

# MADONNA<sup>TM</sup> UNIVERSITY



## 2022 Presidential Search Position Prospectus





## SEARCH OVERVIEW

Madonna University seeks an innovative, energetic, and collaborative educational leader to serve as its next President. Located in Livonia, Michigan, the University is an independent, coeducational, Catholic, liberal arts university founded and sponsored by the Felician Sisters of North America. The University serves a diverse student body and offers a student-centered environment informed by the Felician and Franciscan values of respect for the dignity of each person, peace and justice, reverence for creation, and education for truth and service.



## HISTORICAL OVERVIEW

The origin of Madonna University can be traced to 1855 in Warsaw, Poland, with the establishment of the Congregation of the Sisters of Saint Felix (SSF), also known as the Felician Sisters. These women are dedicated to helping their community by ministering to the needs of the people. In 1874, five Sisters responded to the invitation to come to Polonia, Wisconsin to work with Polish immigrants. The community of Felician Sisters grew rapidly. In 1882 they moved their central headquarters to Detroit and had schools in several mid-western states. The Detroit Motherhouse also served as an orphanage, and a women's school for candidates of the Felician Congregation. In 1933, the Sisters determined they needed a college to prepare Sisters as teachers, and they began construction of a new Motherhouse in what is now

Livonia. Madonna University (then known as Presentation of the Blessed Virgin Mary Junior College) was established, in 1937, at the New Motherhouse with a first-year enrollment of 18 Sisters. By 1965, the University had outgrown its original facilities and was moved to new buildings just southeast of the Motherhouse. Madonna University admitted its first male students in 1972, instituted master's-level programs in 1982, and became accredited as a university in 1991. A leader in nursing education at the state, regional, and national levels, Madonna's College of Nursing and Health launched the University's first doctoral program, the Doctor of Nursing Practice (DNP), in 2009. Since then, Madonna's College of Nursing and Health has conferred 40 DNP degrees.



## POINTS OF PRIDE

### *Student Success*

Student achievement is recognized locally and nationally with awards from the American Red Cross, Michigan Campus Compact, the State Department of Education, and others. Madonna alumni compose a veritable “who’s who” of authors, business owners, executives, religious leaders, doctors, lawyers, hospital and school administrators, fire chiefs, police chiefs (more than 80), nurses, artists, social workers, and teachers.

### *Community Engagement*

Students at Madonna incorporate community service with civic learning to gain experiences beyond the classroom, volunteering more than 27,000 hours each year from Detroit to South Carolina to Latin America. Madonna was the first independent university in Michigan to be awarded the Community Engagement Classification by the Carnegie Foundation for the Advancement of Teaching. The University has been named to the President’s Higher Education Community Service Honor Roll since it was established in 2006.

### *Scholar-Athletes*

An NAIA Champions of Character athletics program features 22 men’s and women’s sports. The Crusaders have accrued 17 conference championships, made 28 NAIA national tournaments, two NAIA National Championships, two NAIA National Runners-up, four NAIA National Individual Champions, and had 208 students achieve NAIA-Daktronics Scholar-Athlete honors. The new athletic complex, dedicated in 2012, features the latest in lacrosse, soccer, softball, and baseball facilities. At the Ilitch Baseball Park, the baseball and softball teams share a press box, concession stand, and locker rooms.

### *Technology*

Technology permeates Madonna’s campus in smart classrooms, all-digital editing suites, mobile learning tools, social networking, a collaborate learning lab, nursing simulation lab, and electronic signage.

### *Educational Access*

True to its mission of making a college education accessible, Madonna has outreach centers in Dearborn, Gaylord, and Macomb.





## MISSION

The mission of Madonna University, a Catholic institution of higher learning, is to instill in its students Christian humanistic values, intellectual inquiry, a respect for diversity, and a commitment to serving others through a liberal arts education, integrated with career preparation and based on the truths and principles recognized within a Felician Franciscan tradition.

Madonna's mission receives its spirit from these Franciscan Values:

- Respect for the Dignity of Each Person
- Peace and Justice
- Reverence for Creation
- Education for Truth and Service

## FACULTY

The faculty members at Madonna are noted for their dedication to the success of the individual students, in and out of the classroom, as well as for their commitment to their professions. The total number of full-time faculty is 123 with 60 percent of the faculty holding a Ph.D. or terminal degree.

The faculty dedication to excellence can be seen in the classroom and in the community — whether it's DNA research and the accreditation of the Forensic Science program, the annual Faculty Vocal and Instrumental Music Concert, the nursing program and student nursing club winning awards each year, or the teacher education program consistently receiving exemplary status from the State Board of Education. Members of the School of Business faculty work with area companies to conduct research and/or develop student projects that assist small businesses. Faculty also use their professional networks to arrange for internships in clinical laboratory imaging, broadcast and cinema arts, criminal justice, graphic design, sport management, aging studies, and more.

Students benefit from faculty members' participation in service-learning projects; from the Pay-it-Forward initiative to Alternative Spring Breaks. The Ford Community Corps initiative provides an opportunity for faculty to collaborate with and to guide students on interdisciplinary teams to complete service projects that help area non-profits.

Faculty members are retained under three-year, renewable contracts. Although the number of diverse and international faculty is small, the University will continue to implement plans to strengthen these numbers. The student to faculty ratio of 12:1 ensures personal attention in small classes.



## ACADEMIC PROGRAMS

Madonna University's current accreditation was reaffirmed in 2018 by the Higher Learning Commission. In addition, the University has earned accreditation in 13 specific fields including the American Bar Association (ABA), Commission on Collegiate Nursing Education (CCNE), and National Council for Accreditation of Teacher Education (NCATE).

Madonna University offers a strong general education curriculum integrated with liberal arts and career-oriented majors, including more than 60 bachelor's degrees, 70 certificates, and 30 master's and doctoral programs, including doctoral degrees in education and nursing. The University offers academic programs through five colleges/schools, each directed by a dean: Arts & Sciences, Business, Education and Human Development, Nursing & Health, and the Graduate School.

## College of Arts and Sciences

Academic programs offered through the College of Arts and Sciences are the foundation of a liberal arts education. A rigorous curriculum fosters students' capacities of analysis, artistic expression, scientific inquiry, communication, problem solving, and synthesis of knowledge in 45 academic disciplines.



### Highlights

- Required every student to take the Franciscan Heritage religion course.
- Students worked with muralist Hubert Massey to complete St. Peters Church Mural in Detroit.
- Received a 2019 National Endowment for the Humanities grant to produce *MU Journal*.
- Sign Language Studies faculty members worked with the state of Michigan on a needs analysis survey, *NotWithoutUsMich.org*, for the Deaf, Deaf/Blind, and Hard of Hearing.
- Hosted 15 art exhibitions featuring the work of students and other artists.
- Bolstered the commitment to performing arts with the addition of dance, pep band, jazz ensemble, repertory theatre, and string ensemble.
- Three-year average pass rates of 92% on the Registered Dietitian and

Nutritionist credentialing exam.

- Student research projects were presented at the Michigan Academy of Science, Arts, and Letters.
- Student Math team earned the second highest score in 2018 Annual MATH Challenge among 60+ teams from 25+ Midwest universities.
- Students produced five full-length feature films and won more than a dozen Student Production Awards from the National Academy of Television Arts and Sciences.

### Accreditations

- Forensic Sciences Education Programs Accreditation Commission (FEPAC)
- Accreditation Council for Education in Nutrition and Dietetics (ACEND)

### New Programs

- Bachelor of Science in Animal Studies
- Bachelor of Arts in Dance
- Bachelor of Fine Arts in Dance
- Online General Studies
- Master of Science in Nutrition and Dietetics
- Master of Science in Nutrition and Wellness
- Certificate in Applied Forensic Science Research





## School of Business

Academic excellence and ethics are key elements of the mission of the School of Business. The 14 distinctive academic programs offered through this professional school turns out graduates who are business leaders prepared for careers locally, regionally, and worldwide.



### Highlights

- Retooled all academic programs to meet the needs of businesses and industry and play a role in the comeback of the city of Detroit.
- Every student participates in at least one internship, preparing them for careers in the ever-changing workplace.
- Three alumni of the undergraduate program were awarded Fulbright Scholarships.
- Tuesday Business Matters lecture series provides opportunities for students to learn, firsthand, from industry leaders.

- Opened an Innovation Lab where students can refine their ideas and gain hands-on experience with emerging technology.
- Connected to the world of work in Metro Detroit with an engaged business advisory board of area leaders in a variety of industries.
- Delivered distance-learning programs in Haiti, and Dubai, UAE. Students complete a bachelor's degree in business.

### Accreditations

- Accreditation Council for Business Schools and Programs (ACBSP)

### New Programs

- Master of Science in Accountancy
- Master of Science in Business Leadership
- Concentration and minor in finance
- Graduate certificate and undergraduate minor in global supply chain management







## College of Education and Human Development

With a commitment to exemplary teacher education and social justice, the College of Education and Human Development offers 54 professional academic programs focused on teacher education, graduate education, behavioral and social sciences, criminal justice, social work, and sociology.

### *Highlights*

- Committed to fostering social justice, the College hosted events and guest lectures to address human trafficking, DNA and forensic evidence, psychology, and behavioral neuroscience.
- A leader in teacher education and preparation, the program consistently earns the State of Michigan's highest ranking.
- Sociology and social work students engaged in service-learning projects and provided more than 150,000 hours of internships to more than 100 institutions/agencies.

### *Accreditations*

- Council for Accreditation of Educator Preparation (CAEP) since 2016
- Council on Social Work Education (CSWE) Bachelor's 2011, Master's 2018
- American Bar Association Standing Committee on Paralegals 2013

### *New Programs*

- Bachelor of Arts in Political Science
- Master of Science in Criminal Justice Leadership and Intelligence
- Master of Social Work
- Education Specialist in Educational Leadership
- Doctor of Education in Leadership and Innovation

## College of Nursing and Health

In a learner-centered community students gain the knowledge and experiential learning opportunities necessary to succeed and to deliver relationship-based care in today's complex health care environment. Madonna's strong legacy of degree programs in nursing and health have developed students into confident, prepared, and patient-focused nursing professionals who promote excellence and leadership in the health professions.



### *Highlights*

- Approved education partner of the Health Information and Management Systems Society (2019).
- One of the largest providers of sought-after nursing professionals in the state.
- Provided nursing and other clinical opportunities through partnerships with area hospitals, laboratories, and health care providers.
- Launched the Accelerated Bachelor of Science in Nursing (ABSN) program in 2018, in partnership with Orbis Education. Students of Madonna's ABSN program can earn their degree in as little as 16 months. The program combines online

courses, simulation, and coursework in the new 15,000-square-foot academic center in Southfield, MI, and clinical experience at Ascension Michigan, as well as other leading healthcare facilities in the metro Detroit area. Dedicated to offsetting the shortage of nurses in the U.S., Orbis programs have graduated more than 7,500 nursing students, with an average first-time NCLEX pass rate of 92 percent.

### *Accreditations*

- Commission on Collegiate Nursing Education 2016

### *New Programs*

- Master of Science in Nursing-Family Nurse Practitioner
- Post Bachelor of Science in Nursing-Doctor of Nursing Practice
- Four Doctor of Nursing Practice degrees with concentrations in:
  - Adult-Gerontology Acute Care Nurse Practitioner
  - Adult-Gerontology Acute Care Nurse Practitioner/Family Nurse Practitioner
  - Adult-Gerontology Primary Care Nurse Practitioner
  - Family Nurse Practitioner





**The Graduate School** has offered graduate programs since 1982. Madonna's 30-plus graduate degree and certificate programs span a variety of academic areas including pastoral ministry, humane studies, history, and liberal studies and leadership. The College of Nursing and Health, the School of Business, and the College of Education comprise the majority of graduate enrollments. The College of Nursing and Health has master's, post-master's, and the only doctoral degree program (Doctor of Nursing Practice) offered at Madonna University. This program also has a unique arrangement with the neighboring University of Detroit Mercy School of Nursing. Also of note is the dual nurse practitioner program combining primary or acute care with advanced practice hospice and palliative care; the only such program in the Midwest.



**Outreach and Distance Learning (O&DL)** provides select academic programs that are delivered at outreach sites, online and internationally. O&DL does not have a school or college structure, its own faculty, nor does it admit its own students. Rather, academic programs are delivered through the school or college and academic department of origin. Internationally, the University offers programs in various modalities — entirely online, hybrid, and entirely face-to-face — currently in Dubai and Haiti. Tuition is discounted and focused on supporting underserved populations. Madonna University has pioneered unique and distinctive programs such as sign language studies (first bachelor's degree in the country). Other notable programs include gerontology (the first and only independent department of gerontology at a Michigan University), broadcast and cinema arts, sport management, emergency management, clinical laboratory science, forensic science, and environmental science.

Plans for new program development and major strategic goals are captured in the University's current strategic plan. The plan encompasses three key pillars: achieving academic distinction, optimizing student success, and improving organizational effectiveness and financial health.





## ENROLLMENT

Madonna University enrolls a diverse blend of students that include those who come directly from high school, transfers from community colleges, home school students, veterans, adult learners, part-time students, on-line students, international students, and graduate students. Through growth and development, the institution has become one of the nation's largest Franciscan universities with a combined undergraduate and graduate student body of approximately 2,100 students, with record freshman classes for three of the past five years. The freshman retention rate has averaged 76 percent (full-time, bachelor-degree-seeking students).

Of the total student population, approximately 96.5 percent come from Detroit/Michigan areas and international students represent 33 countries.

Approximately 27 percent of the student population is Catholic, (it should be noted that many students do not report any religious affiliation as our application doesn't require it, and these numbers are calculated excluding those who do not indicate a preference) and 23 percent of the student body is from underrepresented groups. The first-to-second year retention rate is 68 percent.

More than 97 percent of first-time, full-time students receive grant aid, and their average amount of grant aid from all sources is \$18,033. The average amount of institutional grant aid for undergraduate students is \$13,817. Total institutional assistance over five years is more than \$63.8 million.



## STAFF

Focused on student success, Madonna University staff members work with administrators and faculty to provide students the resources necessary to help them achieve their academic goals. Starting with the Office of First Year Experience, students are assisted in making a smooth transition from high school to college. Staff in Financial Aid and Career Services help students find funds to pay for their education, gain work experience, and create a résumé that will launch their career. From the Writing Center, Counseling and Disability Resources Center, and the Ford Technology Lab, to tutoring, Campus Ministry, and Veterans Services, there are abundant support services to help students grow and succeed intellectually, spiritually, and professionally.



## STUDENTS

Madonna University students incorporate community service with civic learning to gain experiences beyond the classroom. Madonna University graduates apply their knowledge and skills in meaningful service around the world—improving the lives of others—while excelling in their own professions. Madonna alumni are living on every continent except Antarctica. Madonna was the first independent university in Michigan to be awarded the Community Engagement Classification by the Carnegie Foundation for the Advancement of Teaching.

Students have the opportunity to participate in the study abroad program. Most of the programs are short-term (ten days to three weeks) in countries such as Ireland, England, France, Costa Rica, Poland, Italy, Spain, China, or the Philippines.

Of the current 2,100 enrolled students, 450 are residential students housed in four residence halls. Although primarily a commuter college, Madonna has more than 35 registered student organizations involving some 500 students. Over 30 percent of the student body participates in curricular and non-curricular service.

## ADVANCEMENT

Future campaigns and projects will focus on developing facilities to enhance 21st century learning. These buildings and renovations will aid in attracting and retaining students, offer innovative ways for faculty and staff to deliver services, and provide more opportunities to engage alumni and friends. Likewise, resources will be applied to programs, technology, and sustainability.

The Annual Giving Campaign typically raises \$300,000; this does not include money raised through special events. The institution has nearly 34,000 alumni and 10 percent of the alumni population is active, while only three percent participate in alumni giving programs.

In the last six years, the Madonna endowment has increased by 20 percent, surpassing \$51 million, and has returned 10.9 percent (net of fees) annually. This puts the University in the 8th percentile ranking ahead of 92 percent of its peers, out-performing, for example, Stanford, Rice, and the University of Pennsylvania.



## GOVERNANCE

Madonna University is sponsored by the Felician Sisters of North America, Our Lady of Hope Province, who govern the University through Felician Services, Inc., its wholly controlled incorporated ministry, which is the sole corporate member of Madonna University and the Sisters' 30 other sponsored ministries.

Felician Services, Inc. is a collaborative body of Felician Sisters and lay partners charged with oversight of the Felician Sisters' sponsored ministries. Felician Services Inc. carries out its responsibilities by monitoring and providing oversight on mission and values, the quality of the programs provided, operational integrity, strategic leadership, and financial viability thereby providing the necessary resources to the Board of Madonna University to carry out its responsibilities.

The Board of Trustees is comprised of 11 members with no upper limit imposed by the bylaws. Two trustee members are of a religious order. The Board meets four times a year and has six committees. Term limits are in effect with two three-year terms followed by a one year "sabbatical" enabling board members to be "re-invited" to serve.





## LOCATION

Conveniently located in the center of southeastern Michigan, one of the most diverse and culturally rich regions of the United States, Madonna's main campus encompasses more than 90 scenic acres and is a short commute from Ann Arbor, Detroit, Lansing, Toledo, Ohio and Windsor, Canada. In addition, Madonna University offers degree programs in Dearborn, Gaylord, Macomb, and Southfield, Michigan, and online in the United Arab Emirates, and Haiti.

More information about southeastern Michigan can be found at:  
[www.michigan.org/regions/southeast](http://www.michigan.org/regions/southeast)





## LEADERSHIP AGENDA

The opportunity to become the eighth president of Madonna University in its 85-year history is compelling, especially given the possibilities of managing change at this point in the institution's history. The strong support of Madonna's faculty, staff, students, alumni, donors, and others offers the new president an exceptional opportunity to provide the leadership these key stakeholders demand. The new president must exhibit the following leadership priorities:

### *Provide Distinguished, Visionary, and Trusted Leadership*

The loyalty and dedication of Madonna University's hard-working faculty and staff, many of whom have served the institution with unwavering support over many years, is striking. The faculty and staff look to the president for leadership, collaboration, and empowerment. The

president must engage the entire community in reflecting, visioning, and planning for the future of the institution. They must embrace diversity in thought and action and model a life of intellectual achievement, acceptance, and inclusion within the Catholic spirit and Franciscan values. The president must engage the community in discussions of the academic mission and programs, encourage the setting and achievement of high standards, and serve as an external interpreter and enthusiastic spokesperson for the University.

The following senior administrative positions report directly to the President: the Provost and Vice President for Academic Administration, the Vice President for Advancement, the Chief of Staff, the Vice President for Student Affairs and Mission Integration, the Chief Diversity Officer, and the Director of Athletics.



## *Build Community*

Madonna University is a caring commuter community of faculty, students, staff, administrators, and Sisters living and working together in an atmosphere of respect and common purpose. A concerted effort to improve communications between the new president and the Board of Trustees, senior administration, faculty, and staff, as well as instilling a spirit of teamwork, information-sharing, mutual respect, trust, and transparency in decision-making are essential components of a successful presidency. It is vitally important that these values not only continue, but that they grow and prosper. It is expected that the new president will provide a style of leadership that recognizes the central importance of continuing to live, model, and build campus community.



## *Raise Funds and Allocate Resources*

Since its inception, like many other religiously-affiliated institutions, Madonna has depended on tuition monies, fundraising, and support from the Felician Sisters to cover its costs. The University's endowment will need the focused attention of the president and Board of Trustees. The University has a limited history of capital campaigns. Although the University recently concluded a \$50 million campaign, more ambitious campaigns will need to be planned for the near future. It is extremely difficult to become a high-achieving independent university in these challenging times without the benefit of a healthy endowment and successful capital campaigns. Fundraising must be a principal focus of the president's attention.

Although the University maintains a balanced budget and anticipates continued fiscal responsibility, as with many private institutions, the financial picture remains a concern. Securing stronger financial stability is imperative.



### *Implement the Strategic Plan*

The Madonna community has spent a significant amount of time in the past few years developing a strategic plan to advance the University's academic distinction, optimize student success, and improve organizational effectiveness and financial health. The continued implementation of that plan and additional plans, including defining the specific strategies and outcomes, will require the attention of the next president. They are expected to work from the base of what already has been accomplished, while engaging the University community in developing a renewed set of clear and concise goals and priorities. The new president will play a key role in establishing and refining priorities and executing a plan, in conjunction with faculty, staff, and the Board of Trustees.

### *Increase Enrollment*

The president will need to prioritize efforts to work closely with the Board of Trustees and senior administrative staff to propose, advocate, and implement optimal enrollment goals for undergraduate and graduate programs. The environment has become increasingly competitive with nine post-secondary institutions operating in Livonia. The president will also need to evaluate the various outreach and international programs and assess the continued and strengthened operation of these various initiatives.

By establishing short- and long-term enrollment goals, the president and Board of Trustees will need to keep in

mind the effect that an increased student body would have on the capacity of the physical plant, faculty and staff workload, and budgetary resources. Furthermore, managed growth must also be accompanied by strategic and responsive programs, standards, and development of assessment models that will ensure the highest quality and timely outcomes for the students and community.



### *Enhance Positioning of the Institution*

In its strategic plan, the University identified the need for marketing initiatives to enhance its image to better position Madonna with local, state, and national audiences to improve financial support and student recruiting. Also, campus conversations included the need to be better able to quickly take advantage of unexpected challenges and opportunities that demand rapid and strategic action. The University has enjoyed success in encouraging faculty and staff to develop innovative programs that are entrepreneurial and creative. Ongoing encouragement of such programs is essential as the institution continues to develop unique and distinctive academic offerings to address the increased competition.



# PRESIDENTIAL ATTRIBUTES

The following qualifications, experiences, and attributes will be sought in the next president:

- The ability to demonstrate that they are a knowledgeable, committed, active, practicing member of the Roman Catholic faith who shares an appreciation of Madonna's distinctive culture and values in the Franciscan tradition, and is dedicated to building on its strong Catholic and Felician-Franciscan identity and maintaining its unique position in higher education
- Demonstrated significant and successful administrative experience, with particularly strong skills in financial management and the development and maintenance of fair and effective budgets in a higher education environment
- An ability to communicate and promote the University's mission and vision with spirit and conviction, along with the aptitude, experience and passion for recruiting others to support a distinctive institution financially; including the ability to work closely and effectively with the Board of Trustees and engage the Board in friend-raising and fundraising
- A collaborative leadership style that incorporates negotiation and diplomacy skills in order to effectively utilize the talents of faculty and staff, so as to build upon relationships and a sense of community
- A successful track record in higher education change management in facing competition, as well as the capacity to see challenges and threats as opportunities
- A dedication to, and support for, principled leadership and transparency in dealing with all constituencies with the ability to listen closely, make decisions firmly, and communicate those decisions clearly and effectively
- Extensive experience in setting aggressive agendas and accounting for their achievement
- An informed commitment to the ideals of liberal arts education and professional programs in the context of Franciscan values and the ability to confidently make decisions based upon those principles, and then articulate and implement them while balancing intellectual arguments with practical reality
- Previous experience in expressing appreciation for faculty work in teaching, learning, and scholarship, and a willingness to support and enhance these endeavors
- Identify and promote visionary and innovative ideas to continue the excellence of the University and to move it forward in addressing the needs of its students and the community, combined with a genuine interest in developing and maintaining positive relationships with alumni, benefactors, the community leaders, and other key friends of the University
- Excellent communication skills, with a comfortable public presence, along with the requisite energy, stamina, enthusiasm, and sense of humor required of a president
- Holds a terminal degree



## APPLICATIONS

Interested candidates should submit only a cover letter and résumé to RPA Inc. at [MadonnaPresident@rpainc.org](mailto:MadonnaPresident@rpainc.org). For a confidential discussion about this opportunity or to make a nomination, please contact **Isaac Karaffa**, vice president and senior consultant, or **Dana John Cohick**, president, at the email address above. To receive priority consideration, submissions must be received by **November 28, 2022**. First-round interviews will commence thereafter.

*MADONNA UNIVERSITY A Catholic institution founded by the Felician Sisters of North America, and guided by the values of St. Francis of Assisi. Candidates must be committed to excellence in teaching, scholarship, and service, and support the Mission of the University. We are an equal opportunity employer committed to a culturally diverse workforce. We do not discriminate on the basis of race, religion, color, sex, age, national origin or disability. Candidates must be legally authorized to work in the United States. Verification of employment eligibility will be required at the time of hire.*