The College of St. Scholastica (CSS) was founded as a Catholic institution in 1912 to educate women primarily in nursing, education, and social work. Today CSS is a co-educational, independent, comprehensive institution of higher learning offering undergraduate and graduate programs across six academic schools under the sponsorship of the Benedictine Sisters who continue to have a strong presence on campus.

The General Education program, Veritas, provides students with a foundation in the liberal arts and sciences, cultivating a conscientious use of knowledge that prepares them for responsible living in a global community. Veritas addresses the College’s goal of liberal education in the Catholic Intellectual Tradition. Emphasizing the search for truth across a breadth of disciplines, each course develops skills and values outlined by the College’s Learning Outcomes. Central to these efforts is the particular attention given to the individual student. The College aspires to be a diverse and inclusive academic community of excellence.

The College’s vision is to develop thoughtful and engaged leaders, sharpened and sensitized by the liberal arts, who are prepared for and committed to serving and transforming the world. This is accomplished through the mission of providing intellectual and moral preparation for responsible living and meaningful work.

The College offers programs in Duluth, at seven satellite campuses throughout Minnesota, and online to more than 4,000 undergraduate and graduate students. The College was an early adopter of non-traditional student education, offering degree completion programs in the early ’90s and fully online degree programs soon after. The Duluth campus remains home to traditional undergraduate and graduate programs, including more than 74 majors and minors. Overlooking Lake Superior, the 186-acre Duluth campus is in a beautiful setting with a mix of new and historic buildings. Campus buildings include the expanded Science Center, Burns Wellness Commons, and the iconic Tower Hall, as well as a library, chapel, 500-seat auditorium, black-box theater, and on-campus dorms, suites, and apartments.
The College is guided by our five core Benedictine Values, drawn from the Rule of St. Benedict, which are at the heart of the College’s mission and animate the student experience.

**Benedictine Values**

Community   Hospitality   Respect   Stewardship   Love of Learning

The College maintains a close relationship with the founding community of Benedictine Sisters. Much of the College’s Duluth campus is located on property owned by the Benedictine Sisters Benevolent Association (BSBA) and leased to the College. The Monastery is adjacent to the College; the property also includes a retirement center with several levels of care, also sponsored by the Sisters. BSBA is represented by five Sister members on the Board of Trustees of the College.

The Benedictine Sisters have been a consistent source of support and revenue for the institution, including providing investments into its programs and its facilities. The Sisters enjoy a close relationship with the College and their support and engagement with the campus community, particularly with students and alumni, are cherished. The College embraces its Catholic Benedictine identity in numerous ways. Our first-year program, Dignitas, introduces students to our core Benedictine values, the Catholic intellectual tradition, and Catholic social teaching. New student orientation for on-campus and online students places an emphasis on the Benedictine values. Furthermore, the College created the position of Associate Vice President for Mission Integration and worked in collaboration with the Association of Benedictine Colleges and Universities to develop a program on Catholic and Benedictine identity for senior leaders at Benedictine colleges and universities.
The College is home to 4,042 students in 73 programs. In Fall 2018, there were 2,479 undergraduate students, 1,711 of them in our traditional program on the Duluth campus. 1,564 students were enrolled in graduate programs. There were 488 undergraduate and 650 graduate students in fully online degree and certificate programs.

The School of Arts and Letters, along with the School of Sciences, provides the liberal arts foundation for CSS. The School of Arts and Letters offers more than 20 academic programs, including majors in Communications, English, Global, Cultural, and Language Studies, History, Music, Philosophy, Spanish, and Theology and Religious Studies as well as several interdisciplinary majors and minors. The School fosters students’ desire for learning and faculty’s commitment to scholarly and creative research within and across disciplines while cultivating intellectual honesty, ethical behavior and a commitment to justice.

The School of Sciences offers bachelor’s degrees in Biology, Chemistry, Math, Natural Sciences, Psychology, and Social Sciences, as well as a certificate/minor in gerontology. In Spring 2019, the Psychology program was also launched online. Through these programs, students learn how to learn, obtain and evaluate different kinds of information, think critically, solve problems systematically and write effectively. A robust undergraduate research program allows students to gain real-world experience through collaborative faculty-student research.
The School of Business and Technology combines an academic emphasis on the liberal arts with experiential learning to create global leaders who consistently demonstrate the highest levels of ethical decision-making, social responsibility, global awareness, and professional excellence. The School offers undergraduate programs in Accounting, Economics, Finance, Management, Marketing, Organizational Behavior, and Computer Information Systems, and graduate programs in Leadership and Change, Rural Healthcare and Project Management.

The School of Education offers both graduate and undergraduate programs on multiple campuses as well as fully online. All programs are standards-based and designed to provide students with the knowledge, skills, and dispositions characteristic of highly qualified educational professionals. Faculty members have significant K-12 and administrative experience, allowing them to bring a real-world perspective to their students.
The School of Health Sciences is an interprofessional school featuring seven professional studies departments: Athletic Training, Exercise Physiology, Health Informatics and Information Management, Occupational Therapy, Physician Assistant, Social Work and Physical Therapy. Together these departments offer numerous certificates, bachelor’s and master’s degrees, as well as the Doctor of Physical Therapy degree. These programs all build upon the College’s liberal arts education to prepare graduates for practice in their chosen healthcare professions.

The School of Nursing, one of the largest in Minnesota, offers the signature Doctor of Nursing Practice (DNP) program to help meet the growing demand for advanced practice nurses. The School of Nursing programs respond to the health care needs of both rural and urban areas, especially underserved populations and residents with mental health needs. The undergraduate nursing program prepares students for entry-level professional nursing practice. The undergraduate nursing program is approved as a licensure-preparing program and the graduate programs are approved as advanced practice nursing programs by the Minnesota Board of Nursing.

Once a Saint, always a Saint! CSS has more than 26,000 alumni who are active and engaged in their communities around the world. Graduates have distinguished themselves in the fields of health care, especially in nursing, health information management, and medicine; they have also had an impact in the fields of education, research, public service, business, and the fine arts.
Duluth is a beautiful and vibrant city of 86,000 in a metropolitan area in excess of 150,000 set on the shore of Lake Superior, the largest freshwater lake by surface area in the world. Duluth’s current mayor, Emily Larson, is an alumna, having earned her bachelor’s degree in Social Work from CSS.

For outdoor enthusiasts, Duluth offers four seasons of first-rate opportunities: beaches, bike paths, jogging trails, ski resorts, cross-country skiing trails, boating and fishing sites, and rinks for skating, curling, and hockey. The Boundary Waters Canoe Area Wilderness is an easy drive. *Outside* magazine has recently named Duluth as the no. 1 “Outside City” in the U.S. and the no. 2 “Best Adventure Hub” in the world. The nonprofit American Institute for Economics ranked Duluth as one of America’s best small metropolitan areas for college students. Duluth was also recently featured in the book *Our Towns: A 100,000-Mile Journey into the Heart of America* and *CBS Sunday Morning* as an “American Town on the Rise.” Similarly, the travel site *DreamPlanGo* named Duluth in the Top Ten of America’s Most Scenic College Towns.

Residents of Duluth enjoy a reasonable cost of living. The city has a thriving arts scene, a growing craft district, and more acres of municipal public parks than any other city in the country.

For more information on Duluth, go to visitduluth.com or destinationduluth.org.
The College is served by 207 dedicated full-time faculty members, 200 part-time and adjunct faculty, and 190 committed staff and administrative members. The College community is characterized by an extraordinary dedication to its mission, a deep commitment to the success of its students, and living out the Benedictine Values in all they do.

Who We Are

Test Optional Admission Launched Fall 2019
Top School in Minnesota for Economic Mobility
National Center for Computer Science Education Launched 2018
Consistently ranked in U.S. News & World Report for Academic Excellence and Value
Informed by its Catholic Benedictine heritage and Catholic social teaching, the institution has long expressed its commitment to an inclusive and welcoming community where difference is valued in all its forms. CSS believes that equity and inclusion are key to academic excellence and the success of all students.

CSS recognizes the fact that a diverse student body deeply benefits all students. Through exposure to a range of cultures, perspectives, and ideas, students build the cultural fluency needed to live, work and excel among people from varying groups within the U.S. and globally. For CSS, Inclusive Excellence goes beyond accepting differences; the goal is to cultivate a campus environment where students, faculty, and staff of every background and experience can thrive. CSS has engaged in deliberate strategies for the past decade to infuse equity and inclusion throughout its community. Candidates are encouraged to view the Statement on Inclusive Excellence at go.css.edu/inclusiveexcellence and go.css.edu/execsummary.
The student body at the College comes from 49 states (plus the District of Columbia, Puerto Rico, and Guam) and 20 countries. CSS has been strategically increasing its diversity, with 16.6% of the overall student body coming from historically under-represented groups. First-generation students comprise 42% of the traditional undergraduate student body. Women make up 71% of our total student body and 66% of our traditional undergraduate students.

The College has 22 NCAA D-III intercollegiate sports teams, which are a strong driver of traditional student enrollment, with 31% of undergraduates competing as student athletes. Men’s sports include baseball, basketball, cross country, football, ice hockey, Nordic skiing, soccer, tennis, indoor and outdoor track and field, and golf. Women’s sports include softball, basketball, cross country, ice hockey, Nordic skiing, soccer, tennis, indoor and outdoor track and field, volleyball, and golf. There is also strong participation in intramural and club sports.

The Performing Arts also play an integral part in student life, with more than 20 musical ensembles and a vibrant theatre program. 22% of undergraduate students participate in the performing arts.

A large on-campus resident population and 60+ student groups make the College an exciting place of community and learning. Students also take full advantage of the outdoor opportunities in Duluth and the surrounding area, as more than 70 outdoor adventure activities are offered by the College each year.
Under the President's leadership, the following seven senior staff members oversee the College's operations: Vice President for Academic Affairs, Vice President for Enrollment Management, Vice President for College Advancement, Vice President for Student Affairs, Vice President for Human Resources and Chief Diversity Officer, Chief Information Officer, and Vice President for Finance and Chief Financial Officer.

The College of St. Scholastica is currently guided by a 29-member Board of Trustees, five of whom are Benedictine Sisters. The President of the College and the Prioress of the Monastery are voting members. Members of the Board with voice but no vote include a student elected by the Student Senate, a faculty member elected by the Faculty Assembly, and a representative of the staff of the College. The Board is comprised of the following seven committees: Academic Affairs, Audit and Finance, College Advancement, Enrollment Management and Student Experience, Executive, Investment, and Trustee.
The College’s revenue in FY18 was $77.1M, with net tuition of $62.6 million. For the year, the operating margin was 6.0%. The College has operated with a balanced budget for more than 15 years, with a 10-year average operating margin of 4.9% which has been used to build the endowment and support capital improvements and renovations. For FY19, enrollments have not met budget projections and the College is employing various strategies to address the anticipated revenue shortfall. On Aug. 24, 2018, Moody’s affirmed the College’s Baa2 Bond rating, with a stable outlook.

The total value of the endowment as of June 30, 2018, was $89.9 million, a strong increase of $7.9 million over the prior year (9.6%). In FY18, The Second Century of Saints campaign has a preliminary goal of $50 million and is more than halfway to that goal, at $26.6 million. The All Saints Annual Fund revenues totaled $809,927.

The College typically receives $4-5 million annually in grants; federal and state grants comprise 80% of that total and the balance comes from foundation grants. In the past year, the College was awarded $2.76 million by the U.S. Department of Health and Human Services (HHS) – the largest grant in CSS’s history. The grant will fund the Rural Registered Nurses in Primary Care project, enabling the College to advance its leadership role in addressing the critical RN primary care workforce shortages in rural and underserved communities. In addition, the College’s Master of Social Work (MSW) program was awarded $1.33 million by HHS’ Health Resources and Services Administration to offer stipends to MSW students who are committed to working within the rural environment of northern Minnesota and with an emphasis on integrated behavioral health. The College will receive $333,299 each year for four years for the Rural Optimization of Behavioral Health for Underserved Settings and Trainees (ROBUST) specialization.
Over the past three decades, The College of St. Scholastica has experienced remarkable success as the College has affirmed its historic Benedictine mission and values and its commitment to liberal arts and professional education, diversified its academic programs, grown the faculty, and dramatically increased student enrollment. Along the way, the College has made significant capital investments in plant and equipment, increased the endowment fund, and greatly strengthened the financial balance sheet. As a result, the College is now remarkably well positioned to address the challenges facing private, faith-based colleges and universities, and offers a truly remarkable leadership opportunity for the next President. Among those opportunities are the following leadership priorities:

**Affirm the Mission**
A strong and clear sense of Mission and purpose influences and shapes every aspect of life at St. Scholastica. The next President will play a leading role in advancing the Mission of CSS and the Benedictine Values of community, hospitality, respect, stewardship, and love of learning that are at the heart of the College.

**Sharpen the Vision for the College**
As noted above, CSS has grown rapidly, added graduate and online programs complementing our traditional undergraduate programs, and opened extended teaching locations. In short, the College has become a much more complex and diverse institution, and with these changes has come a natural sense that common purpose and close community are more difficult to maintain. Therefore, the next President will be asked to work with the community to encourage and articulate a vision for “one college” that will provide inspiration and direction for the future.
Complete the Strategic Plan
Over the past two years, College leaders, faculty, and staff have laid the groundwork for a new strategic plan that will guide the College into the 2020s. The completion of this project now awaits the new President, who will have the opportunity to work with the campus and the Board of Trustees in finalizing and implementing this plan.

Cultivate a Spirit of Innovation in Academic Programming
The growth and success of CSS reflects the College’s strong entrepreneurial spirit, commitment to innovation, and willingness to take prudent risks in developing new academic programs, instructional strategies, and teaching locations. Looking to the future, the direction and shape of the academic program will be a continual work in progress, and there is strong interest and hope that the new President will lead the way to encourage innovation and change.

Develop a Long-Range Financial Strategy to Increase Financial Stability
While CSS has enjoyed remarkable financial success in recent years, and remains very stable financially, the College is feeling the increased financial challenges common to the higher education marketplace, including increased competition for students, higher discount rates, changing student expectations and needs, and a shifting market for graduates. Given these pressures, there is strong interest in developing a longer-range perspective and strategy as one way to ensure financial stability.

Build Relationships On and Off Campus
The Benedictine values of community and hospitality support the College’s commitment to being a place of close relationship and support. Indeed, members of every constituent group identify “community” as a defining value for CSS. As such, the new President will be looked to as the chief relationship builder, working with faculty, staff, students, Trustees, and members of the Benedictine community as well as off-campus supporters including alumni, donors, partners, the Duluth community, and well beyond.

Stabilize the Administrative Leadership Team of the College
Over the years, CSS has enjoyed and benefited from the service of a strong and stable senior leadership team. In recent years there has been turnover in several leadership positions, and new cabinet officers have joined the College. The College is currently supported by an Interim Vice President for Academic Affairs; the search for a permanent successor will be completed under the direction of the new President.

Encourage Diversity and Inclusion
Building a more diverse and inclusive CSS community is first and foremost a matter of Mission at the College. It is expected that the next President will set the tone and work to welcome and support a more diverse student body, faculty, administration, and staff.
The 13th President of The College of St. Scholastica will understand, support, passionately embrace, and model leadership reflective of Benedictine values and the Catholic Intellectual Tradition and be able to enthusiastically communicate these both within and outside of the College. The next President will also be an inspiring, collaborative, and visionary leader with a deep commitment to the liberal arts and professional education, along with an astute understanding of the challenges facing 21st-century higher education. The next President also will have earned distinction as an institutional leader with a record of progressive responsibility, financial acumen, and experience working with college budgets comparable in complexity and scope to that of CSS and the courage to make critical decisions. Personal characteristics of integrity, enthusiasm, a sense of humor, humility, diplomacy, transparency and an uncompromising work ethic are necessary.

CSS’s next President also will be:

A proven and Mission-driven servant leader who will understand, embrace and be energized by the history and legacy of the Benedictine Sisters, Benedictine values and the Catholic Intellectual Tradition, and will be able to effectively communicate the Mission within and outside of the College community.

A thought leader with a contemporary understanding of the trends and issues impacting higher education, along with a deep appreciation and understanding of both the liberal arts and professional education, and contemporary modes of delivery.

A student-centered leader who genuinely enjoys campus life and the opportunity to be with students, who values the academic experience, and has a strong commitment to student success and the preparation of values-centered, lifelong learners.
A goal-focused strategic thinker and planner who will enthusiastically finalize and implement CSS’s Institutional Strategic Plan, work with others to define incremental step-by-step goals and establish accountability for the Plan’s implementation.

An innovative thinker who is prepared to work with the CSS community in exploring and pursuing new, Mission-aligned opportunities for service and growth, consistent with the College’s strategic plan, willingness to take careful risks, and commitment to financial stability.

A knowledgeable administrator with the experience and skills to effectively lead a multi-location institution, provide strong support to the faculty, develop effective leadership teams, and incorporate administrative best practices such as data-based decision making, transparent processes, and clear and effective lines of responsibility and accountability.

A welcoming leader capable of working effectively with diverse groups of people and with a strong commitment to promote and strengthen diversity and inclusion at CSS.

An astute financial planner and strategist who understands the fiscal complexities of a comprehensive, faith-based college, including the careful management of annual operations, college investments, and the importance of longer-range financial planning.

An eager and proven fundraiser capable of partnering with the CSS advancement team to re-energize the comprehensive campaign, represent the College in the community, motivate a diverse group of CSS stakeholders, and stimulate a robust culture of philanthropy.

A collaborative and inspirational leader capable of motivating the entire CSS community and bridging the distance between Duluth and off-site campus locations with a sense of common purpose, shared vision and initiatives.

An exceptional listener and communicator with excellent written, oral and interpersonal communication skills capable of effectively telling the CSS story, whether working one on one, in small groups, or addressing large audiences.

A people person who is energized by the public role of the presidency and the opportunity to serve as chief spokesperson for the college, and to seek new relationships with College constituents and the greater Duluth community.
The Search Committee will begin to review applications immediately and continue until an appointment is made. For best consideration, **applications should be received by April 1, 2019**, and must include a letter of interest, curriculum vitae, and five professional references with e-mail addresses and telephone numbers. References will not be contacted without prior authorization from the applicant.

Application materials should be sent electronically (MS Word or PDF format) to: CSSPresident@agbsearch.com

Please direct nominations and inquiries to: CSSPresident@agbsearch.com

The Presidential search is being assisted by:

Loren Anderson, Ph.D., Executive Search Consultant  
(253) 223-3566 loren.anderson@agbsearch.com

Shannon McCambridge, J.D. LL.M, Executive Search Consultant  
(206) 310-7560 shannon.mccambridge@agbsearch.com.

---

**Photography:** All images in this Presidential Profile guide were created on the College of St. Scholastica campus and Duluth area and feature current students and faculty. Detail images feature elements from our iconic Tower Hall building.