PRESIDENTIAL SEARCH PROFILE
COLLEGE OF ST. JOSEPH - Rutland, Vermont

www.csj.edu/president-search
The Opportunity

The next president of College of St. Joseph in Rutland, Vermont, will be a leader of ecumenical perspective with a deep understanding of recent trends in higher education, including enrollment management, financial affairs and fund-raising. He/she will have the knowledge, skills and drive for effectively cultivating and soliciting donors, in addition to demonstrating a strategic, visionary, and entrepreneurial approach to developing and investing in marketable academic programs. The ideal candidate must also exhibit the knowledge, experience and passion to serve effectively as the chief advocate and ambassador for College of St. Joseph with a variety of stakeholders in and beyond Vermont, as well as promote the identity and values of the College.

The Mission & Values

College of St. Joseph's motto is Lumen Via Veritas – The Light, The Way, The Truth. The next President of College of St. Joseph will understand, embrace and further the mission of the College: College of St. Joseph is an independent Catholic college that educates men and women of varied faiths and backgrounds for lives of continuing personal and professional growth, intellectual development, and service to the community. In addition, the next President's actions and decisions should embody the core values of the Sisters of St. Joseph:

- Gracious hospitality;
- Love and service of the Dear Neighbor without distinction;
- Peaceful resolution of conflict; and
- Care for all God's creation
An Overview of College of St. Joseph

College of St. Joseph is celebrating its 60th anniversary in 2016. The Sisters of St. Joseph of Rutland founded College of St. Joseph (CSJ) in 1956 as a Catholic teachers’ college for women. Under the courageous leadership of the College’s first President, Sister Mary Matthew McDevitt, CSJ affiliated itself with the Catholic University of America to foster institutional growth and went on to become fully accredited by the New England Association of School and Colleges. In 1971, the College took another step forward when it became coeducational.

Today, CSJ is a private, career-oriented, liberal arts college that enrolls approximately 330 students in Rutland, Vermont. Nestled in the Green Mountains, Rutland is among the largest cities in the state and is known for its outdoor recreation and its historic charm. More than 100 buildings in downtown Rutland are listed on the National Register of Historic Places. Rutland is within short driving distances to Boston (3 hours), Montreal (4 hours), and New York City (4.5 hours).

Undergraduate enrollment for Fall 2015 was 255 and graduate enrollment was 72. Approximately 53% of the student population is female and 47% is male. The student-to-faculty ratio is 9:1; and 97.5% of classes have fewer than 20 students. The three-year average freshman retention rate is 65%.

On average, 94.5% of the undergraduate student population receives financial aid and the average scholarship or grant award is $17,612.
Overview (Cont.)

College of St. Joseph has the most diverse student population in Vermont, with about 30% of its students being students of color. Students originate predominantly from the Northeast – particularly Vermont, Massachusetts, and New York. Many of the College’s students speak English as a second language.

CSJ is proud to educate underserved populations, including financially challenged students, first-in-family college students and foster youth. About 98% of our students receive financial aid packages and 76% are Pell Grant eligible.

CSJ is ranked No. 57 out of 402 colleges in Washington Monthly’s Best Bang for the Buck Colleges in the Northeast for 2015. CSJ was one of just two Vermont colleges to make the top 100. The magazine ranks colleges that are “doing the best job of helping non-wealthy students attain marketable degrees at affordable prices.” In addition, The Economist ranked CSJ in the top 15 percent of its “The Value of University Rankings” for 2015. The Economist ranked colleges by their graduates’ earnings above expectations.

CSJ offers more than 30 academic programs within five divisions: Arts & Sciences, Business, Criminal Justice, Education, and Psychology & Human Services. The College offers associate, bachelor, post-bachelor certificate, and master’s degrees. Graduate degrees are offered in the Divisions of Business (Master of Business Administration), Education, and Psychology & Human Services. In addition, Pro-C.E.E.D. at CSJ (Professional Continuing Education, Enrichment and Development at College of St. Joseph) offers certificate-bearing professional development for adult learners and professionals.

College of St. Joseph employs more than 60 full- and part-time faculty members. The College’s full and part-time faculty members are experienced academics and practitioners in their fields who bring a wealth of real-world experience to their classrooms. The College prides itself on its faculty members’ ability to work closely with students to help them achieve their goals. The
Overview (Cont.)

College also employs a strong and experienced administrative team, some of whom have worked at the College for more than 30 years. The College’s administrators are encouraged to teach, and many of them choose to do so.

College of St. Joseph is fully accredited by the New England Association of Schools and Colleges. Specialized or programmatic certifications and approvals are also provided by the State of Vermont Department of Education; Council of Applied Master’s Programs in Psychology; and by the Board of Psychological Examiners of Vermont. CSJ is also affiliated with the Association of Catholic Colleges and Universities.

CSJ is known for its success in transitioning foster youth to college. STEPS – Students Taking an Effective Path to Success – is the first full-time residential program in New England for youth transitioning out of foster care. It provides a supportive campus environment for students so they can earn a college degree, develop work skills, and experience optional counseling and guidance support. CSJ solves logistical problems foster youth traditionally face by offering year-round housing and meal service. STEPS students also have access to career and personal counseling. The STEPS program greatly exceeds the national average in both graduation and persistence rates for foster care students.

College of St. Joseph’s rural campus has 11 buildings and is situated on 117 wooded acres. St. Joseph Hall is the largest building on campus and houses the admissions and registrar’s offices; computer labs; classrooms; the Giorgetti Library; College store; and business and faculty offices. The Athletic Center includes a gymnasium, dance studio, weight room, and racquetball court. Tuttle Hall is home to a 200-seat theater; student center and student life offices; career services; learning center; and campus ministry and chapel. In athletics, the Fighting Saints currently hold membership with the Yankee Small College Conference – a Division II conference in the United States Collegiate Athletic Association. Varsity programs include basketball, soccer, baseball, softball, and volleyball.
Background

College of St. Joseph President Dr. Richard Lloyd announced his resignation in March 2016 after nearly four years of service. During his tenure, President Lloyd was celebrated for a remarkable run of success in increasing enrollment, academic programming and the positive profile of the College.

His tenure included many achievements:

- Conceived and implemented the College's hallmark Provider Scholarship Program, which offers students a $65,000 scholarship over four years and incorporates community service, campus participation, career preparedness and academics. Provider Scholarship students have contributed more than 12,000 service hours in the local community in the first three years of the program. The program has proven a popular choice for undergraduate students, as the College has met enrollment goals each year and been filled to capacity with on-campus students for the past two years. In the program's second year (2014-15), the College enjoyed a record class of incoming students. A version of the program has been extended to graduate students for the 2016-17 academic year.

- Received US Department of Education's Title III, Part A: Strengthening Institutions Grant in Fall 2015. The project will support new initiatives, such as an Integrated Teaching and Learning Commons to address student needs, enhance academic success, and increase student engagement and graduation rate. The College also received the largest non-federal grant (Davis Educational Foundation) and largest private donation in the College's history.

- Introduced new academic programs, including Public Safety Administration, Radiologic Sciences, Sonography, Health Science (Concentration in Medical Coding and Billing), and Education Studies, as well as updated general education requirements and a new first-year experience course.

- Built strategic alliances with high schools and nonprofit organizations in Vermont, New York and Massachusetts, so as to attract, retain and nurture at College of St. Joseph the success of economically disadvantaged students.

- Added Baseball, Softball and Volleyball to CSJ's athletic offerings with many athletic programs enjoying great success, including USCAA National Championships in women's basketball and baseball in 2016. CSJ's athletics teams have also made many trips to the national tournament during the past two years, including: Men's basketball (2015 and 2016), women's basketball (2015 and 2016), baseball (2015 and 2016), softball (2016) and soccer (2015). CSJ also had the national women's basketball player of the year and coach of the year in 2015, and the national baseball coach of the year and player of the year in 2016. Additionally, the College placed 34 students on the Conference all-academic team and seven on the national all-academic team.

The College is currently exploring the construction of a new dormitory and dining hall on its main campus. The plans would increase on-campus housing by 75% to meet anticipated demand.
Opportunities to lead

Major challenges and opportunities for the next President:

- Expanding the vision and strengthening the brand of the College’s academic programs to create a higher level of attraction in the marketplace resulting in enrollment growth at both the undergraduate and graduate level;

- Working with the governing board to develop new sources of revenue through development and reallocation of existing operating funds;

- Effectively cultivating and soliciting major donors, as well as strengthening the College’s planned-giving and grant-writing programs, to fund future projects and further build the College’s endowment;

- Continuing and building on recent success in enrollment management; identifying new markets and branding opportunities for undergraduate and graduate student body; continuing efforts to improve student retention;

- Leading strategic planning, as well as strengthen systems and operations to identify and carry out the College's most important priorities;

- Assisting the governing board leadership in developing the Board of Trustees, particularly in attracting persons who can give impetus to funding needs;

- Creating, developing, and sustaining an executive leadership team that can assure the achievement of both the College’s vision and mission;

- Maintaining a student-centered culture on campus that is committed to continuous improvement through the ongoing assessment of organizational performance and student learning outcomes; and

- Aligning resource allocation with the College’s core competencies to ensure financial sustainability.
Qualifications

The Board of Trustees and campus community seek a new president, who is a leader of strong faith, a strategic thinker, and an entrepreneur, and who:

1. Is a person of unquestioned integrity who can identify with the College’s mission and core values and lead the College forward into its next stage of development;

2. Brings strong experience and expertise in strategic planning, budgeting, operations and organizational leadership – of administrative professionals as well as faculty;

3. Has played a major role in developing and implementing a comprehensive cost-effective strategy to increase enrollment;

4. Can lead a comprehensive development program and can document past success in institutional advancement;

5. Possesses a successful track record in senior higher education administration and has an understanding of the uniqueness of small college cultures;

6. Knows and implements best practices in higher education as they relate to small, independent colleges;

7. Has a strong background in academics and understands the uniqueness of career-oriented programs with foundations in the liberal arts;

8. Leads with a collaborative management style and excellent interpersonal skills;

9. Engages students, faculty, administrators, staff, and trustees as key constituents of the College community and maintains an active presence at all College events;

10. Holds an advanced degree from a regionally accredited institution of higher education;

11. Fosters respect and hospitality for all individuals, guided by Christian values.
### COLLEGE OF ST. JOSEPH BY THE NUMBERS

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
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<tbody>
<tr>
<td>Investment in Plant, less depreciation:</td>
<td>$7,404,605</td>
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<tr>
<td>Plant Replacement Insured Value:</td>
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<tr>
<td>Cost of Operating Physical Plant:</td>
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<td>Deferred Maintenance:</td>
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<td>Endowment:</td>
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<td>Budget (16-17):</td>
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<tr>
<td>Tuition:</td>
<td>$21,750 (FT UG) $13,500 (FT GR) $285/credit (PT UG) $550/credit (PT GR) $550 (PT MBA program)</td>
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<td>Student Enrollment for fall 2015:</td>
<td>329</td>
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<td>Freshman Retention Rate:</td>
<td>65% three-year average</td>
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<tr>
<td>Graduation Rate:</td>
<td>Cohort Fall 2010 (six-year rate) 31%</td>
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<td>Living Alumni:</td>
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<td>Number of Full-time Faculty:</td>
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<td>Tenured:</td>
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<td>Average Faculty Salaries:</td>
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<td>Professor:</td>
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<td>Student/Teacher Ratio:</td>
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<td>Degrees awarded May 2016</td>
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<tr>
<td>7 Associate Degrees</td>
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<td>39 Bachelor Degrees</td>
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<td>16 Master Degrees</td>
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<td>Library Volumes:</td>
<td>248,680 including e-library and online catalog</td>
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<tr>
<td>Athletics League:</td>
<td>USCAA/YSCC</td>
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Application Procedure

Nominations, recommendations or expressions of interest in this position should be submitted electronically to president_search@csj.edu. Nominations should include contact information for the individual being nominated.

Review of applications begins Oct. 12. To ensure full consideration, materials must be received by that date.

Application packet must include MS Word or PDF attachments of the following:

1. A letter of interest  
2. CV  
3. Three references, including contact information.

If you wish to submit materials via mail, please mail to:

Judy Frazier  
College of St. Joseph  
71 Clement Road  
Rutland, VT 05701

Policies

College of St. Joseph fully respects the need for confidentiality and assures interested parties that their background and interests will not be discussed without consent of the applicant prior to her or his becoming a candidate.

College of St. Joseph does not discriminate on the basis of race, color, age, sex, or disability.