

SEARCH PROFILE:

PRESIDENT



TABLE OF CONTENTS

ABOUT THE UNIVERSITY	4
HISTORY	5
ACADEMICS	6
STUDENT LIFE	6
FINANCES	7
LEADERSHIP AND GOVERNANCE	7
CTX STRATEGIC PLAN	8
AUSTIN, TEXAS: A THRIVING HUB OF OPPORTUNITY AND CULTURE	8
THE LEADERSHIP AGENDA	9
QUALIFICATIONS, CHARACTERISTICS & EXPERIENCES	10
NOMINATIONS & APPLICATIONS	11



The Board of Regents of Concordia University Texas invites nominations and applications for an individual to become the university's 10th president.

Concordia University Texas (CTX) seeks a strategic, inspiring, and creative servant leader who brings a highly relational personality and champions a collaborative leadership style. He or she will be a person of strong faith who ensures that the campus remains Christ-centered, fully embracing and modeling its Lutheran identity. The next president will build upon an extended era of successful leadership to ensure continued financial stability while taking advantage of the opportunities for enrollment and resource growth presented within the dynamic Austin community and the state of Texas.

The next president will have a visible presence on campus while working to build CTX's external brand and visibility. The successful candidate will embrace the University's new self-governance structure (including the use of the Carver policy-based model of governance) and work to build relationships across the greater Austin community and with Lutheran Church–Missouri Synod (LCMS) ministries across the country.



ABOUT THE UNIVERSITY

CTX stands as a distinguished Christian institution in Austin, offering a diverse array of dynamic undergraduate, graduate, and doctoral programs centered around dialogue and personal growth. As the premier Christian university in Austin, CTX is committed to fostering an environment where students from all backgrounds can thrive.

CTX is committed to its Christian roots, its alignment with the theology and doctrine of the Lutheran Church–Missouri Synod, and its resolve to be a part of the mission of the church at-large. Serving about 1,600 undergraduate and 275 graduate students with a blend of traditional and online courses and programs, the institution caters to the needs of a modern and dynamic student body. CTX employs 180 faculty and staff members, each of whom is dedicated to the University’s mission of preparing students to serve and lead with integrity and purpose.

Situated in the vibrant landscape of Austin, the University’s scenic nature-preserve campus of about 400 acres provides an inspiring backdrop for academic exploration and personal development. In addition to its main campus, CTX runs two satellite campuses that host its ABSN (Accelerated Bachelor of Science in Nursing) program, both in Austin and Dallas. Dedicated to fostering diversity in higher education, CTX welcomes students from all walks of life, ensuring that the adventure of faith, learning, and transformative experiences leads to meaningful endeavors.

As CTX prepares to enter its second century, it remains dedicated to its current mission, vision, and values, as stated below:

MISSION

Concordia University Texas empowers students of all backgrounds to lead lives of critical thought, compassionate action and courageous leadership. As a liberal arts university rooted in the Lutheran tradition and aligned with the Lutheran Church-Missouri Synod, Concordia Texas develops the mind, heart, soul, and body, preparing leaders for lives of service.

VISION

We are the premier university where the adventure of faith, learning, and life-changing experiences leads to meaningful work.

VALUES

- Christ-Centered
- Caring for People
- Vocation
- Life-Long Learning
- Trust
- Courage



HISTORY

CTX has a rich history of providing Christ-centered, high-quality education in Central Texas. Founded in 1926 as a high school on a 20-acre site north of downtown Austin, CTX expanded into a junior college in 1951. It became one of the first colleges in Austin to integrate its student body in 1953, and then welcomed women for the first time in 1955. In 1980 CTX became a four-year college, and in 1995, it expanded its degree offerings to include a master's in education and adult degree completion programs across the state. The University launched one of the first Accelerated Bachelor of Science in Nursing programs in Texas in 2016, and in 2018 CTX began offering the Doctorate in Education.

When CTX was founded, Austin was very different from the metropolis it is today. What was once vast, open countryside a few miles north of the Capitol is now a dense development along a major interstate highway. In 2005, after considering over 30 locations, the Board of Regents made a visionary decision to move the campus and in 2007, CTX purchased Schlumberger's 437-acre former campus, the Austin Hill Country Reserve.

The new campus opened in 2008, featuring renovated buildings, a new field house, student housing, and a unique crown jewel: a 250-acre nature preserve. The rich ecosystem offers students a stunning natural environment that is home to wetlands, caves, and dense tree cover that protects two endangered species of birds: the Golden-cheeked Warbler and the Black-capped Vireo. The relocation offered an expansion of services for students and the broader community.

Since then, several academic buildings and other facilities have been constructed and named after impactful individuals who advanced CTX's mission, including the Zielke Academic Support Center, the Gardner-Boggs Baseball Field, Martens Hall (named in honor of former University president Ray Martens), Cedel Hall (named in honor of former University president Dr. Tom Cedel), the Roberts Family Softball Field, and the Birkmann Entrance.

ACADEMICS

CTX's seven colleges and schools offer 22 undergraduate degree programs plus the MBA, Master's in Education, Doctorate in Education and Doctor of Nursing Practice. The top degree programs (by number of students enrolled) are:

- Nursing/Pre-Nursing
- Business Administration
- Master of Education
- Kinesiology
- Doctor of Education
- Psychology
- MBA

CTX courses are offered to students, both in person and on-line, through a combination of full-time and adjunct faculty, with a full-time faculty-student ratio of 16:1.



STUDENT LIFE

Student life at CTX complements outstanding academic programs to prepare graduates with the skills and values for service and leadership, prepared to serve their communities with compassion and courage, equipped with the academic and spiritual foundation emblematic of a Christ-centered education.

CTX enrollment is approximately 1,875 (FY24 Headcount), including about 1,600 undergraduates and 275 graduate students. Approximately 85% of CTX students are full-time, and 20% are enrolled on-line. Consistent with its mission of serving students from all backgrounds, nearly 60% of the CTX student population includes students of color, and 50% qualify for federal need-based aid. About 30% of CTX students are the first in their immediate families to attend college.

CTX students are active in over 25 clubs and organizations. Approximately one-third of CTX undergraduates compete in fifteen NCAA Division III athletics programs. The Tornados are members of the Southern Collegiate Athletic Association. In 2019, CTX launched the first varsity e-sports program in Central Texas.

CTX students are active in campus ministry. Led by an LCMS-ordained pastor, the campus ministry team



consists of a combination of full-time and part-time workers who disciple students to then disciple other students. Chapel for the entire community is held three times each week, with student-led worship occurring every Thursday evening. Life Groups are held across campus, normally led by students who engage other students in conversation, prayer, and scripture. CTX students go beyond campus to serve the greater Austin community, helping in churches across Austin and engaging in short-term and long-term experiences locally and worldwide.



FINANCES

CTX operates from a strong financial position, even as it faces headwinds common to institutions of higher education across the country. CTX operates its 437-acre campus with roughly 180 full-time employees (both faculty and staff) on an operating budget of just under \$50 million. CTX's net assets indicate steady, positive growth.

The University has operated with a positive margin for 17 out of the past 20 years, resulting in a strong cash position. The current budget was constructed with a strategic investment in the University's new "Right Call" tuition-pricing initiative.

CTX's endowment remains healthy, with most of it restricted for specific student support. CTX has historically distributed roughly 5% of the value of board-directed funds for annual operations, largely for student support in accordance with fund management strategy and donor directives.

LEADERSHIP AND GOVERNANCE

CTX has benefited from stable and successful leadership for the past two decades. Dr. Don Christian is retiring after ten years as President and nineteen total years at CTX. The president is supported by a senior leadership team that includes the Provost/ Executive Vice President, Vice President of Finance and Administration, Vice President of Academic Operations, Vice President of Student Development and Athletics, Vice President of Philanthropy, Vice President of Student Services, Vice President for Enrollment, Marketing and Communications, and the Dean of Teaching and Learning.

In November 2022, the CTX Board of Regents voted to become the sole governing body of the University by amending its governing documents and changing its relationship with the Lutheran Church-Missouri Synod. The board is committed to upholding the University's Lutheran identity and values by living out its Demonstrations of Lutheran Identity to ensure this commitment is reflected in all aspects of the University's operations.

CTX STRATEGIC PLAN

The “Build. Connect. Thrive.” strategic plan builds on the success of the previous strategic plan, “A Strong Foundation.” The institution is halfway through this current plan, which centers on goals for student success. The strategic framework consists of four comprehensive themes that guide efforts to enhance the student experience and provide students with a pathway to meaningful work:

- **Access and Equity.** Every student understands that they are known, respected, supported, and valued at CTX.
- **Student Ready.** All CTX services, activities, and programs are intentionally designed for students of all backgrounds, strengths, and challenges to facilitate all students’ advancement toward college completion and meaningful work.
- **Faith Identity.** CTX is a safe, welcoming environment where people encounter Christ, explore their identities through a faith lens, and engage diverse cultures and ideas.
- **Innovation and Collaboration.** CTX creates innovative and collaborative opportunities that benefit students and the greater community.



AUSTIN, TEXAS: A THRIVING HUB OF OPPORTUNITY AND CULTURE

CTX provides students and employees with access to one of the most desirable cities in the United States. Known for its unique blend of innovation, culture, and outdoor recreation, Austin attracts individuals from around the world seeking a vibrant community and a high quality of life.

Austin’s robust economy and diverse industries make it an ideal destination for both career-minded professionals and recent graduates. From technology giants like Dell, IBM, Tesla, Samsung, and Apple to an array of start-ups and entrepreneurial ventures, the city offers ample job opportunities across various sectors. The city’s low unemployment rate and competitive salaries ensure that professionals can build successful careers while students can explore internship opportunities and kick-start their careers.

Austin celebrates its cultural diversity through a vibrant arts scene, world-class museums, and an eclectic culinary landscape. Students and employees can explore the city’s numerous galleries, theaters, and cultural festivals. Nature enthusiasts will find endless opportunities for exploration in Austin’s picturesque surroundings, scenic hiking trails, parks (including the CTX nature preserve), lakes, and rivers. Austin’s mild climate and abundance of green spaces make it an outdoor paradise for individuals seeking an active lifestyle. Renowned as the “Live Music Capital of the World,” Austin pulses with the rhythm of live performances, concerts, and music festivals. Whether enjoying an intimate show at a local venue or attending a world-famous music festival like SXSW or Austin City Limits, students and employees can experience the city’s vibrant music scene firsthand.



THE LEADERSHIP AGENDA

The next president of CTX will have the opportunity to lead a university with a clear mission, vision, and values, and with considerable momentum. Similar to most independent, faith-based institutions, increasing enrollment, maintaining financial health, and a continuing commitment to its Christian identity will be at the top of the leadership agenda. The president will advance the totality of the CTX mission and the primacy of student success.

Some of the key challenges of the leadership agenda for the next president:

- **Enrollment and Finances:** Like other independent, tuition-dependent universities, CTX faces financial challenges resulting from post-Covid enrollment declines and shifting graduate program enrollment trends. CTX has managed declining revenue through careful resource prioritization, without significant job cuts, while maintaining a healthy cash reserve. Nevertheless, advancing its mission will require pursuing additional programs and new revenue streams. CTX has a history and culture of innovation and change and has been a leader in adapting to evolving student needs. Developing the University's philanthropic capacity and engaging new donors and alumni will also be essential to support investment in the campus.
- **Visibility:** CTX is a highly relational campus where students, faculty, and staff expect a president who is open, approachable, and maintains a regular and visible presence. At the same time, raising the University's external visibility is a significant opportunity in the fast-growing Austin community and across LCMS ministries. A key challenge for the next president will be balancing attention and time commitment to building goodwill on and off campus.
- **Master Plan and Capital Campaign:** CTX is engaged in a master plan for investing in new facilities, including spaces of worship and athletic fields. Completing the master plan and a comprehensive fund-raising campaign to grow the endowment is essential to supporting student needs, taking advantage of the University's unique campus and maintaining CTX momentum.
- **Maintain Lutheran Identity and Self-Governance:** The Board of Regents seeks to work with LCMS ministries where there is alignment of mission. The board remains committed to its self-governance model, and the new president must continue to support and advocate for the board's position concerning this model.
- **Commitment to Students of All Backgrounds:** CTX serves a wide range of students who come from diverse socioeconomic, academic, racial/ethnic, and religious backgrounds. For CTX to continue to thrive, the next leader must be committed to ensuring that CTX is a place where all students have a chance to enroll, succeed, and belong. Articulating the University's mission to diverse populations and finding innovative ways to enable all students to enroll and succeed, especially those traditionally underserved in higher education, will be a primary focus for the next president.
- **Promote a Culture of Transparent Collaboration, Communication and Visibility:** CTX students, faculty and staff expect their president to be visible, open, transparent, and collaborative. The next president must apply strong listening and communication skills to continue establishing trust and goodwill across the campus community. The president will be expected to engage and affirm the role of faculty in shared governance, be visible and accessible to students, and work to affirm, compensate, and retain staff. The successful candidate will make decisions transparently and inclusively, further engendering trust and commitment from faculty and staff.

QUALIFICATIONS, CHARACTERISTICS & EXPERIENCES

The 10th president of CTX will bring a successful track record of progressive leadership experience that demonstrates the ability to manage a complex organization. Demonstrated capabilities should include leading and developing a team of high-performing individuals, financial and business acumen, excellent communication skills, success in meeting institutional/organizational outcomes in alignment with mission, and outward evidence of his or her faith. A graduate degree is required with an earned terminal degree preferred. Candidates must be an active member of an LCMS congregation.

In addition to meeting these requirements, the successful candidate will embody many of the following characteristics, experiences, and qualifications:

- A committed follower of Jesus Christ who subscribes to the Confession of the Lutheran Church – Missouri Synod.
- Ability to articulate an inspiring and motivating vision.
- A highly open, relational, and engaging personality that develops and cultivates relationships internally among students, faculty, staff, and the Board of Regents, and externally with alumni, donors, LCMS ministries, and the Austin community.
- Excellent communication and interpersonal skills with the ability to listen, clarify, inspire confidence, build trust, and advance a culture of collaboration and transparency, both internally and externally.
- An innovative mindset and ability to adapt to changing external challenges, while maintaining CTX's core mission and values.
- Demonstrated successful experience managing finances and decision-making across competing priorities.
- Demonstrated ability to think strategically and lead change across an organization.
- An understanding of the external environment influencing higher education, including state and federal government policies and their particular impact on institutions of higher education.
- Demonstrated commitment to underserved communities, with a commitment to enhancing affordability, access, and opportunity for students of all backgrounds.
- A commitment to understanding and engaging with the Board of Regents in executing the Carver Model of Policy-Based Governance.
- Demonstrated personal and professional qualities of integrity, trustworthiness, humility, and resiliency.
- Boundless energy and a genuine joy for serving students, faculty, and staff.





NOMINATIONS & APPLICATIONS

Academic Search is partnering with CTX for this search. Confidential inquiries, nominations, and applications are invited. When submitting a nomination, please include the nominee's full name, title, position, and email address.

Those who are considering applying are encouraged to schedule a confidential conversation with either Senior Consultant Dr. Stuart Dorsey (stuart.dorsey@academicsearch.org) or Dr. Alan Cureton (alan.cureton@academicsearch.org) to schedule a meeting.

An application should include (in three separate PDF attachments): 1) a letter of interest that responds to the leadership agenda, 2) a full CV/resume, and 3) a list of five professional references, including email addresses and a brief note of the candidate's working relationship with each. All submissions will be treated in confidence and should be sent electronically to CTXPresident@academicsearch.org. (Note: References will not be contacted until later in the search process and only with the candidate's permission.) A background check (including identity, degree verification, and criminal records check) must be completed satisfactorily before any candidate can be offered the position.

Review of materials will begin immediately and continue until the appointment is made. For full consideration, please submit materials by **July 15, 2024**.

Concordia University Texas is an Equal Employment Opportunity employer. Concordia University Texas empowers students of all backgrounds to lead lives of critical thought, compassionate action and courageous leadership. As a liberal arts university, Concordia develops the mind, heart, soul, and body, preparing leaders for lives of service. As a private, faith-based university, employees must be supportive of our mission. We actively seek candidates who have professional skills, experience, and willingness to strengthen campus diversity, equity, and inclusion in support of our mission as an institution and our strategic plan. To the extent allowed by law, we reserve the right to give preference in employment based upon religion. Concordia does not discriminate on the basis of gender, race, color, age, national origin, disability, genetic information, military or veteran status, and any other basis protected by law.

ABOUT ACADEMIC SEARCH

Academic Search is assisting Concordia University Texas 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.

