

# SEARCH PROFILE:

Vice President and Chief Academic Officer



ST. NORBERT  
C O L L E G E

# TABLE OF CONTENTS

THE OPPORTUNITY	3
ABOUT ST. NORBERT COLLEGE	4
ACADEMIC LIFE AT ST. NORBERT COLLEGE	5
STUDENT LIFE	8
ABOUT THE REGION: DE PERE AND GREEN BAY	9
LEADERSHIP AGENDA	10
QUALIFICATIONS	13
HOW TO APPLY	14

## THE OPPORTUNITY

A Catholic liberal arts institution steeped in the Norbertine tradition, St. Norbert College (SNC) seeks a dynamic and proven leader to serve as its next Vice President and Chief Academic Officer, ready to collaborate with the community as the college continues to strive for even greater levels of academic, athletic and operational excellence.



# ABOUT ST. NORBERT COLLEGE

St. Norbert College is among the nation's most highly regarded Catholic liberal arts colleges. According to the most recent *U.S. News and World Report* rankings, SNC was tied for eighth among liberal arts colleges identifying as Catholic and 93rd among all national liberal arts colleges. St. Norbert continues to build on its foundation of excellence developed over more than a century, while working to respond to 21st century student and community needs. Celebrating its 125th anniversary this year, St. Norbert is the only college in the world sponsored by the Norbertines, a 900-year-old Catholic order devoted to community, reflection and service.

St. Norbert College's idyllic campus sits along a bend of the Fox River in De Pere, Wisconsin, a suburb of Green Bay (recently ranked No. 1 best place to live in the 2023 *U.S. News and World Report* rankings.) The college is known for mission radiance; academic excellence; winning athletic tradition; talented students; creative partnerships (including housing the northeast Wisconsin campus of the Medical College of Wisconsin); dedicated staff; extraordinary faculty who are excellent teachers and scholars; and its array of high-impact educational practices such as undergraduate research, leadership development, service learning, short-term and semester-long study abroad opportunities, and community engagement opportunities.

The college has experienced remarkable development in the last decade, resulting in one of the most beautiful, modern campuses in the upper Midwest. More than \$150 million in new construction and renovation has produced such state-of-the-art facilities as the Gehl-Mulva Science Center, the Cassandra Voss Center, the Miriam B. and James J. Mulva Library, Dudley Birder Hall, Michels Commons, Schneider Stadium, and the Mulva Family Fitness and Sports Center. With approximately 1,900 students, St. Norbert has welcomed incoming classes that continue to be more academically talented and diverse with each year. Fundraising has been exceptionally strong, sparked by a recent transformational \$30 million gift to support the institution's endowment, which has grown from \$38 million in 1998 to more than \$170 million last year.

## ST. NORBERT COLLEGE MISSION

As a Catholic college, SNC embraces the rich Catholic Intellectual Tradition developed over centuries, as well as Catholic Social Teaching as reflected in its Catholic Identity Statement. SNC embraces the ideal of *communio*, a community united as one, grounded in the Christian understanding of God as Trinity. *Communio* challenges us to follow the example of Jesus by loving one another. We live out *communio* through mutual esteem, trust, sincerity, faith and responsibility that encourages open dialogue, consultation and collaboration. This results in an educational environment that fosters intellectual, spiritual, social and personal development, both inside and outside the classroom, by cultivating practices of study, reflection, prayer, wellness, play and action.

## ST. NORBERT'S THREE MISSION TRADITIONS

At the center of a St. Norbert education are the college's three core traditions:

The **Catholic** tradition, which calls the institution to:

- Uphold the sacred dignity of all persons.
- Seek truth through an ongoing dialogue among faith, reason and culture.
- Utilize knowledge to promote the Gospel vision of justice.

The **liberal arts** tradition, which calls the institution to:

- Dialogue with diverse cultures, perspectives and beliefs.
- Cultivate a love of lifelong learning inspired by excellent teaching.
- Think critically as responsible members of society.

The **Norbertine** tradition, which calls the institution to:

- Pray and reflect communally and individually, welcoming all to participate.
- Seek peace and reconciliation in the spirit of St. Norbert.
- Respond to the needs of the institution's local and global communities.



# ACADEMIC LIFE AT ST. NORBERT COLLEGE

## TEACHING AND LEARNING AT ST. NORBERT COLLEGE

A holistic approach to student learning and development characterizes the SNC curricular and co-curricular offerings and educational experiences. Faculty use innovative pedagogical practices and award-winning research to challenge students to greater curiosity, and students learn to integrate their learning both inside and outside the classroom. Co-educators such as academic support staff, athletic coaches and student affairs professionals support students by providing a rich array of co-curricular and extra-curricular learning opportunities for students.

Undergraduate degree programs lead to the Bachelor of Arts, Bachelor of Business Administration, Bachelor of Music and Bachelor of Science. Graduate programs at the college are the Master of Arts in Liberal Studies, Master of Business Administration and the Master of Theological Studies.

## FACULTY

St. Norbert College employs 125 full-time and 36 part-time and adjunct faculty. Ninety-six percent of full-time faculty members hold a doctoral or other terminal degree in their field. The student-to-faculty ratio is approximately 12:1. Approximately 52 percent of faculty have been hired in the last 10 years, reflecting greater diversity. SNC faculty members are practicing teacher-scholars with their research informing their teaching. The faculty publish widely; present

scholarship at regional, national and international conferences; and serve on boards and as editors of major academic journals. Undergraduate students collaborate with faculty on research and creative projects, frequently presenting at conferences and helping to produce peer-reviewed publications. The St. Norbert Collaborative is the center for undergraduate research, scholarship and creative activities, providing support for students, faculty and staff at all levels of undergraduate research collaboration.

At present, the academic structure at St. Norbert College includes four academic divisions – Humanities; Natural and Social Sciences; Teacher Education, Community and Global Engagement; and Visual and Performing Arts – and the Donald J. Schneider School of Business and Economics, each led by a dean. This administrative structure is under review.

## THE DIVISION OF HUMANITIES

The Humanities division includes five academic disciplines: English, History, Modern Languages and Literatures, Philosophy, and Theology and Religious Studies. The division also sponsors interdisciplinary programs, including Classical Studies, Humanities, and Women's and Gender Studies, as well as graduate programs in Theology and Liberal Studies. This division offers courses that are an integral part of a liberal arts education and plays a vital role in students' intellectual, moral and personal development.



## ACADEMIC LIFE AT ST. NORBERT COLLEGE (CONT.)

### THE DIVISION OF NATURAL AND SOCIAL SCIENCES

The Division of Natural and Social Sciences includes 11 academic disciplines: Biology, Chemistry, Communication and Media Studies, Computer Science, Environmental Science, Geology, Mathematics, Political Science, Psychology, Physics, and Sociology. In addition, the college offers preparatory programs in professional health care areas including pre-medical, pre-dental, pre-engineering, pre-pharmacy and pre-veterinary studies.

Most natural science disciplines are housed in the Gehl-Mulva Science Center, the college's most significant building initiative to date following a \$40 million renovation and expansion. The center houses the Medical College of Wisconsin's (MCW) Green Bay Campus. MCW provides first-rate physician education, while growing and developing the health-care infrastructure of the region. SNC faculty teach in the MCW program, and enrollment opportunities are available for SNC students.

### THE DIVISION OF TEACHER EDUCATION, COMMUNITY AND GLOBAL ENGAGEMENT

The division of Teacher Education, Community and Global Engagement includes two academic disciplines: International Studies and the professional program in Teacher Education, offering multiple concentrations for students seeking preparation and licensure as K-12 teachers. This area also oversees community-focused areas such as the Center for Global Engagement; the Norman Miller Center for Peace, Justice and Public Understanding; and the Cassandra Voss Center. The college's education faculty and students actively engage with local and regional partners, notably the Catholic and public schools in the Green Bay region.

### THE DIVISION OF VISUAL AND PERFORMING ARTS

The division of Visual and Performing Arts includes three academic disciplines: Art, Music and Theatre Studies. In addition to these programs, a divisional major is available for students seeking a broader range of courses in the visual and performing arts, including performance and/or preparation as teachers in K-12 schools. This academic division engages frequently with external organizations and other partners in offering high-quality arts opportunities for the campus and public while also overseeing theater operations.

### THE DONALD J. SCHNEIDER SCHOOL OF BUSINESS AND ECONOMICS

The Donald J. Schneider School of Business and Economics is Greater Green Bay's center for the advancement of sound business practice, championing programs that contribute to a thriving northeast Wisconsin. Students can earn degrees in the undergraduate disciplines of Accounting, Business Administration, Economics and Leadership Studies. The MBA program provides talented graduate students with tools to become effective agents for growth and change.

### THE MIRIAM B. AND JAMES J. MULVA LIBRARY

Dedicated in 2009, the Miriam B. and James J. Mulva Library is the intellectual hub of St. Norbert College—exemplifying the commitment of the college to support and enhance the educational and research endeavors of its community. The library provides access to a rich collection of academic materials, including books, films, journals, digital archives and research databases. The facility also houses the Center for Norbertine Studies; the Writing Center; the Honors Program; the Office of Academic Success, Support and Accessibility; and Ed's Cafe.



# ACADEMIC LIFE AT ST. NORBERT COLLEGE (CONT.)

## ACADEMIC CENTERS

St. Norbert's academic centers are unique in focus, each enriching the experience of students and the campus community. The centers include: the **Cassandra Voss Center** (dedicated to innovative, holistic programming about gender and identity); the **Center for Business and Economic Analysis** (works with local business and nonprofit leaders to provide networking and serving as a source for problem-solving); the **Center for Exceptional Leadership** (provides professional development opportunities for regional business leaders through assessment, planning, coaching and mentorship); the **Center for Global Engagement** (provides global opportunities for students, faculty, staff and the community); the **Center for Norbertine Studies** (explores the impact of the founding Order's heritage in shaping the spiritual, intellectual and cultural life on campus); the **Norman Miller Center for Peace, Justice and Public Understanding** (cultivates awareness and commitment to justice and building of sustainable peace within a complex global environment); the **Strategic Research Institute** (gathers, reports and interprets data for businesses and nonprofits); and the **Sturzl Center for Community Service and Learning** (champions SNC's deeply ingrained mission of community engagement through curricular and co-curricular collaborations).

## HONORS PROGRAM

The Honors Program offers coveted opportunities to capable, highly motivated students who wish to excel by transforming learning and classroom problem-solving into action that matters to the world. Through discussion-based classes, students engage in extensive interaction with faculty members and fellow honors students. The Honors Program supports lifelong learning, creative problem solving, critical-thinking skills, original research and ethical leadership.

## ATHLETICS

SNC has a storied athletic tradition and institutional clarity that athletes are students first and foremost. A vital part of the student experience, the athletics division offers 23 NCAA Division III sports, involving more than one-third of SNC students. Since 2021, SNC teams have competed in the Northern Athletics Collegiate Conference (NACC), and for almost 40 years prior to that in the Midwest Conference. Men's and women's hockey teams compete in the Northern Collegiate Hockey Association (NCHA); men's and women's swimming and diving continue to compete in the Midwest Conference.

SNC won 123 championships in the Midwest Conference. In 2008, 2011, 2012, 2014 and 2018, its renowned men's ice hockey program was the NCAA Division III national champion, and it has also won 16 NCHA conference titles. Also competing on the national stage, track and field has captured 10 individual NCAA Division III national championships. St. Norbert student-athletes have been named Academic All-Americans 79 times.



## STUDENT LIFE

A primarily residential campus, St. Norbert College enrolls about 1,900 students (all but about 75 are undergraduates) from 30 states, 15 countries and four continents. Nearly all students live on or near the campus, which creates a powerful sense of community and a wide range of opportunities for involvement. Multiple campus living options include residence halls, townhouses, apartment-style suites, college houses and learning-themed housing. “Engaged community” defines the SNC student experience, with about 100 student organizations available, as well as leadership-development programs, service opportunities and robust internship opportunities.

St. Norbert offers several programs to help students actively explore leadership and its requisite skills. Emerging Leaders is a first-year student program where workshops, skill development and other experiences help students develop a personal leadership philosophy. Students can pursue a leadership studies minor, which examines ethical issues relevant to leadership and the impact of leaders.

From student participation in regular community-service activities during the semester to students spending their breaks in the Turning Responsibility into Powerful Service (TRIPS) program, service is a defining characteristic of the SNC student experience. Through academic service-learning, the campus and the community come together in partnership to share resources and meet community needs.

Robust offerings also encourage students’ spiritual development. St. Norbert College Parish offers liturgical experiences and service opportunities for students through an array of projects. St. Norbert is a leading school in the Council of Independent Colleges’ Network for Vocation in Undergraduate Education (NetVUE), with both a board member and a consultant within its ranks.



## AMONG OUR POINTS OF PRIDE

- Ranked consistently by *U.S. News and World Report* among the top liberal arts colleges; this year ranked in the top 100 for the first time
- Listed as one of 2023’s “Best in the Midwest” by the Princeton Review’s Best 655 Colleges
- Named to the John Templeton Foundation Honor Roll for Character-Building Colleges
- Acclaimed by external rankings that consistently note educational quality, affordability and alumni success
- Noted for exemplary practices of community engagement by the Carnegie Foundation for the Advancement of Teaching
- Celebrated for one of the best on-time graduation rates in the Midwest. (An impressive 9 percent of students graduate in 3.5 or fewer years)





## ABOUT THE REGION: DE PERE AND GREEN BAY

Bisected by the Fox River, De Pere is a highly livable community boasting miles of riverfront with gorgeous vistas, boutique-style shopping, lively restaurants and many outdoor recreation opportunities. The Fox River Trail, a 25-mile trail and haven for bicyclists, runners and in-line skaters, runs through the city and extends along the waterway through downtown Green Bay. De Pere's two downtown corridors are attracting both established and start-up businesses and, with them, a growing number of young professionals opting to live here. This year, the region's arts and entertainment scene will get a significant boost with the opening of the magnificent Mulva Cultural Center, just across the river from SNC.

Located just five minutes south of Green Bay, De Pere is in the center of a metropolitan area of about 250,000 people and home to the premier Green Bay Packers organization. In fact, since the time of legendary coach Vince Lombardi, the Packers have had a 60+ year partnership with SNC!

Greater Green Bay offers abundant opportunities for recreational and cultural endeavors. It features growing communities with attractive housing options, top-tier schools and world-class health care. Northeast Wisconsin is home to Fortune 500 companies as well as thriving start-ups. Green Bay business activity is one reason why the region also serves SNC students as a career preparation laboratory, with students and graduates sought after for internships.

St. Norbert College is within easy driving distance of Milwaukee, Madison, Chicago and Minneapolis-St. Paul. Convenient to campus, Austin Straubel International Airport is a regional transportation center, serving cities throughout the country.





## LEADERSHIP AGENDA: VICE PRESIDENT AND CHIEF ACADEMIC OFFICER (VP/CAO)

The VP/CAO of St. Norbert College is a full-time administrative appointment reporting to the president and carrying faculty status and rank in an appropriate discipline. The VP/CAO serves as liaison to the Board of Trustees academic committee. As the president's lead partner in advancing the college's academic enterprise, the VP/CAO serves on the president's cabinet and chairs or co-chairs key committees.

SNC seeks an entrepreneurial and strategic leader to collaborate with colleagues to build upon the excellent core curriculum that prepares graduates to create lives of meaning through contributions to their careers and communities. SNC is interested in creating "constellations of excellence" in areas of considerable strength including health sciences, business-related disciplines, athletics and related academic programming. The college is most interested in creative and innovative academic leadership with experience diversifying academic offerings and populations served. This is consistent with the college's commitment to respond to the changing interests of students and pressing needs of the community within the context of its enduring values of lifelong learning and service. The VP/CAO has an essential role in creating processes that transparently demonstrate the link between the core enterprise of the academy (teaching and learning) and its financial model (program revenue and expenses). This work is critical in order to prepare faculty and staff to engage in shared responsibility and accountability for the performance of Academic Affairs as well as consequential decision making in support of advancing academic excellence, distinctiveness and financial sustainability.

The VP/CAO fosters and inspires excellence, innovation and community by enabling faculty effectiveness, student success and institutional collaboration, both internally and with external partners. The VP/CAO meets regularly with the elected representatives of the faculty and key faculty committees to discuss matters of mutual interest. Direct reports to the VP/CAO include the deans as well as a range of faculty and/or staff overseeing areas such as the library, Honors Program, Faculty Development, etc.

In addition to serving on the president's cabinet, the VP/CAO assumes the responsibilities of the chief executive officer in the president's absence and, aware of the critical relationships necessary to advance the SNC mission, engages in strong collaborative relationships with the deans and with all members of the president's cabinet.

Essential collaboration with the vice presidents for student affairs and enrollment ensures that optimal recruitment and retention goals are met or exceeded. The VP/CAO also engages actively with the senior advancement officer to secure resources that support faculty excellence and the development and strengthening of academic programs. Working together with the vice president of business and finance/CFO ensures that the unique needs of the academic enterprise and the college's business functions align well. Of signal importance is the VP/CAO relationship with the chief mission officer so the faculty's critical and unique role in advancing the tripartite St. Norbert mission of Catholic, Norbertine and liberal arts is understood and embraced.

The VP/CAO provides leadership and support for the deans and faculty in imagining, designing, implementing and assessing programs and initiatives that align with the SNC mission and strategic plan.

# LEADERSHIP AGENDA: VICE PRESIDENT AND CHIEF ACADEMIC OFFICER (VP/CAO) (CONT.)

## ESSENTIAL RESPONSIBILITIES:

- Serve as a strategic partner in advancing the SNC mission and core values.
- Hire, diversify, develop, support and evaluate the faculty in light of the mission and current needs.
- Collaborate in developing, implementing and assessing Strategic Enrollment Management (SEM) efforts across student populations.
- Develop, articulate and pursue a strategic academic agenda that honors SNC's commitment to educational quality, student success, operational excellence and long-term financial sustainability.
- Translate a strategic academic agenda into an actionable plan that advances and tracks curricular relevance, educational quality, student success, faculty accomplishments and institutional reputation over time.
- Diversify academic programs and offerings to meet community needs, actualize the lifelong learning mission of the college and make progress toward a sustainable financial model.
- Collaborate with faculty to create short-term, in-demand learning opportunities linked to powerful partnerships (corporate, foundation, government and nonprofit organizations) that offer competitive advantages to graduates.
- Leverage technology in the teaching and learning enterprise to achieve accessibility and scale, where appropriate.
- Use data to make informed decisions related to curricular efficiency, effectiveness and programmatic improvements.
- Engage faculty as leaders in student engagement, learning and success initiatives across the college.
- Promote a culture of shared governance and mutual respect in achieving the goals of an Academic Affairs strategic agenda.
- Offer visionary leadership in creating a diversity, equity, inclusion and belonging agenda throughout Academic Affairs, and track tangible progress over time.
- Strive for excellence in core areas of teaching, advising, scholarship and service.
- Create a robust culture of assessment to support continuous improvement in all academic programs to meet or exceed all accreditation and compliance requirement.
- Assist in enabling the college's rise to national prominence by improving national rankings and reputation as well as retention and graduation rates.
- Possess the ability to think strategically, prioritize effectively and act with integrity and moral courage.
- Advocate for the educational mission of the college with the president's cabinet and Board of Trustees.
- Identify, allocate and manage resources in a way that supports the SNC vision, mission and strategic priorities.
- Represent the president as requested and lead the college in the president's absence.
- Perform other duties as delegated by the president.





## LEADERSHIP AGENDA: VICE PRESIDENT AND CHIEF ACADEMIC OFFICER (VP/CAO) (CONT.)

### MORE SPECIFICALLY:

#### Strategic Leadership and Planning

- Assume the key leadership role in enabling academic innovation and “next horizon” thinking based on emerging higher education trends, market demand and the evolution of SNC faculty strengths through collaboration with faculty and “in the field” partners.
- Provide visionary leadership for faculty in developing, enhancing and improving academic program quality.
- Inspire among faculty, academic staff and deans a culture of excellence, innovation and growth.
- Assume the lead academic role in developing a strategic agenda in support of the college’s vision, offering support and oversight for dean and faculty engagement in planning for SNC’s future.

#### Academic Leadership and Faculty Relationships

- Lead in eliciting and supporting the SNC faculty’s best work.
- Support and promote the liberal arts and their essential integration with pre-professional and professional programs.
- Lead ongoing reviews of the curriculum.
- Enable evolution of the Core Curriculum and development of best practice faculty policies, procedures, programs and practices reflected in the Faculty Handbook.

- Engage with faculty on ways to renew and strengthen shared governance.
- Strive to build trust and consensus among the partners in the college’s shared governance model.
- Build and strengthen faculty development for the future.
- Serve as a member of the President’s Cabinet and operate as a solid institutional citizen.
- Facilitate collegial relationships among peers and colleagues.
- Collaborate with faculty leaders and committees to strengthen shared governance roles and responsibilities.
- Provide effective, transparent leadership in managing key faculty personnel decisions.
- Oversee accreditation work and relationships with the Higher Learning Commission and WI licensure bodies.
- Coordinate faculty searches with the deans and interview final candidates for mission alignment.
- Collaborate in overseeing faculty peer review systems regarding annual and periodic reviews as well as rank, tenure and promotion processes.
- Oversee the ongoing academic program prioritization process, employing data in assessing outcomes and making key decisions.
- Propose and manage a coherent, balanced academic budget that is thoughtfully tied to St. Norbert College’s strategic priorities.

# LEADERSHIP AGENDA: VICE PRESIDENT AND CHIEF ACADEMIC OFFICER (VP/CAO) (CONT.)

- Articulate a strategic vision for securing external grants with faculty, deans and advancement leaders.
- Oversee planning for academic convocations, conferences and speakers.
- Provide time, expertise and support to the president in addressing ad hoc requests.

## External Leadership

- Serve as the academic “public face” for the College by supporting the president and vice president for advancement in engaging donors and external entities in supporting SNC students, faculty, staff and alumni.

- Support the deans in establishing, maintaining and effectively engaging divisional advisory councils.
- Serve on external boards and committees as possible, especially those connected to St. Norbert College’s strategic agenda.

There is good work ahead. Challenging work. Collaborative work. We are not exaggerating in claiming that students are the absolute center of our focus and this work. Whether in the classroom, engaging in transformative research or supporting a student who may be struggling, St. Norbert faculty and staff are all in. We want a leader who respects and honors that commitment, and most important, is eager to be part of it.

## QUALIFICATIONS

The successful candidate must possess:

- An earned terminal degree and qualify for the rank of full professor.
- A demonstrated appreciation of the primacy of mission within the academic enterprise.
- A proven record as a strategic, results-driven leader who flourishes in a shared governance environment.
- Extensive knowledge of key issues and trends in higher education and the strong leadership and moral courage to address them.
- The ability to set goals, enable others to reach them, and be accountable for outcomes.
- Strong administrative, financial and leadership acumen.

It is preferred that the successful candidate has the following experience and attributes:

- Deep understanding of the Catholic Intellectual Tradition and Catholic Social Teaching and their contemporary applications in Catholic higher education as well as an appreciation of the Norbertine and the liberal arts traditions.
- The ability to apply broad, institutional thinking to challenges and opportunities.
- A collaborative and relational style and clear record of working across divisions and divides.



- The ability to earn the trust of the community in pursuing common work and goals.
- Experience with leading strategic planning and implementation.
- Experience with assessment protocols and accreditation.
- Effective oral, written and interpersonal communication skills.
- A sense of humor.



## HOW TO APPLY

Academic Search is assisting St. Norbert College in this national search. Confidential conversations are encouraged and may be arranged directly with senior consultant [Scott Flanagan](mailto:scott.flanagan@academicsearch.org) by emailing him at [scott.flanagan@academicsearch.org](mailto:scott.flanagan@academicsearch.org) or by [scheduling a call](#) or with consultant [Disa Mason](mailto:disa.mason@academicsearch.org) via email at [disa.mason@academicsearch.org](mailto:disa.mason@academicsearch.org) or by [scheduling a call](#).

The search committee will begin reviewing applications in January 2024. Though applications will continue to be accepted until the position is filled, only those materials received by **January 29, 2024**, are assured full consideration.

Applications, nominations and expressions of interest can be submitted in confidence to [SNCvp-cao@academicsearch.org](mailto:SNCvp-cao@academicsearch.org). Applications should consist of a detailed letter of interest that describes the candidate's interest and alignment with the agenda for leadership, a current curriculum vitae and a list of five professional references with current contact information. References will not be contacted without the permission of the candidate.

*St. Norbert College is an equal opportunity employer and is committed to enhancing the diversity of our people, ideas and talents. The college welcomes individuals with diverse experiences, backgrounds and skills to join the community in its pursuit of inclusion and excellence. Applications from members of underrepresented groups are strongly encouraged ([www.snc.edu/diversityaffairs](http://www.snc.edu/diversityaffairs)).*

# ABOUT ACADEMIC SEARCH

Academic Search is assisting St. Norbert College in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute. For more information, visit [www.academicsearch.org](http://www.academicsearch.org).



Committed to IDENTIFYING  
AND DEVELOPING LEADERS  
by providing the highest  
level of EXECUTIVE  
SEARCH to our  
higher education  
partners.

