancer researcher; and Sandy Dukat, Paralympian in skiing.

Athletics

At Wittenberg, one-third of students participate in varsity athletics, playing for one of

Wittenberg's 24 sports teams – 12 for men and 12 for women. A member of the nationally renowned Division III North Coast Athletic Conference (NCAC), which consists of 10 academically selective colleges and universities in Ohio, Pennsylvania, and Indiana, Wittenberg on average sends four teams per year into national championship competition. Intramurals are also very popular among students, and club sports, including ice hockey, rugby and sailing, are available.

On Oct. 6, 2016, the University moved one step closer to reaffirming its tradition of excellence in developing the whole person and in athletics, when it officially launched the public phase of its current \$40 million Health, Wellness and Athletics (HWA) Restoration and Expansion Initiative. Through the combination of outstanding academic programs, competitive athletics and diverse recreational opportunities, the HWA initiative is expected to support the campus and the community of Springfield, as well as recruitment, retention and student success. Groundbreaking is slated for March 24, 2017.





Community

Located in Springfield, Ohio, Wittenberg University is proud of its longstanding relationship with the city it calls home. The community is small enough to offer plenty to do within walking distance, yet big enough to offer high-caliber arts and culture, recreation, and internship opportunities for Wittenberg students.

Full of citizens committed to seeing the community thrive, Springfield just received news that continues to make headlines. In September, the new financial firm EF Hutton America announced that its U.S. headquarters would be in Springfield. The firm expects the move will bring 400 jobs to downtown over the next few years, and its total investment in the city is projected to be about \$22 million.

In terms of Wittenberg-specific

connections, the University currently partners in town with Clark State Community College on a joint nursing program and recently signed agreements with Community Mercy Health Partners to manage its student health services and explore other collaborative efforts. In addition, through the University's Hagen Center, students have the opportunity to engage with the Springfield community in community service, student employment, academic internships, service learning courses and applied research. Fifteen interns are actually hired each summer to conduct focused projects on the Hagen Center's key initiatives: strengthening after-school programs, preventing teen pregnancy, renewing the core and the creek, improving housing quality and growing a greener Springfield.





THE AGENDA FOR NEW PRESIDENTIAL LEADERSHIP

Wittenberg seeks a president who will bring visionary leadership, strategic thinking, creative planning, and a collaborative but determined management style at a time of institutional renewal. Sustaining the fundamental and historic strengths of Wittenberg's program is vital, but so, too, is the energy and creativity to restore the institution's spirit as it continues to recover from a period of fiscal stress. The agenda for the new president will include:

Strategic Planning: Implementation and Extension

At the request of Wittenberg's Board of Directors, Wittenberg has undertaken a comprehensive

strategic planning process that engages all Wittenberg constituencies during 2016–2017. The University Planning Commission is focusing on four strategic issues, including the expansion of Wittenberg's resource base and the growth and renewal of the academic program, all of which are being reviewed in a collaborative manner. The review is intended to identify opportunities for increased effectiveness and quality of operations with strategies and metrics for future improvement. Taken together, the outcomes of this review will support the key items in this agenda for new leadership.

With completion of this review (Spring, 2017), Wittenberg hopes to present its next president with the opportunity to analyze the University's current priorities, extend a meaningful strategic planning process, and implement initiatives that will enhance Wittenberg's growth. For example, new curricular developments include an M.S. in analytics and newer undergraduate programs in exercise science, sport management,

cybersecurity, and the restructuring of business offerings to include new major tracks in accounting, finance, management, marketing, and entrepreneurship. The education program also recently introduced a new principal's licensure track on top of its M.A. in education program. It will be crucial for ongoing planning efforts to explore additional creative liberal arts-centered programs that are true to Wittenberg's mission.

As the new president begins to develop future strategic objectives, it will be his/her responsibility to extend the transparency, collaboration, and energy of the process that has led to the current plan's outcomes.

Strengthening the Resource Base

The identification and allocation of resources will be central to the achievement of Wittenberg's strategic vision for the future. Two critical revenue streams will require a new president's engagement and oversight.

Enrollment Management

Wittenberg depends on tuition, room, and board for 83 percent of its net revenue. Good reason then that when the largest freshman class since 2002 (603 students) was introduced this fall, the community was buoyed by the results and identified it as a positive point of inflection in the health of the institution.

This year's results underscore the importance of further developing a sophisticated enrollment management program in tandem with the new strategic plan, including the identification of additional academic programs that will enhance the University's considerable appeal. Traditional student enrollment fell from 1,935 students to 1,728 over the last nine years, while net tuition revenue over the same period grew by only two percent. Wittenberg finds itself in an intensely competitive private college market in Ohio, reinforcing the need for the next president's effectiveness in analyzing enrollment and financial aid variables. Strong planning will

help to refine targets for admissions, retention, net revenue, and pricing strategies, while evaluating the University's market position and its "brand."

Enhancing Wittenberg's Philanthropic Culture

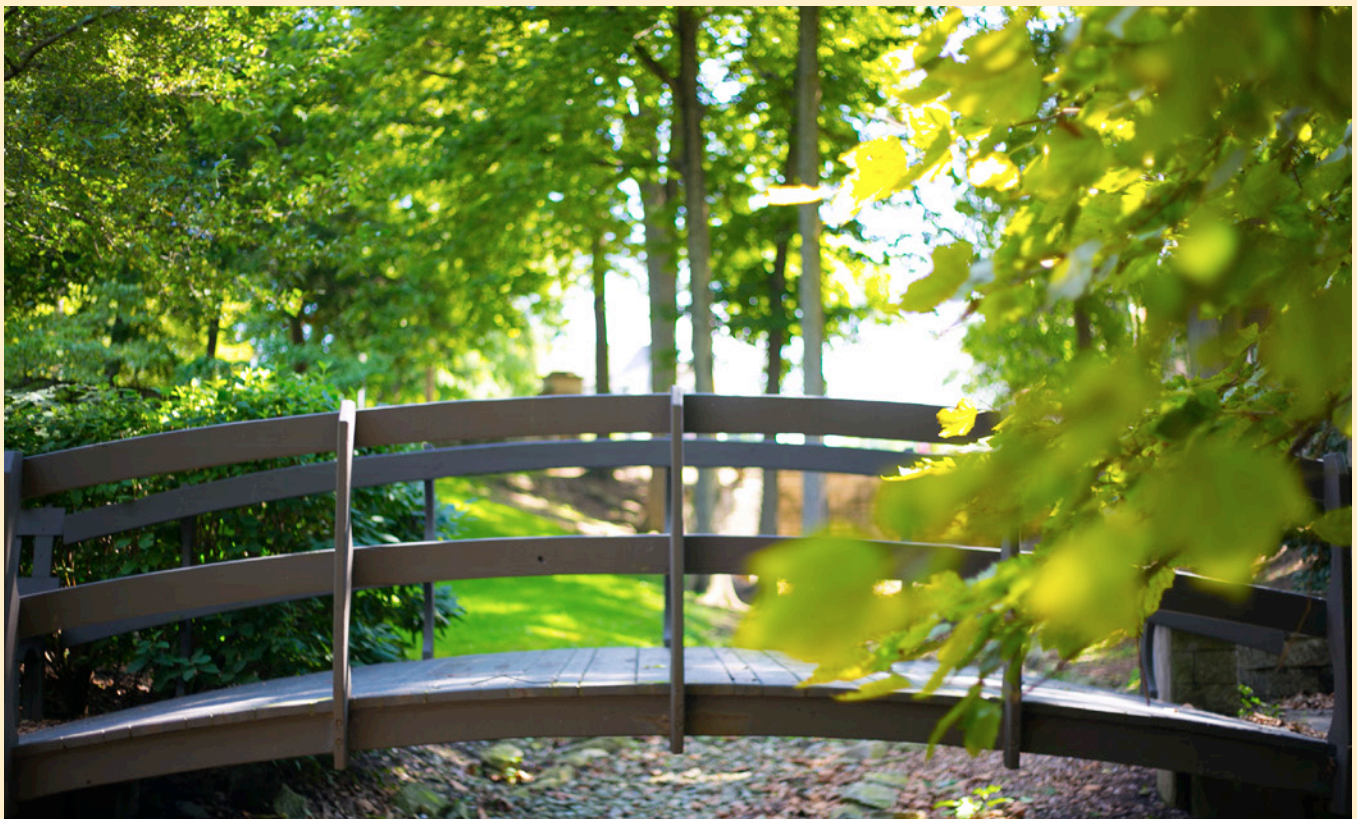
The president must be engaged as the chief fundraiser for Wittenberg, while communicating the Wittenberg story, engaging external constituencies, setting advancement expectations, and using the strategic plan to establish fundraising priorities. Enhancing the philanthropic culture and gift revenue will be key ingredients in Wittenberg's welfare and future ability to thrive. The new president should expect to be judged, in part, on measurable outcomes in this area.

Wittenberg's current profile presents a clear opportunity for significant growth in this area and another set of affirming inflection points for the growth of revenues. Total cash gifts during the last year (2015–2016) increased by almost

\$1.5M to \$9.1M, nearly a third of which was committed to the Annual Fund. Participation by alumni has averaged 15 percent over the past five years, but this year moved to about 17 percent. As described earlier, a major capital fund drive is underway to restore and expand the University's Health, Wellness, and Athletics (HWA) facility with nearly 83 percent already committed toward a \$40M goal. It is generally expected that a comprehensive campaign is on the horizon as Wittenberg moves forward. The new president will play a central role in conceptualizing, planning, and implementing a successful campaign.

Achieving Financial Equilibrium

Wittenberg operates with an annual budget of \$53M and an endowment of \$96M. No other single agenda item for new leadership is as critical for Wittenberg's overall success as the need to achieve financial stability.



Most persons on campus agree that the reduction of expenses during the last few years must give way to a plan for revenue enhancements. With fewer traditional students since 2006 and a decrease in revenue from Wittenberg's School of Community Education since 2012, the need for a pathway to improved fiscal health is palpable.

Here, too, however, a significant point of inflection provides a meaningful opportunity for new leadership. The next three fiscal years, 2016–2017 through 2018–2019, will see a debt restructuring that will postpone debt principal payments and will fund capital expenditures with debt proceeds, thus relieving the operating budget from funding both. This creates a runway for greater equilibrium through new revenue generation.

Renewing the Sense of Community

Throughout its history, Wittenberg has thrived on the strength of its residential academic community.

Students have historically been the focal point of the Wittenberg experience. Presidential leadership must be able to embrace the welfare of students, recognizing that student development occurs in and out of the classroom, formally and informally, and with all groups that make up the Wittenberg family. An affirming sense of student welfare is vital for Wittenberg to fulfill its mission, and a new president must be comfortable providing visibility, accessibility, and involvement in the life of the University.

Central to the quality of life at Wittenberg is the degree to which diversity remains an institutional priority. Inclusiveness and diversity are key ingredients in a vital campus climate. An active population around issues and future plans for inclusiveness must be reinforced as a priority on the new president's agenda. Strengthening the status of underrepresented groups on campus will be critical to the quality of community life at Wittenberg.

Facing significant financial stress over the last few years, the campus

community has also been challenged by the style and substance of difficult administrative decisions that have impacted the quality of dialogue among and between Wittenberg's constituencies. Interim President Helton's tenure has begun to improve the campus climate, but a clear opportunity for strengthening the sense of community at Wittenberg remains for the new president.

The extension of the strategic planning discourse and other campus-wide conversations will offer the new president a chance to listen carefully, build relationships, and foster trust in a community eager for vision and leadership. A new leader must be forthright and able to communicate with authenticity and clarity. Wittenberg is eager to dedicate itself to an uplifting vision for the future in an environment where all constituencies can work together effectively.





Empowering an Effective Leadership Team

The current senior leadership team is a combination of long-term Wittenberg administrators and more recent additions who have been appointed in the last two years. While talented and capable, the turnover in presidencies has not allowed the team to come together in a manner that blends their skills and responsibilities in a meaningful and unified way. The new president can lead an effective and stable team by engaging a management style that draws this team into open and collaborative discussion about all issues impacting the University's welfare. The team currently includes an interim provost appointment, thus providing the new president with an opportunity to make an early evaluation and strategic decision in this area.

Equally important will be the president's skill at delegating, empowering, evaluating, and holding accountable the members of his/her cabinet. As the president enables

an effective management approach with the leadership team and, in turn, with those for whom the team members are responsible, future institutional accomplishments will be accelerated and celebrated.

Nurturing Good Governance

The new president will begin this assignment by working closely with a Board of Directors that is eager to help Wittenberg flourish. In that regard, the board recently ratified its own Vision Statement that affirms its commitment to the University's future growth and success.

The board currently has 24 members with a maximum of 35 allowed by the current by-laws. Each director is eligible for re-election for up to four successive three-year terms. Partnering with the newly elected board chair, the new president will have an opportunity to develop relationships that can lead to programs for meaningful board engagement, additional board insight and expertise into future strategic planning efforts, and further

philanthropic support.

The faculty at Wittenberg is organized around a faculty governance system with 27 standing faculty committees, including the Faculty Executive Board, and 12 program advisory committees. In addition, the Student Senate and the Staff Advisory Council represent their respective constituencies on an ongoing basis.

With the responsibility to serve as the conduit for two-way communication between the board and the campus, the president can help the entire Wittenberg family forge an understanding of good governance practices. The respect and trust that can grow from exercising thoughtful shared governance procedures will enable presidential leadership to build consensus around the University's strategic plan, bring support for future strategic initiatives and vision, and develop a greater understanding between and within Wittenberg's stakeholder constituencies.

BOARD OF DIRECTORS VISION STATEMENT *October, 2016*

Wittenberg University will become a 2,000-student, residential campus in the Lutheran tradition that provides an elite, engaged, financially accessible liberal arts education to a diverse student body.

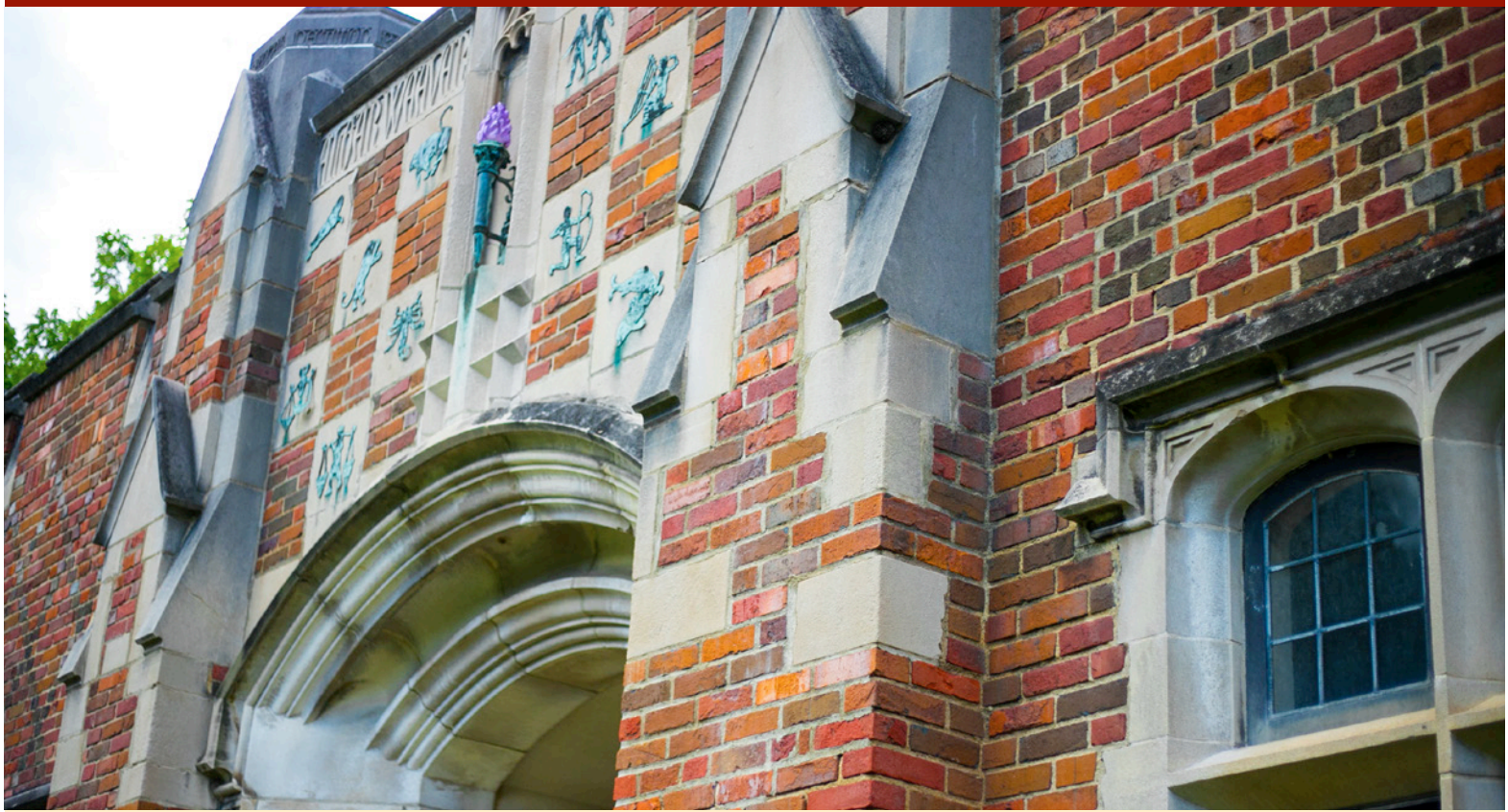
Strengthening Town/ Gown Relationship

Wittenberg's presence in Springfield, Ohio, and its proximity to Columbus, Dayton, and Cincinnati, deserves the new president's attention and engagement. Nurturing partnerships and collaborations with schools, health care, business, government, and other non-profit organizations will help the region, while also bringing reciprocal benefits to the University. The City of Springfield should serve as a prominent partner in the University's outreach to the larger community.

Supporting the Lutheran Tradition

Wittenberg's Lutheran heritage grounds a contemporary values-based campus ethos. Regardless of the new president's faith, he/she will necessarily understand, appreciate, and support Wittenberg's commitment to the essence of Lutheran higher education. In doing so, the president will encourage free inquiry among diverse perspectives and advance the sense of vocation through which service to the community and the world is a priority for all members of the Wittenberg family.





DESIRED PRESIDENTIAL ATTRIBUTES

The next Wittenberg president will bring a commitment to liberal education, excellent teaching, and academic entrepreneurship. An uncompromised work ethic and integrity of the highest order are important. Accomplishments in the specific areas of the new president's agenda will be essential, including the ability to build consensus around an institutional vision and the confidence to make difficult decisions. While achievements that reflect an understanding of higher education and credentials that mirror a solid academic background are crucial, Wittenberg recognizes that there are many pathways to the successful presidency. The search committee will welcome candidate interest from outside the academy, but specific skills and experiences

will be important. The successful Wittenberg president will be:

- A visionary leader and strategic thinker, whose creative outlook will help to strengthen Wittenberg and inspire others to engage in the effort.
- An effective fundraiser, able to inspire Wittenberg's philanthropic culture and generate increased contributed resources.
- A person of financial acumen, who can help to stabilize Wittenberg's fiscal condition.
- A person with a sophisticated understanding of successful enrollment management.
- A person of intercultural competence, with an ability to actively develop and support diversity and inclusiveness throughout the Wittenberg community.
- An accomplished communicator, whose authenticity includes strong

listening skills and who will engage the Wittenberg community in thoughtful discourse about its future.

- A committed advocate for teaching and scholarship as critical components of the residential liberal arts campus.
- A student of higher education, knowledgeable about the changing landscape impacting colleges and universities, the needs of the 21st century learner, national trends in program development, and the significant role of educational technology.
- An astute manager, who can further develop an integrated senior team and successfully empower staff and faculty at all levels.
- An enthusiastic campus presence, actively engaging in the student-centered life at Wittenberg while modeling traits that will strengthen collegiality and community on campus.

THE APPLICATION PROCESS

The Wittenberg Search Committee will be accepting nominations and evaluating application materials on a rolling basis through the fall of 2016, and will begin to narrow the candidate pool in late November. Although applications will be accepted until the time that a new president is selected, candidates should submit materials by 5 p.m. on Saturday, November 26, for most favorable consideration. Final selection will be made early in February, 2017, and the new president will be invited to begin work on or about July 1, 2017.

Dr. Thomas B. Courtice is assisting with this search. Nominators and prospective candidates may contact him at tom.courtice@gmail.com or at 614-395-6631.

Applications should be submitted electronically to: The Rev. Jonathan Eilert, Chair, Board of Directors, at WittenbergPres@gmail.com.

Application materials should include 1) a letter that responds to the Agenda for New Presidential Leadership, 2) a complete CV or resume, and 3) the names and contact information (phone and email) for three references, none of whom will be contacted until a later stage of the search nor without the candidate's formal permission.

Wittenberg is committed to attracting and retaining highly qualified individuals who collectively reflect the diversity of our student body and society at-large. We believe it is educationally imperative to further our students' appreciation and understanding of a culturally diverse society, and we are committed to ensuring a diverse environment for all individuals, regardless of race, gender, religion, nationality, ethnicity, sexual orientation, physical ability, or disability. In that spirit, we are especially interested in receiving applications from individuals who would contribute to the diversity of our community.





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