



President

Leadership Profile

November 2021



WittKieffer

Executive Summary

Wartburg College seeks an experienced, engaged, inspirational, and mission-driven leader to serve as its 18th President.

Founded in 1852, Wartburg College is internationally recognized for its community engagement and academic excellence. Dedicated to challenging and nurturing students for lives of leadership and service as a spirited expression of their faith and learning, the College is characterized by vigorous academic expectations and community engagement within an environment of strong personal support. Vocation – discovering and claiming one's calling – lives at the heart of a Wartburg education, and its students are uniquely equipped to explore how their passions intersect with the needs of the community and world. The [residential campus](#) is home to 1,543 students from 36 U.S. states and 56 countries representing more than 20 Christian denominations and several world religions. The College's highly engaged and supportive alumni number more than 24,000.

Wartburg College's President will be an experienced and successful leader of people and institutions who embraces Wartburg's mission, as well as its vision of being the leading institution in the education of the whole person through diverse curricular and co-curricular experiences that prepare students to be resilient leaders of positive change through service in a complex world. The President will be a champion of the liberal arts with a record of leadership focused on student success. This individual will possess an earned terminal degree and a comprehensive understanding of the current and anticipated trends in higher education, particularly in regard to the emerging market for enrollment.

Reporting to the Board of Regents, the President serves as the university's chief executive officer, providing internal and external leadership in support of the college's mission and strategic plan, which is expected to be approved by the Board of Regents in February 2022. Wartburg's ideal leader will be present and accessible to all faculty, staff, and students; engaged with the community; innovative; and able to connect with individuals from diverse backgrounds. Unimpeachable integrity, emotional maturity, sound judgment, superb listening skills, optimism, authenticity, and a sense of humor are therefore critical attributes for the President. The successful candidate will embrace Wartburg's expression of Lutheran higher education and will be chosen from the membership of an ELCA congregation or another church body that has a relationship of [full communion with the ELCA](#). Central to Wartburg's expression of faith is a commitment to educating the whole person, to helping students discover and claim their callings, and to practicing radical hospitality in welcoming all students into a community firmly rooted in a robust tradition.

For information regarding how to apply, submit nominations or inquire about the role, please see the section "Procedure for Candidacy" at the end of this document.



Opportunities and Expectations for Leadership

Wartburg's 18th President will have ample and exciting opportunities to build upon past success while strengthening the College for a long and illustrious future.

Execute the strategic plan

At its February 2022 meeting, the Board of Regents will cap a process that began more than two years ago and that has engaged more than 150 members of the Wartburg community in developing a strategic plan by which the college can realize an ambitious vision for the future: to become the leading institution in educating the whole person. Building on this plan, the new President will pursue its goals and strategies and lead the Regents and the entire college community in developing a comprehensive campaign that advances the plan.

Drive enrollments and net revenue

Like many residential liberal arts colleges, especially in the Midwest, Wartburg has faced challenges with enrollment in recent years. In addressing this issue, the President will benefit from Wartburg's long history of service to students and their families, its traditions and culture, and its holistic approach to education that includes compelling co-curricular programs and its long-standing commitment to experiential learning. While growing the student body is a priority, its strategic equal is improving the college's net revenue, and the new President will energetically advance the strategies and tactics that serve these twin purposes.

Innovate within the academic program

While deeply committed to the liberal arts, the College has begun to expand and extend its offerings, recently earning accreditation for online programs as well as its first graduate degrees. In addition, the pivot to remote instruction necessitated by the pandemic has created a fertile field for pedagogical innovation. Together with the faculty, and consistent with the college's mission, the new President will encourage continual innovation to present a compelling array of intellectual and pedagogical options for prospective students.



Augment the institution's financial foundation

Like many colleges, Wartburg has weathered financial challenges in recent years, but its physical plant is relatively young, its deferred maintenance requirements are low, and its endowment is nearing \$100 million. With an impressive science center, student center, and recreational facility, the College is well positioned for the future. Within the next few years, the new President will open a newly renovated residence hall that will have been funded by donors, will accept the gift of an existing residence hall now owned by a third party along with the substantial revenue it generates, and will refinance the bonds that funded the College's attractive facilities, thus realizing substantial savings. Coupled with the promise of the strategic plan, these fiscal windfalls create an opportunity not only to stabilize, but to augment the College's financial health.

Generate philanthropic investment

The College anticipates a comprehensive campaign to support the objectives of the new strategic plan, and the President will play the leading role in planning, executing, and completing the campaign and realizing its goals. Success will include expanding the College's prospect and donor pools, particularly by building upon its reputation in, and contributions to, its surrounding community and region.

Enhance the College's commitment to diversity, equity, and inclusion

Wartburg has enjoyed some success in building a diverse campus community. The student body, in particular, reflects the demography of the nation, but the faculty and staff do not yet meet that standard. To close this gap, the Board of Regents has established a task force to support further diversification of the College's community, and it looks to the next President to establish ambitious expectations and lead efforts to increase diversity, achieve equity, and enhance inclusion.



Qualities and Qualifications of the Ideal Candidate

Much will be expected of the next Wartburg President, as the College looks to position itself as the leading institution in the education of the whole person while creating a diverse, inclusive, and culturally competent campus community.

To do this, the ideal candidate must demonstrate these key qualifications and qualities.

Ability to embrace Wartburg's mission and vision

Though the next President need not be Lutheran, they must be from another church body that has a [relationship of full communion with the ELCA](#). As the President, they will be expected to not only embrace the four pillars of the College's mission statement — leadership, service, faith, and learning — but to live them out in their everyday lives.



Successful leadership record

A successful history of leadership within the academy is preferred, but candidates demonstrating success as leaders in other sectors combined with significant engagement with one or more higher education institutions also will be given full consideration. The successful candidate will possess a record of increasingly productive leadership in one or more environments of equal or greater complexity.

Commitment to diversity, equity, and inclusion

The new President will be dedicated to enhancing institutional culture by amplifying its commitment to and record of attaining a more diverse, equitable, and inclusive environment. The successful candidate will demonstrate a record of activity and creativity leading to verifiable progress on this front in previous positions.

Relationship builder

The President will be a successful advocate with the capacity to inspire both internal and external audiences to invest wisdom, wealth, and work for the betterment of the College community. The successful candidate will be a team builder who has successfully led within a culture of shared governance; a collaborator who has galvanized communities around a vision and a plan to attain that vision.

Innovative problem-solver

Candidates with a successful history of innovation are highly preferred. The President will embrace the innovation and creativity of faculty and staff, encouraging them to use their gifts and ideas to meet today's challenges and opportunities. The successful candidate will be open to transformative and equity-minded education models. Evolving financial constraints and business models needed to support higher education will require extraordinary leadership and problem-solving skills.

Effective communicator

Superior communication skills, including the ability to engage sincerely with diverse audiences and a commitment to transparency, are required. The President should be able to speak passionately about the College and its distinctive characteristics with stakeholders and constituent groups. Strong listening skills and an openness to ideas from others are integral traits of an effective communicator and will be expected.

Data-driven decision maker with financial acumen

Faculty with and a history of basing decisions on data are highly desirable. Candidates with substantial experience and expertise growing enrollments and improving net tuition revenue will be at a particular advantage. A sound grasp of higher education finances is required.



About Wartburg College

Overview

Founded in 1852, Wartburg College is internationally recognized for its community engagement and academic excellence. As an ELCA institution of higher learning, Wartburg College is an ecumenical, open, and affirming community that honors its intellectual Christian heritage, while welcoming and reflecting a variety of traditions within its student body, faculty, and staff.



The College is characterized by vigorous academic expectations and community engagement within an environment of strong personal support. Vocation lives at the heart of a Wartburg education, and its students are uniquely equipped to unlock their potential, realize their purpose, and embrace their passions.

More than 1,500 students call the 118-acre [residential campus](#) home. In addition to the traditional dining hall, Wartburg students have access to an on-campus

coffee shop, upscale fast food restaurant, and healthier grab-and-go counter in the state-of-the-art Wartburg-Waverly Sports & Wellness Center.

Wartburg distinguishes its educational approach through the Lutheran theological pattern of rejecting dualistic thinking in favor of holding apparently contradictory things together in a creative tension. These dynamic interactions can be expressed as:

- a dedication to the liberal arts and a concern for usefulness and careers;
- a rigorous academic program and an emphasis on “living your learning;”
- a commitment to leadership and a tradition of service to others;
- a spirit of inquiry and exploration and a foundation of faith and values;
- a vigorous global outreach and strong Midwestern roots; and
- a focus on the future and appreciation of the past.

Accredited by the Higher Learning Commission, Wartburg offers [degrees in over 50 majors](#), the most popular of which are biology, business administration, elementary education, music education, music

therapy, and psychology, all of which are rooted in the liberal arts tradition. The College now offers its first Bachelor of Science degree in engineering and has just recently added an undergraduate program in exercise science. Graduate programs include a Master of Arts in music therapy and a Master of Arts in Leadership. The College partners with Wartburg Theological Seminary in Dubuque, Iowa, to offer an integrated BA/MDiv degree program that streamlines preparation for pastoral ministry.

More than 95 percent of the College's 83 full-time faculty members have earned terminal degrees in their discipline. The College also utilizes about 70 part-time faculty to ensure that class sizes remain small (19 students per class) and the student-to-faculty ratio remains low (11:1) ensuring our students have the best chance of success in their field. This includes a medical school placement rate of 82 percent (122 of 149 applicants over the last 10 years), more than twice the national average. Thanks to strong donor support, the College has two distinguished chairs, 10 endowed chairs, three distinguished professorships, and five endowed professorships.

The College's 4-4-1 academic calendar includes a May Term that provides unique opportunities for off-campus study, internships, and field experiences. The Wartburg West program in Denver, Colo., combines a pre-professional internship with academic coursework. A similar program is offered in Des Moines, Iowa. Each year, during the College's breaks, students lead service trips that not only help the communities and people they visit, but also inspire students to transform their thinking and create a lifelong commitment to service and the public good.

About one-third of the student body participates in at least one of the College's 18 music ensembles, which are open to all majors, including two auditioned choirs and a wind ensemble that each tour internationally on a rotating three-year schedule. More than 650 student-athletes compete for one or more of the College's 25 athletic teams, which have established a reputation for excellence both in the American Rivers Conference (NCAA Division III) and on the national stage, where Wartburg has earned 26 straight years of individual or team national championships and more than 100 conference titles.



Mission

Wartburg College is dedicated to challenging and nurturing students for lives of leadership and service as a spirited expression of their faith and learning.

Vision

Wartburg College is called to be the leading institution in education of the whole person. Together, the college creates an inclusive community combining diverse curricular and co-curricular experiences to prepare students to be resilient leaders of positive change through service in a complex world.

Identity

Wartburg College is a selective liberal arts college of the Evangelical Lutheran Church in America (ELCA), internationally recognized for community engagement. Primarily focused on residential undergraduate education, the college offers degree programs in the arts and sciences and in the professions to help students discern and claim their callings.

Many colleges work from a common creed or statement of belief where faith is imposed. Other colleges keep faith out of community life entirely. Wartburg College uses the [Lutheran approach to education](#), which builds community around a lively and inclusive conversation of faith and learning.

Values

- Pursuing excellence
- Inspiring integrity
- Building on our legacy
- Promoting stewardship
- Strengthening community
- Deepening engagement



Statement on Vocation

Wartburg College helps students discover and claim their callings – connecting their learning with faith and values, their understanding of themselves and their gifts, their perspective on life and the future, and the opportunities for participating in church, community, and the larger society in purposeful and meaningful ways.

Statement on Diversity

The Wartburg College community is committed to creating and maintaining a mutually respectful environment that recognizes and celebrates diversity among all students, faculty, and staff. Wartburg values human differences as an asset, works to sustain a culture that reflects the interests, contributions, and perspectives of members of diverse groups; and delivers educational programming to meet the needs of diverse audiences. The College also seeks to instill those values, understandings, and skills to encourage leadership and service in a global multicultural society.

Strategic Plan

Having recently come to the end of its most recent strategic plan – [*Living Our Learning; Claiming Our Calling; Transforming Tomorrow*](#) – the Wartburg community engaged in a new planning process that identified key goals and strategies for the college's future:

“Our Brightest Days: Realizing Purpose, Leading Change”

Goal 1: Wartburg College will be a leading, innovative, and effective institution in educating the whole person.

- **Strategy One:** Enhance student success by centralizing student services in inclusive, accessible, and popular spaces while intentionally collaborating to support the whole student.
- **Strategy Two:** Increase student participation in, and the impact of, experiential learning and career discernment services.
- **Strategy Three:** With a spirit of innovation and using data to inform decision-making, explore and expand curricular opportunities to support current and prospective student populations.
- **Strategy Four:** The College will adopt a collaborative First Year advising model that enhances student success by supporting, teaching, and connecting students on their path toward a holistic transition to Wartburg College.
- **Strategy Five:** Develop a responsive data infrastructure to meet needs across the institution.
- **Strategy Six:** Enhance student facilities to create a more nurturing, collaborative, cohesive, and engaging environment.



- **Strategy Seven:** Evaluate, develop, and implement recommendations concerning the role of vocation (institutional and individual) at Wartburg College.

Goal 2: Wartburg College will create a diverse, inclusive, and culturally competent community.

- **Strategy One:** Enhance our competencies to build and sustain a collaborative, inclusive community that recognizes, values, and includes all members.
- **Strategy Two:** Guided by data to inform decision-making, attract, develop, and retain a diverse faculty and staff, while creating a campus community that celebrates its own diversity as a strength and as a means of shaping Wartburg College's identity as an institution.
- **Strategy Three:** Maximize recruitment efforts across campus to attract prospective students through new initiatives and partnerships in support of a diverse full-time enrollment of 1,550 undergraduate students.
- **Strategy Four:** Maximize retention efforts with a focus on American Multicultural students, males, and other students at risk of leaving Wartburg in support of a diverse full-time enrollment of 1,550 undergraduate students.

Heritage and Traditions

Wartburg College was founded in 1852 as a teacher training school for German immigrants. The College moved several times before making its permanent home in Waverly in 1935. The College is named after the Wartburg Castle in Eisenach, Germany. The castle is a frequent destination for students and alumni, and a formal agreement between the College and the Wartburg Castle Foundation provides ongoing academic and cultural exchanges between Eisenach and the Wartburg campus. Waverly and Eisenach are Sister Cities, further strengthening the bonds between the two communities.



Recognitions

- One of five colleges to receive the Washington Center's inaugural Higher Education Civic Engagement Award for service-learning and community engagement.
- Nationally classified by the Carnegie Foundation for the Advancement of Teaching for its commitment to community outreach and service-learning through 2025.

- Included in 2019 *Washington Monthly's* best liberal arts colleges ranking for its contribution to the public good through social mobility, research, and service.
- Awarded a MacJannet Prize for Global Citizenship for the Wartburg "Community Builders" program.
- Included among the first-tier Best National Liberal Arts Colleges as ranked by *U.S. News and World Report*.

Diversity and Inclusion

Founded as an institution to serve Lutheran immigrants, Wartburg College has a longstanding and deep commitment to diversity, equity, and inclusion. At this moment, our strategic plan calls us to diversify faculty and staff, improve student success outcomes, and strengthen a sense of inclusion and belonging on campus by enhancing the cultural competency of the campus community. The next president will engender collaboration and accountability to ensure meaningful progress on those strategies, all the while meeting our vision to "create an inclusive community combining diverse curricular and co-curricular experiences to prepare students to be resilient leaders of positive change through service in a complex world."

American multicultural and international students comprise nearly 20% of Wartburg's student body. A significant percentage of the College's international students come from United World College schools as part of the Davis UWC Scholars Program. The [Wartburg Alliance](#) (LGBTQIA) organization is one of the most active student groups on campus, and the College has been ranked 4.5 out of 5 stars on the national CampusPride Climate Index.



Advancement

In the last 10 years, Wartburg College supporters have donated or pledged more than \$100 million to the College as part of multiple fundraising efforts.

At its conclusion in 2017, the College had raised more than \$89 million in its [Transforming Tomorrow](#) campaign, exceeding its \$75 million goal. The five-year comprehensive campaign resulted in investments across campus, including more than 60 new donor-funded scholarships; the creation of six endowed chairs and professorships, which provide academic support to the College; the construction of the Knief Outdoor Athletics Pavilion, which provides practice space as well as amenities for fans and players alike; and the renovation of Clinton Hall into the McCoy Living and Learning Center, which features expanded common areas, a faculty-in-residence apartment, and energy-efficient upgrades.



After completion of *Transforming Tomorrow*, the College launched *Focus on the Future* to identify strategic opportunities for better executing the mission around three areas strategic areas of focus: academic innovation, student success, and expanding the College's reach in the community. Their work resulted in the expansion of the engineering program, a focused effort to expand online educational opportunities, and the development of several programs that focused on the retention of at-risk student populations. In addition, the College created the Department of Health & Human Performance, which included a \$3.7 million capital campaign to build the new Meyer Strength & Conditioning Annex and Wuertz Health & Human Performance Center.

Today, the College is nearing completion of a [\\$9 million campaign](#) to fund the renovation of Centennial and Vollmer residence halls. This is the largest fundraising goal for a single project in the College's history, and when completed will provide first-year students with upgraded living spaces in an accessible building. In addition to adding an elevator and ramps, the residence halls will have eight suites, which combine sleeping spaces and personal bathrooms that will be available for students needing unique housing accommodations, including those seeking gender-inclusive options, which are currently only available for older students.



Waverly, Iowa

Located in northeast Iowa on the banks of the Cedar River, [Waverly is an award-winning Iowa Main Street community of 10,000 residents](#). The city offers excellent public and private pre-K-12 education options, an array of outdoor activities, and an excellent system of parks, trails, and golf courses.

A vibrant, progressive community, the city is a well-educated, physically active community that invites diversity and seeks to be challenged by a culture of intellectual inquiry and committed social action. Waterloo-Cedar Falls, a metropolitan area of 170,000 residents that is among the most diverse in Iowa, is less than 20 minutes away, providing easy access to an airport, shopping centers, and entertainment venues. In addition, Waverly is less than six hours from Minneapolis, Minn.; Chicago, Ill.; St. Louis, Mo.; Madison, Wis.; and Omaha, Neb.



Procedure for Candidacy

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a letter of interest addressing the themes in this profile and a CV or resume. WittKieffer is assisting Wartburg College in this search. For fullest consideration, candidate materials should be received by January 18, 2022. Application materials should be submitted using WittKieffer's [candidate portal](#). Nominations and inquiries can be directed to Dennis Barden, Ryan Crawford, and Sandra Chu at WartburgPresident@wittkieffer.com.

Wartburg College does not discriminate on the basis of race, age, genetics, sex, creed, color, national origin, religion, sexual orientation, gender identity, or disability in employment, programs, or benefits.