



LAWRENCE UNIVERSITY
APPLETON, WISCONSIN

SEARCH FOR THE PRESIDENT OF LAWRENCE UNIVERSITY

Lawrence University, a nationally recognized liberal arts college and conservatory of music, welcomes nominations and applications for its next President. The President will inherit a distinctive and ambitious university, striving to be an even more equity-minded, innovative institution as it continues to prepare the future leaders of the world. Lawrence is a community on the move. Over the last decade the university has launched a number of curricular initiatives, rethought its co-curricular offerings, and renewed its physical and technological infrastructure. With significant momentum, Lawrence is now at a crossroads. The university is looking for a leader who can sustain this momentum even as it navigates the short and long-term impacts of the pandemic and the changing nature of higher education. The Lawrence community seeks candidates who will help fulfill the university's commitment to becoming an antiracist institution and harness this momentum in an effort to deepen the learning and opportunities the university offers.

The next president of Lawrence University will assume leadership of a dynamic institution that under President Mark Burstein's tenure has moved ahead aggressively in the areas of financial stewardship, academic rigor, and inclusive excellence. The successful candidate must build on this strong foundation and secure Lawrence's status as one of the nation's leading liberal arts universities by moving Lawrence to an even stronger financial position; by continuing to adapt curricular and co-curricular programs for 21st-century students; by fostering an even greater level of engagement in becoming an inclusive antiracist institution; and by stewarding a mutually supportive community.

A search committee composed of board members, faculty, staff, and students and led by Vice Chair of the Board of Trustees Cory Nettles and Secretary of the Board Sarah Schott, has been formed to lead the search. The national executive search firm Isaacson, Miller has been retained to assist the search committee. All inquiries, applications, and nominations for this opportunity should be directed to the search firm as indicated at the end of this document.

LAWRENCE UNIVERSITY

Founded in 1847, Lawrence University traces its history to the early days of the uniquely American liberal arts tradition of educating students to be critical thinkers, creative problem solvers, able communicators, and engaged citizens. The university believes in the development of intellect and talent, the pursuit of knowledge and understanding, the cultivation of sound judgment, and respect for the perspectives of others. Lawrence is committed to providing challenging and enlightening educational opportunities that give students the knowledge and tools needed to find professional success and personal fulfillment.

Lawrence offers its 1,500 students—Lawrentians—a quality of education that stands out among its peers. The combination of a nationally ranked liberal arts college and a first-tier conservatory of music ensures that students benefit from challenging academics and quality arts education. With one of the smallest

student-faculty ratios in the country (8:1) and an average class size of 15, students find themselves in a diverse learning community of scholars and artists, a community that offers an unparalleled opportunity to collaborate closely with professors.

The university actively fosters a transformative education that emphasizes engaged learning: Lawrentians can participate in a funded summer research experience, or study abroad at the London Centre (or any of dozens of other programs), or pursue an internship in Silicon Valley, or join a music tour that merges performance and community engagement. Small classes, a four-year residential requirement, and rich educational and co-curricular opportunities create a close-knit community in which students live, study, and thrive in a climate of shared discovery and enrichment.

Only the second institution in America to be founded as a coeducational college, [diversity, equity, and inclusion](#) are among Lawrence's core values. They are prioritized at every level to support educational goals and to reflect the changing demographic of U.S. high school graduates. Current students come from 43 states and 34 countries. Twenty-eight percent of the students are domestic students of color. Additional demographic information is available in the [university's 2020 profile](#). In 2016, Lawrence created the position of Vice President for Diversity and Inclusion to coordinate campus wide efforts to become a more inclusive and equity minded community. Lawrence received a [Higher Education Excellence in Diversity \(HEED\) Award](#) from *INSIGHT Into Diversity* in 2020 in recognition of its efforts. Recent initiatives to create a more inclusive academic program have been supported by two highly competitive grants: a \$500,000 grant from the Andrew W. Mellon Foundation supports an inclusive, integrative and project-based pedagogy across the humanities and humanistic social sciences; a \$1 million grant from the Howard Hughes Medical Institute supports efforts to engage science students of all backgrounds and identities. Together, the entire university leadership team works to create an equity-minded campus culture and an antiracist community.

To learn more about Lawrence University, please visit: <https://www.lawrence.edu/>.

STRATEGIC PLAN

Lawrence is committed to being a leading liberal arts institution for the 21st century. In 2013, the President and Board of Trustees formed the Ad Hoc Strategic Planning Committee, comprised of the Faculty Governance Committee, administration, and Trustees, to refresh the 2010-2020 strategic plan. The resulting roadmap outlined in [Veritas est lux](#), derives its authority from the original plan but is also “enlightened” by the lively and numerous conversations held across the community over several years.

Extended to 2022, *Veritas est lux*, focuses on four objectives so that all Lawrentians can thrive: LEARNING—enhance the transformative nature of Lawrence's liberal arts education; LIVING—enrich Lawrence's residential campus community and the university's partnership with the Appleton community; STEWARDING—manage the university's human, financial and physical resources prudently and according to Lawrence's values; CELEBRATING—strengthen Lawrence's recognition as a high-quality liberal arts college and conservatory.

ACADEMICS

Lawrence values excellence in teaching combined with distinguished scholarship and creative activity. The university offers three degrees: the Bachelor of Arts, the Bachelor of Music, and the new [Bachelor of Musical Arts](#) (introduced in fall 2019). Students are also able to pursue a five-year Bachelor of Arts/Bachelor of Music double degree. Three 10-week terms (Fall, Winter, Spring) comprise the academic

calendar, spanning mid-September through mid-June. A full-time course load for students is three six-unit courses each term (18 units) or a minimum of 15 units.

Beginning with the nationally recognized [First Year Studies](#) seminar and culminating in the [Chandler Senior Experience](#), Lawrence's academic program emphasizes engaged learning through a rich set of small-group or single-student tutorials, independent study projects, studio work, and faculty-student research and scholarship collaborations. Nearly 90 percent of recent Lawrence graduates have had one-on-one collaborations with faculty; many students have multiple opportunities.

The university's more than 60 academic programs emphasize engagement with contemporary world concerns combined with original student research and extensive opportunities for off-campus study. Over the last seven years, investments in new programs and areas of study have created an even more robust curriculum designed to meet the interests and needs of today's students. New and enhanced programs include Innovation & Entrepreneurship, Cognitive Neuroscience, Creative Writing, Ethnic Studies, Film Studies, Data & Computer Science, Environmental Studies, and Global Studies. According to the National Science Foundation Lawrence ranked 17th in the nation in the percentage of the university's STEM graduates who eventually earn their PhD. In the same study, Harvard was ranked just before Lawrence at 16th and Princeton was just after Lawrence at 18th.

The [Conservatory of Music](#) serves approximately 350 students (roughly 25 percent of university enrollment) with three degrees, four majors, two areas of emphasis, 26 studios, and nine large ensembles. With nationally renowned and award-winning [faculty](#) and programs (including the three time [Downbeat Award winning LU Jazz Band](#)) the Conservatory focuses on core musicianship, while also helping students develop the musical fluency needed for 21st-century musicianship. The recently introduced new [Bachelor of Musical Arts degree](#) is a prime example of curricular innovation. The degree expands opportunities for Conservatory students to study jazz and contemporary improvisation. Conservatory students also take full advantage of coursework in the liberal arts and sciences, often pursuing double-degree programs and benefiting from the opportunity to work directly with senior faculty members across the disciplines.

STUDENTS

Lawrence attracts students who are motivated by challenging and creative educational opportunities, who thrive in a residential community, and who enjoy close relationships with faculty, staff, and administrators. Lawrentians often have interests and abilities beyond their major; they value the opportunity to pursue those interests through a minor, an independent study, or a double major. The size of the university, approximately 1,500 students—all undergraduates—allows for diverse backgrounds, demographics, and interests. At Lawrence, over 95 percent of the students live on-campus, making for a vibrant and integrated academic and social life.

Integrating admissions recruitment work and institutional visibility efforts with alumni club development, the university has broadened its national and international student outreach, creating a global campus community. More than 50 percent of Lawrentians come from outside the upper Midwest, an area that will begin to see sharp declines in graduating high school seniors starting in the middle of this decade. A diverse geographic portfolio of students not only provides enhanced learning opportunities for Lawrentians, but also helps to strengthen the university's recruitment position ahead of this decline.

Applications for admission to Lawrence have significantly increased. A long-time goal of exceeding 3,000 applications for admission was reached in 2016. Yields on offers of admission have been trending downward among colleges and universities nationally. Lawrence has bucked that trend with steady

increases in yield over the past three years, due in part to stronger program offerings, better messaging, and strengthened financial aid.

Lawrence has also made a commitment to socio-economic diversity and in the 2020-2021 academic year, 99 percent of undergraduates received scholarships or need-based financial aid. The average award amount of these scholarships was \$40,600. In 2014 through a historic matching challenge of \$30 million, the [Full Speed to Full Need initiative \(FSFN\)](#) jumpstarted this effort, providing scholarships that cover the gap between the cost of enrollment and a student's demonstrated ability to pay. This campaign has raised a total of \$88 million to date. The average student debt for new Lawrence graduates has dropped to \$29,504, its lowest mark in 10 years. The percentage of Lawrence students graduating with debt dropped to 54.7 percent in 2018-19, also the lowest mark in a decade. FSFN is clearly providing transformative opportunities for students from families with limited resources.

CAMPUS LIFE

With 1,500 students, Lawrence is small enough to feel close-knit but large enough to create a rich campus culture, informed by academics, athletics, and the arts. On campus, there are more than 100 [clubs and organizations](#), including the Honor Council, *The Lawrentian* student newspaper, the Student Organization for University Programming, fraternities and sororities, and both club and intramural sports. Each year, Lawrentians showcase their talents and cultures through campus-wide events including Lunar New Year, the international variety show Cabaret, the annual Black Student Union talent showcase Cultural Expressions, and the LUaroo music festival, among others. Music and performance permeate the campus culture and social environment.

Intercollegiate [athletics](#) at Lawrence, home of the Vikings, date back to at least the 1890s. A founding member of the Midwest Conference and a member of both the Northern Collegiate Hockey Association and the Midwest Fencing Conference, Lawrence fields 22 NCAA Division III varsity programs. Thanks to new leadership and an excellent set of coaches, a quarter of the student body now participates in varsity athletics. In 2019-2020, 146 scholar-athletes were named to the Academic All-Conference (minimum GPA of 3.30), and 27 scholar-athletes participated in multiple-sports.

A renewed focus on religious and spiritual life at Lawrence began in 2016 with the creation of the Julie Esch Hurvis Dean of Spiritual Life. This fully endowed [new office](#) fosters a welcoming and supportive community environment for spiritual and religious exploration and expression of all faiths, beliefs and religious traditions for students, faculty, and staff. The Dean and their team touch almost every aspect of Lawrence life, building space for personal connection and discovery.

Lawrence's commitment to creating a [culture of sustainability](#) is reinforced through student-led endeavors. Students are members of the Sustainability Steering Committee, which promotes sustainability in planning, development, and operation of the campus environment and facilities. The Sustainable Lawrence University Garden, or SLUG as it is affectionately called, is a student-run organization that grows and sells local, organic food to Bon Appétit, Lawrence's food provider. Thanks in part to student initiatives, Lawrence's commitment to sustainability was recognized with a [silver rating](#) in the Association for the Advancement for Sustainability in Higher Education's Sustainability Tracking, Assessment & Rating System in 2019. Lawrence was also recognized by the [Princeton Review](#).

Community engagement at Lawrence is a cornerstone for students, faculty, and staff who share each year more than 10,000 hours of volunteer service with nearly 150 organizations in the Appleton community

and throughout the world. Organized by the [Center for Community Engagement and Social Change](#), community engagement extends beyond the classroom; it responds to educational opportunities or to compelling community needs.

To learn more about Lawrence students and campus life, please visit:
<https://www.lawrence.edu/students>.

FACULTY AND STAFF

A dedicated and talented faculty and staff form the core of the university. This hard working and institutionally focused team ensure that the university meets its mission and supports its students in innovative and caring ways. Lawrence has steadily increased the diversity of faculty and staff in recent years. Efforts to ensure that the university's employees better reflect the current and future demographics of the student body have been an institutional priority over the last seven years, spearheaded by the Office of Diversity & Inclusion. Between 2013 and 2019, Lawrence welcomed 69 new full-time faculty members across the university, rejuvenating academic programs and departments.

Of today's 198 faculty members, 85 percent are full-time, 48 percent are female, 18 percent are domestic faculty of color, and three percent are international. Ninety two percent of full-time faculty hold a PhD or other terminal degree. Though strongly committed to teaching and advising, Lawrence faculty compete for a variety of external grant funds and are supported by staff from the Department of Corporate, Foundation, and Sponsored Research Support. Awards range widely in size and scope in support of academic research, artistry, and community projects. Faculty have successfully competed for grants from the National Science Foundation, the National Institutes of Health, the National Endowment for the Humanities, and other government agencies. Faculty have also published scholarly books with major presses, won national recognition for their scientific research, photography, poetry, and music, and shared their expertise in national media outlets like the *New York Times*, *Los Angeles Times*, *The New Yorker*, and Associated Press. Like its students and alumni, Lawrence's faculty are committed to learning in community and to sharing the fruits of their knowledge with others.

One of the greatest assets of the university is its 405 full and part-time staff members. The staff serve as guides and facilitators for all aspects of the growth and development of the students outside of the classroom. Together with committed faculty, these are the people who are the go-to for students seeking assistance. Lawrence's staff are also essential in supporting the physical plant, recruiting and retaining students, and ensuring that Lawrence continues to maintain the support of its alumni and donors. Their dedication and efforts are integral to making Lawrence University work, especially during the current pandemic.

TRADITIONS, CULTURE & COMMUNITY

The long and rich history of Lawrence University has supported a variety of traditions over its nearly 175 years. Some traditions carried over from the university's merger with Milwaukee-Downer College: Lawrence assigns one of four colors to every incoming class, and the president personally greets each first-year student at the start of the academic year—a tradition known today as the President's Handshake. Other traditions include the [Honor Code](#) (#IHRTLUHC), and the annual Great Midwest Trivia Contest.

Yet Lawrence's most notable tradition is not event-centered; the unifying feature of being a Lawrentian is the breadth and depth of experiences available to every student. The college, conservatory, and

athletics provide Lawrentians with multiple outlets to pursue their passions, all of which are discussed in gatherings at Björklunden, the on-campus pub the Viking Room, or Main Hall Green.

While traditions have ebbed and flowed through the years, one element of life as a Lawrentian has remained constant—community. The close, collaborative, and enduring relationships between students, faculty, and staff provide one element of Lawrentian culture that is mentioned time and time again by alumni of all eras. Lawrence’s [Reunion](#) showcases these relationships at their best, as alumni gather not only with each other but with faculty and staff during this annual week-long campus gathering.

ALUMNI

Lawrence enjoys the support and dedication of more than 18,000 alumni through the [Lawrence University Alumni Association](#) (LUAA). Alumni embrace the university in a number of ways: as donors, over 30 percent give financial support; as mentors; and through service on the Board of Trustees, in LUAA, or volunteering for other service opportunities. The alumnae of Milwaukee-Downer College, a pioneering women’s college, are generous contributors to Lawrence. Since the colleges consolidated in 1964, these alumnae have supported Lawrence through both giving and service. Alumni dedication to their alma mater is exemplified each year on [Giving Day](#), a tradition that includes activities for students, class giving competitions, and social media challenges engaging alumni and friends around the world. Most recently, Giving Day 2020 raised nearly \$2 million from nearly 3,000 donors.

Over the last five years, Lawrence has established new pathways for alumni and friends to engage with and support the university, including the President’s Advisory Council (est. 2014), the Advisory Committee on Public Affairs (est. 2017), the Vikings Athletics Advocacy Council (est. 2018), and a Conservatory Advisory Committee (est. 2020). In 2014, the Board established a new dedicated board position of Recent Graduate Trustee (RGT), for Lawrence alumni within 10 years of their graduation, to bring a new perspective and diversity to the board.

LIFE AFTER LAWRENCE

In May 2018, the Board of Trustee’s Task Force on Life After Lawrence released a plan on the university’s efforts to prepare students for personal and professional success. In May 2019, the new Riaz Waraich Dean of Lawrence University’s [Career Center](#) was hired to oversee a revamped and reenergized center that prepares students for life after graduation. Thanks to close to \$5 million in new endowed funds, the Career Center provides a comprehensive program to support the relationship between academic planning and career planning within a liberal arts environment. This includes collaborating on strategies to support internships, pre-professional advising, graduate/professional school, scholarships/fellowships, and job placement. An example of this success is Lawrence’s efforts to improve pathways to medical school, which have been spectacularly successful in recent years. In addition, Career Services partners with alumni, faculty, and staff through the recently launched [Viking Connect](#) program to identify networking opportunities, outreach events, and programs to assist in planning for life after Lawrence. Ninety-four percent of 2019 graduates are employed or continuing their education.

In recognition of this work to prepare students for an impactful life, Lawrence was ranked as the [No. 3 impact school](#) in the country by The Princeton Review in 2020, one spot up from where Lawrence landed the previous year. The ranking focuses on both the student experience on campus and how alumni perceive their careers. The ranking is part of The Princeton Review’s annual Best Value Colleges project, a listing of 200 schools that are considered to have exceptional return on investment.

UNIVERSITY GOVERNANCE

Lawrence is led through a shared governance model, which distributes authority among the President, university administration, Board of Trustees, and faculty, staff, and student committees.

The Board of Trustees consists of approximately 30 elected trustees, 60 percent of whom must be alumni of the university, up to three Recent Graduate Trustees, and the President of the University. The [Trustees](#) are committed to Lawrence and are strong financial supporters. Over the last five years, the Board of Trustees has become a high functioning and diverse body. Today, women make up 37 percent of the Board and 26 percent of the Board are people of color. The Board meets three times a year with additional meetings called as necessary; trustees work through a committee structure common to liberal arts colleges. Trustees may serve up to four full consecutive three-year terms. The current Chair of the Board is David C. Blowers, '82, President, National Services, Northern Trust.

Faculty members contribute to shared governance through a robust committee structure. Committees are populated based on assignments from the Faculty Committee on University Governance, which is elected yearly by the faculty. Staff members participate in shared governance through two groups: the Senior Staff and [Staff Connections](#). Both groups gather often for conversation, updates, and to provide feedback to university leadership. The [Lawrence University Community Council](#) (LUCC) is the university's official student council whose decisions shape the campus experience for faculty, staff, and students.

CURRENT FINANCIAL POSITION

Lawrence is committed to careful stewardship of its resources. The operating budget for FY20 was about \$71 million, with approximately 55 percent of core revenues coming from net tuition, room, board, and fees. At the beginning of October 2020, Lawrence surpassed the \$220 million *Be the Light!* [capital campaign](#) goal. The campaign has transformed the Lawrence experience and provided essential resources to renew the physical campus and institutional infrastructure. The campaign has provided instrumental investments in such initiatives as the Cognitive Neuroscience program, the Center for Spiritual and Religious Life, career advising and internship programs, and renewal of key parts of Lawrence's built environment, including athletic facilities and residence halls. The endowment has grown significantly, from \$185 million in 2012 to over \$350 million.

The university continues to make headway on both sides of the operating ledger, achieving business process efficiencies and cost savings, investing for long-term growth in net student revenue, and taking advantage of new revenue streams consistent with a liberal arts educational mission. Sector-wide demographic changes, enrollment competition, and student retention nonetheless pose significant challenges to the goal of a balanced budget with a surplus to reinvest. The negative financial implications of the COVID-19 pandemic and strategic investments in the university have resulted in a spending rate over the target five percent endowment draw; however, leadership and the Trustees are committed to bringing down the spending rate over the course of the coming years. The next President will provide key leadership vision, imagination, and drive to enable the university to adapt successfully as external forces shift, to innovate and make difficult decisions towards sustaining financial equilibrium in service to its mission.

For more information on Lawrence finances, please visit:

https://www.lawrence.edu/info/offices/financial_services/financial_statements

CAMPUS AND LOCATION

Lawrence's picturesque 84-acre campus sits on a bluff overlooking the historic Fox River in [Appleton, Wisconsin](#), a city of 75,000 residents. The campus is nestled between residential neighborhoods and a bustling downtown, featuring shops, restaurants, museums, performing and public art spaces, as well as festivals throughout the year. In addition to ample green space and distinguished architecture, the campus has easy access to community trails and parks. The Fox Cities region (population of more than 200,000), especially downtown Appleton, has the cultural liveliness of an urban location and access to excellent school districts. Appleton International Airport is five miles from campus and is served by four airlines (American, Delta, United, and Allegiant) with non-stop flights to 10 destinations.

Lawrence has two additional campuses. [Björklunden vid Sjön](#), Swedish for "Birch Grove at the Lake," a 441-acre retreat on Lake Michigan in Door County, Wisconsin, is Lawrence's northern campus; it hosts a range of academic and arts opportunities for Lawrence faculty and students, as well as members of the community. The [Lawrence London Centre](#), conveniently located in the heart of cultural London on Great Russell Street in Bloomsbury, offers credit-earning experiential courses and an immersion in London's history, music, theatre, and politics for up to 25 students per term.

ROLE OF THE PRESIDENT

The search for the 17th President of Lawrence begins as Mark Burstein plans to step down in summer 2021. He became the 16th president in 2013 and has worked with members of the community to pursue an ambitious vision for Lawrence during his tenure. President Burstein joined Lawrence from Princeton University, where he served for nine years as Executive Vice President. During his tenure at Lawrence, he oversaw notable changes: including significantly lowering the student loan debt for graduating students; renewing the campus infrastructure; fostering an [antiracist campus culture](#); and launching or enhancing curricular programs.

The Lawrence community seeks an inspirational and accomplished President who expects and cultivates excellence in all university endeavors. In a setting where shared governance and community consensus are valued, making smart and hard choices requires engagement, dialogue, and leadership. The next President will lead in thinking boldly, facilitating critical conversations, pushing for innovation, ensuring financial sustainability, and taking intelligent and informed risks. The next President will champion academic and co-curricular excellence; marshal the collective resources, talents and perspectives found across the institution; foster an actively antiracist, diverse, and inclusive campus community; and assert Lawrence's strategic strengths.

At Lawrence, the President's Cabinet is a high-performing team that includes the following positions: Provost and Dean of the Faculty; Assistant to the President and Secretary to the Board of Trustees; Vice President for Alumni and Development; Dean of the Conservatory of Music; Associate Vice President of Communications; Vice President for Diversity and Inclusion and Associate Dean of the Faculty; Vice President for Enrollment and Communication; Vice President for Finance and Administration; and Vice President for Student Life.

OPPORTUNITIES AND CHALLENGES

Lawrence University is a vibrant, forward-looking community of dedicated faculty, students, staff, alumni and friends poised for its next inspirational and dynamic leader. The Lawrence community desires a values-driven President who expects and cultivates excellence in all university endeavors and will harness

the momentum of the last seven years to solidify Lawrence’s standing as one of the nation’s leading liberal arts institutions.

The primary opportunities and challenges that will face the next president of Lawrence University will include the following (in no particular order):

Shape and share an inspiring and innovative vision for the university’s next chapter

The President will set an ambitious agenda for Lawrence within the changing landscape of higher education, galvanizing the full community, and inspiring it to move intentionally toward shared goals with an unapologetic focus on excellence. Grounded in access, creativity, and transformation, Lawrence University is committed to providing an education that prepares a diverse student body for success after graduation. The next President will be a transformational leader, bringing a deep understanding of the ways in which liberal arts colleges are adapting to the needs of 21st century students-- particularly post-pandemic. They will bolster enrollment and retention with data-informed decision-making and a clear articulation of Lawrence’s value proposition.

Steward Lawrence’s resource base to ensure financial sustainability and physical renewal

The next President will be at the epicenter of safeguarding Lawrence’s financial health in a constantly fluctuating national and higher educational economic ecosystem. Although significant progress has been made, campus infrastructure requires continuous renewal. Working with the Board of Trustees and senior leaders, the President will create a sustainable, mission-driven business model for the university that is continually focused on excellence in all forms.

Foster an actively antiracist, diverse, and inclusive campus community

This spring, the Lawrence University Board of Trustees issued a [statement](#) which affirmed the university’s values and the necessary work ahead to fulfill Lawrence’s commitment to antiracism. The next President will actively engage with students, faculty, staff, alumni, and the broader community to foster a diverse, inclusive, and antiracist campus culture.

Lawrence’s commitment to diversity goes beyond ethnic and gender diversity to include economic, disability, cultural, and global diversity. It is one of the reasons so many alumni from such varied backgrounds have found their Lawrence experience transformational. But there is still much work to do to create a learning environment in which all can thrive—especially students, faculty, and staff from underrepresented groups. To be true to its own aspirations, the university must add to its existing initiatives and deepen its efforts to foster an equity minded campus culture. Lawrence University stands poised as a model for becoming an antiracist university where all community members are welcomed and successful.

Engage as a visible and approachable campus leader

At Lawrence University, the President is an integral part of the community. The next President will be visible, accessible, and engaged across campus, interacting openly and genuinely with students, faculty, staff, and alumni. They will need to attend carefully and directly to the student sense of community. Specifically working to promote campus unity and an environment that embraces academic rigor balanced by activities that broaden and deepen student life and ensure wellness of body, mind, and spirit.

Additionally, the next President will need to establish a strong bond with Lawrence University alumni and make sure that the university reaches out effectively to new generations of alumni.

Engage effectively with alumni and donors

A university can meet its aspirations only if all members of its community are engaged. Generation of new revenue sources and continued fundraising success are also key to ensuring both near-term and long-term fiscal health. The President is a key steward of the engaged alumni and donors who contributed to the goal-breaking *Be the Light!* campaign and serve as mentors to Lawrence students and resources for faculty and staff. The next President will be an active and engaged partner to build alumni engagement with the university and to support ongoing fundraising efforts that match strategic goals with donor interests.

Lead and partner with faculty on curricular innovation and staff on creative student developmental initiatives

In partnership with the faculty, the next President will creatively and strategically identify and advance Lawrence's curricular and pedagogical differentiation by capitalizing on the university's strengths, including the Conservatory of Music and recent curricular innovations. This effort must consider the differing needs of a diverse student body, and maintaining a focus on innovative excellence. Additionally, Lawrence endeavors to provide a rich array of career and life-skills programs that assures every Lawrentian has the appropriate preparation for a successful life and chosen profession.

Embrace the Conservatory of Music and its integration with the College

The Conservatory is an uncommon asset, not only to Lawrence but also to the larger Appleton community. The presence of an outstanding conservatory offers unique opportunities for interdisciplinary teaching and learning, as well as a cultural presence typical of a much larger city. The next President should not only recognize these opportunities, but also encourage the faculty, staff, students, and community to pursue them. They should possess a genuine interest in music and in the connections between music and other disciplines, joining efforts to raise the Conservatory to even greater national prominence.

Demonstrate a commitment to shared governance

Shared governance is a central value of Lawrence. High engagement in shared governance across staff, faculty, administration, and students promotes a collaborative process that increases communication and transparency, surfaces concerns, spurs change, and ultimately enhances the university. The next President must attend carefully to faculty and staff concerns, steward a robust shared governance environment and provide appropriate support for their activities. Both faculty and staff appreciate close consultation on changes in policies and programs. The next President will seek to ensure that processes are in place for communication and consultation.

Tend to community relations with Appleton/Fox Cities

Lawrence University and the Appleton/Fox Cities community grew up together and share a proud history. In 2018, Lawrence commissioned a [first-time study to examine the university's annual impact](#) on Appleton and the greater Fox Cities, finding that Lawrence contributes \$70 million in yearly regional economic output. Renewed relationships between the university and City Hall have led to better partnership between the university and Appleton. The President will strengthen and improve the established bonds

of mutual interest that knit Lawrence to the local community and to the institutions that nurture and sustain it.

QUALIFICATIONS AND EXPERIENCE

Lawrence will search nationally for candidates with an emphasis on bold and engaging leaders who can demonstrate effectiveness in academic environments. The university also welcomes candidates with relevant experience in other settings whose intellectual vitality, collegiality, and expertise indicate a capacity to join the leadership of Lawrence.

While no one person will embody them all, the successful candidate will bring many of the following professional qualifications, skills, experience, and personal qualities:

- A deep understanding of and commitment to the enduring values of a high-quality liberal arts education and the ability to articulate this value to a broad public audience.
- A strong appreciation of the academic world, its scholarly values, and distinctive professional culture. The ability to earn and command the respect of faculty. Strong commitment to the power of ideas, critical thinking, and academic freedom.
- A genuine and palpable respect for the nature of shared governance, while at the same time acknowledging the need to be the ultimate decision maker. Experience working with faculty and a Board of Trustees, aiding both to achieve productive, meaningful outcomes is welcome.
- A demonstrated commitment to antiracism, equity, inclusion, and diversity. Sensitivity and broad experience with diverse students, faculty, staff, and communities.
- A substantial understanding of the trends and developments that will affect the future of higher education.
- Demonstrated success as an administrator, manager, and strategic leader. The ability to mentor and stimulate staff across a broad range of functions and help them to stretch and grow.
- A genuine appreciation for music and the role of the arts in creating a distinctive and vibrant campus atmosphere.
- Strong planning and financial skills, including setting strategic financial and programmatic priorities that balance near-term and long-term objectives.
- Superb communication skills, both oral and written. An engaged, accessible, and active listener, facilitator, convener, and mediator; equally effective in learning from others, translating thoughts for broader consideration, managing by influence, building unity around difficult issues, making decisions, and explaining one's own views.
- Resilience and stamina for the tasks at hand, personal grace in dealing with the broad spectrum of personalities, humility, and good humor in leading the day-to-day work of the university.
- Curiosity and open-mindedness. A receptive, broadly intelligent person, capable of serving as an intellectual leader for the entire campus community.
- The flexibility, resilience, and creativity to thrive in an administratively lean structure.
- A commitment to environmental sustainability and an ability to integrate such considerations into the university's overall planning efforts.

- Authentic engagement with the campus community; a visible presence and active participant in a range of events and activities.
- An earned doctorate or equivalent terminal degree preferred.

TO APPLY

Lawrence University has retained Isaacson, Miller to assist in this search. Please direct all inquiries, nominations, referrals, and applications in strict confidence to:

Ponneh Varho, Partner
Natalie Leonhard, Partner
Claire Hennessey, Senior Associate
Isaacson, Miller
<http://www.imsearch.com/7716>

Electronic submission is strongly encouraged

Additional information about the search process, committee, and timeline can be found at <https://www.lawrence.edu/admissions/about/trustees/presidential-search>.

Lawrence is committed to enhancing the diversity of its faculty and staff and the viewpoints and approaches that a diverse community represents. We strongly encourage candidates who can contribute to diversity at Lawrence to apply.