STETSON UNIVERSITY // SINCE 1883

PRESIDENTIAL SEARCH

PROSPECTUS
Founded in 1883, Stetson is a top-ranked, comprehensive university known for academic rigor and active citizenship.

As Florida’s first private university, it enrolls more than 4,000 students at its four locations: a historic campus in DeLand, between Daytona Beach and Orlando; its College of Law campus in Gulfport near St. Petersburg; in Celebration on the southwest side of Orlando; and in downtown Tampa.

At its core, Stetson is a community with a deep commitment to learning and values. Faculty, staff and alumni create an environment that nurtures students’ intellect, opens them to new possibilities, and gives them the space and resources to develop holistically as free thinkers, leaders and innovators.

Toward this end, and as a dynamic and diverse reflection of its communities, Stetson champions the respectful, constructive exchange of ideas and viewpoints. It places high value on preserving, building and restoring the connections that celebrate individuality and uplift us all.

The university’s steadfast commitment to teaching and learning means that it has maintained its 13:1 student-to-faculty ratio even as it has increased undergraduate enrollment 47.6 percent since 2010, in a period of dynamic institutional growth.
“The incredible gift of Stetson University is the opportunity to form one-on-one relationships. Within a university of this size, not only was it possible to make friends with classmates but also to form lasting relationships with professors who not only teach but guide. It was life changing for me to have someone listen and really understand what made me tick, what I was truly passionate about. For me, that was a professor who helped me understand how I could take the joy I found in surfing, combine it with my ever-deepening concern for the environment and turn it into a career.”

— Lauren Hill '08, surfer, writer and environmental activist
Beyond the classroom, world-readying initiatives engage Stetson students in immersive research and creative performances, in internships where they hone their skills and networks, in leadership roles, study abroad and in partnership projects that improve communities. This mix of high-impact, experiential learning develops in students the competencies that future employers and society require.

Stetson embraces its ability as an institution of higher learning to harness wisdom, spur progress and set the example. Linking its campuses is a shared commitment to social justice, environmental sustainability and other forms of social responsibility that inspires students to address complex challenges with imagination, heart, analysis and resolve.

The university is often recognized for civic engagement, service-learning and its community partnerships. Representing a new generation of leaders, students university-wide devoted more than 130,000 hours of service to their communities last year through pro bono work, the Bonner Program and Stetson’s Center for Community Engagement as well as other projects.

Financial investments in abiding and emerging endeavors have breathed new life into the university and support strategies that help Stetson position itself to remain competitive, relevant and distinctive in an ever-changing landscape.

Since 2010, Stetson’s endowment grew 86 percent to $256 million. Its Beyond Success – Significance comprehensive campaign concludes this year, surpassing its goal of $200 million. Institutional and donor support have provided resources that support technology, faculty learning, and an array of curricular and co-curricular programs in a vibrant campus environment where students flourish.

Students benefit from the cascading effects of the Stetson experience – one that transforms them into global, socially responsible citizens who go beyond their personal success to achieve a life of significance.
Stetson values the development of the whole person committed to engaging and building lifelong connections with the larger world through Personal Growth, Intellectual Development and Global Citizenship. To that end, the university fosters policies, practices, and modes of inquiry to support and explore these values areas.

U.S. News (2019) ranks Stetson’s College of Law No. 1 for Trial Advocacy (21 times at No. 1 in 25 years) and No. 3 for Legal Writing (consistently among the top since the ranking’s inception in 2005).

Stetson ranks No. 5 among the Best Regional Universities (South) and No. 3 among the Best for Veterans Regional Universities by U.S. News & World Report (2019). It is also recognized on U.S. News regional lists for Best Value and Best Undergraduate Teaching.

Stetson is one of Money’s Best Colleges, among the Princeton Review’s Top 384 Colleges (2019) and one of College Magazine’s Top 10 Pet-Friendly Universities.

STETSON UNIVERSITY
A Timeline of Recent Achievements

The past five years at Stetson have been historically busy — from welcoming the largest incoming class to the DeLand campus in 2015 to the naming this spring of three new deans.

The changes have coincided with the university’s Strategic Map for 2014 to 2019 and its overarching goal of establishing Stetson as a university of choice for “innovative approaches to tackling complex challenges.”

**2015**

- Stetson welcomes its largest incoming class to date (1,073), achieving a goal of 3,000 undergraduate students in DeLand a year earlier than planned. Stetson Law welcomes 919 students and retains its top trial-advocacy ranking.
- U.S. News & World Report ranks Stetson No. 8 in its annual “10 MBA Programs with the Most Diversity.”
- Stetson’s Institute for Water and Environmental Resilience is established. The Institute focuses on water and environmental research and public policy.
- The Hollis Family Student Success Center opens in duPont-Ball Library. The center provides academic support and spaces for mentoring, tutoring, and group and individual study.
- Brown Center for Faculty Innovation and Excellence launches to enhance faculty vitality and vibrancy through learning opportunities.

**2016**

- Stetson is the only college/university nationwide to receive the President’s Higher Education Community Service Honor Roll recognition “with distinction”—cited in all four categories of the honor roll for the second consecutive year.
- Stetson’s Department of Education is awarded accreditation by the Council for the Accreditation of Educator Preparation for seven years.
- To respond to the need for additional housing and residential programming, the Community Catalyst House program launches in what were single-family homes owned by Stetson. Stetson Palms and Stetson Oaks open, featuring apartment-style student housing off campus. Housing for the Lambda Chi Alpha fraternity also expanded.

**2017**

- Stetson graduates its largest class, with 879 students, eclipsing the 2016 total of 830.
- Student-athletes who entered Stetson in 2010 graduate at a rate of 91 percent, according to the NCAA’s Graduation Success Rate Report.
- Stetson receives the Collegiate Engagement Hunger Hero Award from Feeding Children Everywhere.
- Donald Payne becomes the first Hatter to sign with an NFL team in the modern era, training initially with the Baltimore Ravens and later moving to the Jacksonville Jaguars.
- Noel Painter, Ph.D., is named Executive Vice President and Provost. Previously, Painter served as interim provost and a faculty member in the School of Music.
History

New York entrepreneur Henry A. DeLand, who helped establish the city of DeLand in 1876, founded the university as DeLand Academy. Later, in 1889, the school’s name was changed to honor its benefactor, hat manufacturer John B. Stetson. DeLand Hall (at right) was built in 1884 and is the oldest building in Florida used continuously for education.

Stetson’s Community Education Project is awarded a $210,000 grant to expand classes for incarcerated men in Tomoka Correctional Institution, as well as begin offering college credit for courses in the fall. The prison education program receives statewide attention as a result of these efforts.

The David and Leighton Rinker Center for International Learning presents Stetson’s first annual Global Citizenship Symposium, developed with the goals of providing education, support and opportunities for activism around topics of global significance.

Cici and Hyatt Brown (above), longtime Stetson University trustees and supporters, announce an $18 million donation — the largest single gift in the university’s history — for the enhancement of health and science education.

Stetson’s Jacob deGrom is selected MLB’s National League ERA leader and wins the Cy Young Award.

Michèle Alexandre, J.D., a leading civil rights scholar, becomes the next dean of Stetson University College of Law, and its first African American dean.

In February, Stetson President Wendy B. Libby, Ph.D., Stetson’s ninth president, announces her decision to retire in June 2020 after 11 years in the top leadership role. Libby is Stetson’s first female president.

A ribbon-cutting ceremony in January marks the official re-opening of the fully renovated and expanded Carlton Union Building (CUB). Under renovation for two years, the project expanded the 1950s-era building by 48 percent to 84,320 square feet, and provides a larger dining hall and kitchen, coffee shop, bookstore, post office, WHAT Radio station, SGA offices, Student Lounge and Faculty/Staff Lounge.

Find out more about Stetson University’s history
For the fiscal year ending June 30, 2018 —and consistent with prior years— Stetson University (including both DeLand and the College of Law) achieved positive operating results.
Degrees and Governance

Stetson University is an independent, private university governed by a self-perpetuating Board of Trustees. As a collective body, the trustees hold the authority and responsibility to ensure the fulfillment of the institution’s mission, are ultimately responsible for the university’s fiscal health, and select and appoint the president. Each college or school has a board of advisers.

Stetson is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (SACS) to award bachelor’s and master’s degrees in the College of Arts and Sciences and School of Business Administration; bachelor’s degrees in the School of Music; and Juris Doctor, Master ofJurisprudence and Master of Laws degrees in the College of Law.

Accreditations

$33,402
Average Undergraduate Tuition Aid Package 2018-19

$45,670
Undergraduate Tuition 2018-19

$43,384
Law Tuition 2018-19
Growth and Facilities

A Growing Campus

In 2015, Stetson University announced the Beyond Success – Significance campaign, with a goal of raising $200 million. A portion of that campaign, nearly $40 million, was aimed at improvements to the physical environment.

Marshall and Vera Lea Rinker Welcome Center

Starting in 2016, a number of new or improved facilities opened their doors to the community and guests, including the three-story, brick-and-glass, $7 million Marshall and Vera Lea Rinker Welcome Center. The center houses Admissions and Enrollment Management, as well as a one-stop service area for students, including the Registrar, Bursar, Financial Planning, and Career and Professional Development.

Veterans Law Institute and Veterans Advocacy Clinic

In October 2018, the College of Law cut the ribbon on its newest renovation, the Veterans Law Institute. The facility houses the Veterans Advocacy Clinic, which provides free legal assistance.
CARLTON UNION BUILDING (CUB) RENOVATION AND EXPANSION

One of the largest projects on campus, the $32 million renovation and expansion of the Carlton Union Building was completed in January 2019. The project nearly doubled the size of the facility to more than 84,000 square feet. The CUB highlights Stetson’s commitment to environmental sustainability from its design and construction to ongoing functional practices including solar panels. As part of the renovation, the student Revolving Green Fund and Environmental Fellows installed 231 solar panels on the roof to generate energy and offset the facility’s carbon footprint.

SANDRA STETSON AQUATIC CENTER

In February 2019, the university opened the Sandra Stetson Aquatic Center. The $7 million, two-story facility on nearby Lake Beresford is home to Stetson’s men’s and women’s rowing teams, the Institute for Water and Environmental Resilience, and research facilities for the Environmental Science and Studies Department.
Educational Excellence: Where Learning & Values Meet

“The key to educational excellence lies not in the memorization of vast amounts of information, but rather in fostering habits of mind that enable students to continue their learning, engage new questions, and reach informed judgments.”

— Association of American Colleges and Universities, College Learning for the New Global Century

Stetson is a vibrant intellectual community where learning and values meet to educate the whole person. In bringing together learning and values, the university encourages all of its members to cultivate academic inquiry, demonstrate personal integrity, commit to active forms of social responsibility, develop an appreciation for the spiritual dimension of life, and embrace leadership in an increasingly complex world.

The university emphasizes an education grounded in liberal learning with practical experiences infused in its programs, culture and community. In fact, because of our academic merit and scholarly distinction in the liberal arts and sciences, Stetson was the first private university in the state of Florida to be awarded a chapter of Phi Beta Kappa. Stetson’s liberal education fosters in students critical and creative thinking, problem solving, and the ability to see the world from multiple perspectives. It creates an inclusive environment that stimulates open, honest discourse.

Based on essential learning outcomes for a 21st century college education (outlined in the AAC&U’s Liberal Education and America’s Promise initiative), Stetson’s curriculum delivers broad knowledge of human culture and the natural and physical world as well as in-depth inquiry into a major field of study. Every undergraduate student completes a capstone experience (an original research project, recital, artistic work or portfolio).
VALUES DAY
A day of reflection, community and action is dedicated to the university’s core values of personal growth, intellectual development and global citizenship.

STETSON SHOWCASE
This daylong celebration of achievement fosters an appreciation for academic excellence at Stetson. Student presenters share their original research, projects, portfolios and performances.

THE HONORS PROGRAM
Stetson’s Honors Program, founded in 1956, is the oldest program of its kind in the Southeast. It provides a select group of students academically enriched, uniquely integrated and intellectually stimulating experiences that extend well beyond the classroom.

Faculty, who are true teacher-scholar citizens, challenge and support, question and empower, involve and motivate their students. They emphasize linking and synthesizing ways of knowing and doing, and importantly, focus on transferable intellectual and practical skills—such as communicating effectively, working cooperatively, and behaving ethically and responsibly—that prepare graduates for meaningful lives and work.

The close and collaborative student-faculty relationships that evolve open wide the world and challenge students to make a difference in it.

Students graduate from Stetson and go on to rewarding careers and advanced study in selective graduate and professional programs.

The university attracts bright, highly motivated students who are passionate about engaging with and improving their communities. They are inquisitive, thoughtful, intellectual and creative.
College of Arts and Sciences

DEGREE PROGRAMS

American Studies
Art
Biology
Chemistry & Biochemistry
Communication & Media Studies
Computer Science
Creative Arts
Cybersecurity
Digital Arts
Economics
Education
English
Environmental Science & Studies
Global Development
Health Sciences
History
International Studies
Mathematics
Military Science
Philosophy
Physics
Political Science
Psychology
Public Health
Public Management
Religious Studies
Russian, East European & Eurasian Studies
Social Science
Sociology & Anthropology
Theatre Arts
World Languages & Cultures

GRADUATE DEGREES

M.F.A. Creative Writing
M.Ed. Educational Leadership
M.S. Clinical Mental Health-Counseling
M.S. Marriage, Couple & Family Counseling

College of Arts & Sciences is devoted to 21st century liberal learning and committed to excellence in its main undergraduate divisions — the humanities, natural sciences, social sciences, and education — and in its graduate programs. College faculty members come from premier graduate programs and are distinguished in their respective fields as active researchers and scholars.

A college distinction is the required senior project in every major; students undertake endeavors appropriate to their field of study, and many present finished products at regional and/or national conferences or venues. A growing number of students in the sciences have received nationally competitive NSF-sponsored Research Experience for Undergraduates summer fellowships.

At the heart of the college’s general education curriculum lies a radically integrated writing core; and, through an extraordinary range of experiential learning opportunities, students make practical connections between the classroom and local, regional and global communities.
tetson’s School of Business Administration offers innovative and personal learning experiences that use the latest techniques and technologies to keep pace with the ever-changing business landscape.

AACSB-accredited in business and accounting at undergraduate and graduate levels, the school has recently expanded its international offerings and highlights the development of student professional competencies. All student majors must complete two Experiential Learning Requirements (ELRs), such as an internship, study abroad or campus leadership experience.

Stetson faculty embrace the teacher-scholar model, equally emphasizing sound pedagogy and discipline-specific research.

Building on an innovative business core of interdisciplinary courses, signature programs exist in entrepreneurship (Joseph C. Prince Entrepreneurship Program), professional sales (Centurion Sales Program) and investments (Roland George Investments Program).

School of Business Administration

DEGREE PROGRAMS

Accounting
Business Administration
Business Systems & Analytics
Economics
Entrepreneurship
Family Enterprise Management
Finance
Flex Major
International Business Management
Marketing
Professional Sales

GRADUATE DEGREES

M.B.A.
E.M.B.A
M. Accountancy
J.D./M.B.A
M.S. Pharmacy/M.B.A.
Master in Healthcare Administration/M.B.A.
Founded in 1900 as Florida's first law school, Stetson University College of Law enjoys national preeminence in trial advocacy and legal writing, with highly successful trial team, moot court and dispute resolution programs.

Based in Gulfport, Florida, since 1954, Stetson Law leads the nation in blending legal doctrine with practical training and provides hundreds of externship opportunities. It is internationally recognized for leadership in biodiversity law, elder law, higher education law and policy, international law, legal communication, social justice advocacy and veterans advocacy.

Students receive careful mentoring from exceptional professional faculty who are authors, lawyers and leaders in their fields as well as involved in influential leadership organizations such as the American Bar Association.

Law students’ ratings of student advising (academic and career) at Stetson are significantly higher than Stetson's peer and aspirant schools (LSSSE 2017).

Stetson graduates include prominent attorneys, judges, CEOs and advocates for positive change, whose contributions to the practice of law have improved the human condition.
School of Music

Florida's first music school, the Stetson University School of Music is recognized throughout the state for its graduates' influence on K-12 education and nationally for its music academic preparation, performance degree outcomes, and choral and instrumental ensemble performances.

In a distinctly undergraduate-only program, students benefit from individual training and daily engagement with diverse and artistically active faculty.

With a strong instrumental program and nationally renowned vocal program — as well as a special emphasis placed on touring and recruiting — the School of Music has experienced dynamic growth in the past five years. The robust music curricula paired with an essential foundation of liberal learning studies that emphasizes effective writing, speaking and critical thinking serves as a launching point of great careers for many typical — but also some surprising — areas of the profession for our graduates.

Degree Programs

- Music
- Music with Business
- Music Composition
- Music Education
- Music with Outside Field
- Music Performance
- Music Technology
- Music Theory

Student Performers & Performances

- 12 music ensembles (bands, choirs and orchestras)
- 350 music majors and minors
- 200+ concerts and recitals in 2018-2019
- 450 student musicians in ensembles
The duPont-Ball Library subscribes to the belief that libraries today must be change agents and learning incubators that foster collaboration and exploration. Over the years, Stetson’s library has expanded to encompass various forms of literacy: information, visual, financial and technological. Librarians advance teaching and lifelong learning, collaboration and innovation through library services, information resources, technologies and facilities.

To meet the contemporary academic library mission of active involvement in teaching and learning, Stetson librarians explore the ways in which students learn and implement strategies that best support their academic development. They also partner with academic departments to design technology-infused curricula so that the next generation of college graduates succeed and thrive in a technology-driven, fast-paced global economy.

Stetson’s award winning Innovation Lab is one example of such work. Students and faculty propose research projects that determine the direction the lab takes, the equipment bought and the resources supported.
STUDENT ENGAGEMENT OPPORTUNITIES

Leadership Education and Development (LEAD)
Multicultural Student Council (MSC)
Center for Community Engagement
Intramural Sports
Student Government Association (SGA)
Student Media
Club Sports
Off-Campus Involvement
International Learning

Student Engagement

Stetson offers students hundreds of opportunities to get involved, hone their leadership skills and follow their passions.

Students form a vibrant Hatter community where learning extends beyond the classroom and into co-curricular activities that include intramural and club sports, academic fraternities, interest- or demographic-specific clubs and groups, Greek life, student government, media, international learning and more.

With an emphasis on maintaining a safe and respectful community, the university fosters active student engagement that improves students’ academic performance and satisfaction with their Stetson experience.

Students on both campuses choose from a wide array of organizations, lectures, competitions and wellness programs. They become involved in alternative spring break travel experiences, an active Student Bar Association and numerous other activities.

Compared to students at organizational and regional peer institutions (NSSE 2017), Stetson seniors are:

- **17%** more likely to have worked with a faculty member on a research project
- **16%** more likely to report Stetson encouraging attendance at campus activities and events
- **14%** more likely to have had discussions very often with people of a race, ethnicity or religion other than their own
Stetson’s Athletics program competes at the highest level of collegiate sports with 429 participating scholar-athletes.

Offering 17 NCAA Division I sports, Stetson is a member of the Pioneer Football League and the Metro Atlantic Conference (rowing) as well as the ASUN Conference for all other sports.

Stetson’s mascot is “John B.,” named after the university’s benefactor, John B. Stetson. The university’s colors are green and white, and its athletics teams are called “Hatters.”

Stetson Athletics focuses on five core values: Championship Culture, Integrity, Excellence, Pride/Tradition and Leadership.

In 2017-18, a total of 180 Stetson student-athletes made the ASUN Honor Roll. Additionally, in May 2018, the NCAA’s multiyear Academic Progress Rate report for all Division I athletics teams nationwide showed that nearly all of Stetson’s NCAA Division I sports performed well above the minimum threshold.

Recent competition highlights:
• Stetson Baseball at the NCAA Super Regionals
• Stetson Beach Volleyball ranked No.7 nationally
• Stetson Football finished 8-2, Coach Roger Hughes, Ph.D., was named PFL Coach of the Year

Athletics generates national exposure for Stetson alongside other Division I institutions in its conferences.

120+ Student Organizations
378 Students in 19 Club Sports
25% Participating in Greek Life

DIVISION I SPORTS

Men’s Baseball
Women’s Basketball
Women’s Cross Country
Men’s Basketball
Men’s Football
Men’s Golf
Men’s Soccer
Men’s Tennis

Women’s Basketball
Women’s Beach Volleyball
Women’s Cross Country
Women’s Golf
Women’s Lacrosse
Women’s Rowing
Women’s Soccer
Women’s Softball
Women’s Tennis
Women’s Volleyball
Community Engagement

Community involvement is an integral part of the Stetson experience, as 71% of Stetson undergraduates work to affect change through meaningful service (compared to a national average of 54%, NASCE 2018). The university is locally, regionally and nationally recognized for its partnerships and engagement with its communities.

Multiple academic partnerships exist with area schools, hospitals, businesses and other organizations. Stetson also hosts a poverty and homelessness conference for leaders and educators; addresses water and other environmental concerns; advocates for veterans; offers a community school of music; and assists lower-income residents with their tax returns.

Since 2005, the Bonner Program has been one of Stetson’s strongest catalysts for student-led community transformation and social justice. Bonner students work with community partners to address complex challenges such as poverty and homelessness through service internships.

More at stetson.edu/su-engage
Central Florida

Stetson’s historic campus is in DeLand, Florida, which has received numerous awards for its eclectic and exciting downtown, including being named one of the best small towns in America by CNN. There are plentiful shops, restaurants, festivals and live music, all within easy walking distance of the campus.

Stetson is 30 minutes from Daytona Beach, New Smyrna Beach and the Canaveral National Seashore. The campus is an hour north of Orlando and the attractions of Disney World, Universal Studios and SeaWorld. The Space Coast, home to Port Canaveral and Kennedy Space Center, are over an hour away from Stetson. The Central Florida area also has some of the most beautiful natural attractions, including freshwater streams, rivers, lakes and unique natural springs. Just over two hours west are the Gulf Coast, Tampa and St. Petersburg.
Summary of the Position

The Board of Trustees and Presidential Search Committee of Stetson University invite nominations for, and expressions of interest in, the Presidency. Stetson’s next president, the 10th in a 136-year history, will join a dynamic university in excellent position to chart a course for a new era of success and achievement. To succeed in this effort, the president must first embrace and model Stetson’s profound commitment to student success and academic excellence.

After a decade of growth, change and resource augmentation under the leadership of President Wendy B. Libby, Ph.D., who will be retiring in 2020, Stetson University stands poised to address new opportunities for positive impact on its students and service to its community. The university offers a substantial foundation built on diligent and strategic investment in programs, infrastructure, outreach and its exceptionally beautiful and well-maintained campuses in DeLand, Orlando/Celebration, Tampa and Gulfport.

The university’s strong reputation for intellectual rigor and individualized attention provides a solid base for expanding its reach, building demand for admission, and further engaging its alumni and donor base. From this auspicious position, Stetson seeks a new president who will engage the community in developing a vision forward, designing and implementing a strategic plan, and ensuring a storied, vibrant future for this multifaceted institution.

The next president of Stetson University will possess exceptional leadership, business and organizational skills coupled with a deep understanding of and passion for higher education. While an earned terminal degree and history as a member of a tenured faculty are strongly preferred, candidates with successful track records of leadership in other enterprises are welcomed. To this end, candidates with experience in a multi-stakeholder environment and those with inclusive, transparent leadership styles – characterized by wide consultation, dedicated followership and a commitment to equity and inclusion – will be particularly advantaged. Required are exceptional communication and relationship-building skills, energy and enthusiasm for advocating on behalf of the university, and aptitude and zest for philanthropic fundraising.
Opportunities and Expectations for Leadership

Stetson University has benefited from stable and long-serving leadership, having had only two presidents over the past 32 years. Under Dr. Libby’s leadership, Stetson has been energized and transformed through innovation, growth, sound financial planning and strategic investment of its resources. The physical plant has been updated and enhanced, the endowment has grown, the student body has increased in diversity and size, and the university has built on its strong, individualized advising model by investing further in student success and engagement. The opportunity ahead is to build on Stetson’s national reputation for academic excellence, continue its success, and ensure the university meets its full potential.

Setting a vision for the future
The next president must inspire the community to collectively develop a vision for the future that capitalizes on the institution’s history, values and commitment to outstanding education. This vision must leverage the considerable strength of the university’s faculty while anticipating the needs of an evolving student population. There are numerous opportunities to be considered at the intersection of disciplines and between the schools and colleges. A new health and science initiative funded by an $18 million campaign gift will augment efforts underway to build partnerships with health organizations and other entities eager to work with the university as it develops new programs. Ultimately, the president, university leadership, faculty and staff will need to work collaboratively to set a bold new course and plan that lead to the next phase in the university’s history while defining Stetson’s distinctive identity and value proposition to the next generation of students.

Building and sustaining a sense of community
Ask a Stetson student what makes the university a special place, and the answer invariably is “the community.” Whether referring to the intimate working relationships between faculty and
students, the lively residential campus, or the deep involvement of Stetson's people in its host region, this is a community in the truest and most compelling sense of the word. Faculty members take tremendous pride in their responsibilities to mentor and advise Stetson's students, and the university was one of the earliest and most active proponents of undergraduate research. The university is enriched by NCAA Division I intercollegiate athletics as well intramural and club sports, a wide array of cultural and community activities, and over 140 student organizations. Stetson University College of Law prides itself on its commitment to social justice, which pervades the DeLand campus as well, and Stetson has made tremendous strides in becoming a significantly more diverse and inclusive place.

Like all such communities, Stetson realizes and reacts to stresses in its fabric and higher education's “new normal.” Emerging trends like technologically enhanced pedagogy, escalating national concern about the cost and value of private residential liberal arts education, the multiplicity of voices in an increasingly diverse environment, and statewide and national competition for students and resources have created tectonic pressures on the Stetson community to innovate, change or adapt. The next president of Stetson must engage the community in deliberate, thoughtful, inclusive dialogue about the changes and choices offered by the higher education landscape, how to continue academic excellence and financial growth, how to be more reflective and inclusive of the nation's demography, and how to strengthen the ties that bring the Stetson community together.

Beyond its campuses, Stetson's community comprises concentric circles of stakeholders that include its host municipalities, counties and region. Stetson enjoys exceptional town-gown relations in DeLand, and its beautiful campus in Gulfport is the pride of that community. The university has the opportunity both to take advantage of its geographic spread across Central Florida and two major metro areas – Orlando and Tampa – and to build connections and collaborations that further unite the multiple campuses and constituencies into one university – what we call One Stetson. The Stetson community further extends to its alumni who have supported and would continue to value a president who models and advocates for Stetson’s advancement.
The community seeks a president who will be actively, visibly engaged on campus and off with all of its stakeholders in meaningful dialogue that increases their sense of connection to and belonging in the Stetson story.

**Developing a strategy**

The strategies that led to Stetson’s current state of financial stability are the direct result of the stable, successful leadership Stetson has enjoyed for over three decades. Now well situated in the environment created by those strategies – including a significantly enhanced physical plant, a solid balance sheet (Moody’s rating A3 stable) and, especially, a larger and more diverse undergraduate student body – the university is eager to address its future. To this end, the new president will take office with the university having implemented its most recent strategic plan and ready to design one for the future.

Among Stetson’s strategic considerations are:

- balancing Stetson’s deep commitment to the partnership between student and faculty member with emerging, technologically enhanced pedagogies that are becoming the norm across higher education
- allocating resources between and among academic and co-curricular programs
- creating new and compelling academic programming, including at the graduate level on the DeLand campus
- identifying, developing and marketing distinctive programs across the four schools and colleges
- continuing fundraising success
- continuing the development of Stetson’s health and science initiative.

The university is in a strong position to operationalize and execute on strategic priorities. The next president will model and create a collaborative, transparent, data-informed planning culture that engages all stakeholders in making bold, strategic decisions that will ensure the university’s success.
Growing financial resources

An important aspect of the strategic plan is the continued improvement of Stetson’s financial health. A critical financial goal of the university will be to increase total net tuition revenue. A central priority will be significantly increasing demand for admission, especially undergraduate enrollment, as well as examining and addressing factors that will increase retention, particularly among diverse students. These efforts will require continued enhancement and creativity in enrollment management, marketing and communications strategies. The entire institution must redouble its efforts to ensure the integrity and the attractiveness of the academic programs to the changing student demographic. Stetson is working actively on its brand identity and recognition, and expects its new president to play an active and leading role in this effort.

Strengthening relationships, partnerships and philanthropy

In June 2019, Stetson will complete a comprehensive campaign that exceeds its $200 million goal. With the advent of a new strategic plan and under the leadership of its new president, Stetson has an opportunity to build on this success by engaging its alumni, friends and parents more fully in the life of the institution, as well as to immediately plan for continual and increased philanthropic activity. Such planning should parallel the strategic planning process and will benefit from approximately 5,600 new donors identified through the current campaign effort. While many funding priorities are likely to find favor in such an effort, building the university’s endowment will continue to be a top priority.

Just as philanthropic support will continue to be crucial to the university’s future, Stetson’s presence in the Orlando and Tampa areas provides fertile ground for win-win strategic partnerships with industry and/or other non-profit/non-governmental organizations. With a successful business school, law school, music school, and arts and sciences school, Stetson has much to offer potential partners. The president will play a leading role in this effort.
Qualities and Qualifications of the Ideal Candidate

Stetson’s next president will be an experienced and successful leader of people, programs and institutions who believes in Stetson’s values and mission and will effectively advocate on behalf of the university. This president will maintain focused progress on goals, while recognizing strategic opportunities and be able to pivot. While an earned terminal degree and a record of teaching and scholarly research commensurate with an appointment to the Stetson faculty at the level of full professor are highly advantageous, the search committee and board will consider the candidacy of leaders from other sectors who demonstrate both the necessary skills and a significant understanding of – and, preferably, direct experience with – one or more institutions of higher education.

Other essential professional characteristics and experience:

• a track record of consistently more challenging and responsible leadership in a complex environment

• successful experience as an institution-builder and manager of change

• ability to inspire, build and sustain a sense of community across the entire university

• a collaborative, inclusive, transparent leadership and management approach that includes diverse stakeholders in decision-making and execution

• demonstrated experience nurturing and enhancing an environment characterized by equity and inclusion

• ability to create and direct a talented and nimble team

• personal and successful experience in a shared governance environment
• deep understanding of finance and a history of effective and strategic asset allocation

• successful experience developing and executing strategic plans

• a firm grasp of the issues facing higher education, particularly private, comprehensive institutions

• personal experience working in close concert with governing boards and/or external governing or advisory bodies

• the ability and the enthusiasm to build lasting and authentic relationships and partnerships leading to support of the university, particularly in regard to philanthropic fundraising. To this end, previous experience as a successful solicitor and steward of major and principal gifts is ideal.

Essential values and personal characteristics:

• ability to think big, boldly and long term

• demonstrated belief in and commitment to equity and inclusion

• superior communication and relationship-building skills that transcend a wide range of settings and personalities

• a commitment to student success and a track record for putting that success at the forefront of every decision and endeavor

• creative problem-solving skills

• ability to manage dissent without shutting down dialogue

• solid grounding in and commitment to the liberal arts

• unimpeachable integrity, outstanding judgment, trustworthiness, prodigious energy, decisiveness, courage of convictions, innovation, personal warmth and a sense of humor.
Procedure For Candidacy

Inquiries, nominations and applications are invited and should be submitted via email to stetsonpresident@wittkieffer.com. For fullest consideration, application materials (including a letter of application and a curriculum vitae/resume) should be received by Aug. 1, 2019. Candidate confidentiality will be respected, and references will not be contacted without prior knowledge and approval of candidates.

Equal Opportunity and Non-Discrimination

Stetson University is an equal opportunity employer and does not discriminate on the basis of race, color, religion, gender, sexual orientation, national and ethnic origin, age, marital status or disability in the recruitment and employment of its faculty and staff. Stetson University’s commitment to equal employment opportunity and nondiscrimination extends to recruitment, employment, advancement and promotion, compensation and benefits administration, training and development and other personnel actions.

MATERIAL THAT MUST BE MAILED MAY BE SENT TO:

President Stetson University
c/o Witt/Kieffer
Attention: Lucy A. Leske, Dennis M. Barden and Robert W. Luke
2015 Spring Road, Suite 510
Oak Brook, IL 60523

Witt/Kieffer www.wittkieffer.com
StetsonPresident@wittkieffer.com

For more information, please visit stetson.edu/presidentsearch
Confidential inquiries and questions may be directed to the Witt/Kieffer consultants supporting this search: Lucy A. Leske, Dennis M. Barden and Robert W. Luke at 630-575-6122.