

# SEARCH PROFILE:

PRESIDENT



**CHADRON  
STATE COLLEGE**

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## THE OPPORTUNITY

The Board of Trustees of the Nebraska State College System invites applications and nominations for the position of President of Chadron State College. The Board seeks a new President who will build on the decade of success of President Randy Rhine, who is retiring at the end of June 2023, and work with Chancellor Paul Turman and the Board of Trustees to advance the mission of the institution and strengthen its ability to serve its students, faculty, staff, alumni, community, and region. The next President will need to embrace the rural community and culture of Chadron State College while serving as an advocate for the College to continue to extend its reach and influence in the next decade.



## ABOUT CHADRON STATE COLLEGE

Founded in 1911, [Chadron State College](#) (CSC) sits nestled against the north slope of northwest Nebraska's beautiful Pine Ridge. With its roots in teacher education, CSC has evolved into a comprehensive college offering a wide range of undergraduate and graduate programs through on-campus and online courses in a variety of fields of study. CSC takes pride in being financially and academically accessible to a student population of more than 2,200 and values diversity and inclusion in people and thought.

Chadron State College seeks to harness impactful experiences and outcomes for its students and recognizes that student engagement and learning is a principle component of its mission. While the College serves students from around the globe, CSC retains a special commitment to serve the residents and needs of Nebraska's High Plains region through education, research, and public service programs. CSC has a significant cultural and economic component to its regional role, working creatively to ensure access to quality educational offerings. A strong sense of community, resilience to adversity, and a practical approach have embodied the character of the College and region for more than a century.

Chadron State College is one of three institutions that comprise the [Nebraska State College System \(NSCS\)](#). Combined with Peru State and Wayne State Colleges, the three colleges serve nearly 9,000 students and offer more than 200 degree, certificate, and pre-professional programs. The open-enrollment institutions partner with the rural communities they serve to provide an engaging, personalized, and rewarding college experience for undergraduate and graduate students. The NSCS is committed to providing a high-quality education that is affordable and accessible to all students.

The State of Nebraska offers generous support for higher education, ranking ninth in the nation in spending per student, according to [U.S. News & World Report](#), and has increased the amount of money it spends per student by 5.3 percent from 2008 to 2018.

### MISSION, VISION & VALUES

#### MISSION

Chadron State College delivers experiences that foster knowledge and engaged leaders and citizens to enrich the High Plains region and beyond.

#### VISION

Chadron State College aspires to continue as a learner-centered institution. The College is committed to students through its focus on continuous improvement and excellence in teaching, applied scholarship, and service.

#### VALUES

- Accessible and affordable education
- Collaboration
- Diversity and inclusion in people and thought
- Impactful experiences and outcomes
- Innovation
- Integrity
- Student engagement and learning

### ACCREDITATION

CSC is the only four-year, regionally-accredited college in the western half of Nebraska. It is accredited through the Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools as well as through many subject-oriented accrediting bodies. CSC first earned accreditation in 1915, and the next comprehensive evaluation is scheduled for 2026-27. In April 2022, two Chadron State College staff members presented at the annual HLC meeting to review the four-year process leading up to the College's stellar Assurance Review that had no recommended monitoring.

## ABOUT CHADRON STATE COLLEGE (CONT.)

### STRATEGIC PLAN

Chadron State College is proud of its collaboration and diligent efforts to create alignment between every department on campus. That alignment is reflected in Chadron State 2030, a collection of three strategic plans that are crucial in future planning: the Master Academic Plan (MAP), the Facility Master Plan, and the Chadron State Foundation's comprehensive campaign. All three work together to create a high-quality learning environment for students and an engaging and rewarding place for faculty and staff to live and work.

The [Master Academic Plan \(MAP\) 2019-23](#) serves as the centerpiece of Chadron State 2030. This aspirational, practical, and flexible plan aligns with the Nebraska State College System Strategic Plan and is focused on setting direction for engagement and progress in three priority areas: People, Purpose, and Place. The [Facility Master Plan – 2030](#) was developed

through a collaborative process in 2022 to align with the Master Academic Plan and outline an approach to create opportunities for growth and reinvigoration of the campus and its facilities. The Chadron State Foundation's most recent campaign, [Next Horizon](#), began in 2015 with a \$40 million goal to help grow the endowment for program, scholarship, and capital project support. To date, it has secured more than \$54 million in state and private monies.

### DIVERSITY & INCLUSION

One of CSC's goals is to better serve underrepresented communities. One way the College is working toward this goal is the newly created Inclusion, Diversity, Equity, and Access (IDEA) Space, a safe space for underrepresented students, faculty, staff, and others to meet, research, study, and foster community. Additionally, CSC aims to achieve the designation of a Hispanic Serving Institution within the next decade.

## CAMPUS

Chadron State College's 281-acre campus features 24 major buildings, five of which are listed in the National Register of Historic Places. Many of the most historical buildings on campus have been upgraded with state-of-the-art technology and modern amenities, making it a comfortable place to live and study. In the last ten years, CSC has benefited from more than \$70 million in construction, including the Coffee Agriculture Pavilion, the Rangeland Laboratory and Classrooms, the Chicoiner Center, the Armstrong Weight Room, the Eagle Ridge Housing Units, the renovated Elliott Field at Beebe Stadium, and the Outdoor Track and Field Facility.

The newly renovated \$32 million Math Science Center of Innovative Learning (COIL) opened in fall 2022. The Math Science COIL features high-tech classrooms; lab spaces, including a gross anatomy lab; faculty offices; conference rooms; testing rooms; an 80-seat lecture hall; a planetarium and herbarium; and a natural history museum featuring fossils, minerals, and mounted birds and mammals. The building project received \$3.65 million in donations from more than 180 donors and friends of the College and considerable state-approved funding. The NSCS Chancellor Paul Turman has described the building, saying, "this new facility is a true work of art and architectural wonder. It is amazing and inspiring to our students, western Nebraska, and this region."





## ABOUT CHADRON, NEBRASKA

Located in beautiful northwest Nebraska, Chadron is just south of the Black Hills of South Dakota, borders Nebraska's famed Sandhills on the west, and is right in the middle of the Pine Ridge escarpment. It is an easy 90-minute drive north to the regional airport in Rapid City, about a five-hour drive south to Denver, or a convenient one-hour flight from Chadron to Denver International Airport. Chadron's 125 years of Old West history encompasses stories of prairie pioneers and Native Americans, and the region's rich paleontological resources draw visitors and scientists from all over the world.

At 3,400 feet elevation, Chadron is surrounded by unbroken grassland, cattle ranches, wheat fields, and the ponderosa pine-forested hills of the Pine Ridge. It is located a short hour's drive south of the Black Hills of South Dakota, home to the Mount Rushmore National Memorial, Crazy Horse monument, Custer State Park, and numerous outdoor recreation opportunities.

Chadron has a charming tree-lined downtown with shops, restaurants, coffee shops, historical museums, and a movie theater. It offers the tranquility of small-town life and hometown hospitality complemented by a picturesque landscape. Chadron has been recognized nationally as a premier outdoor sports town with access to some of the best mountain biking in the country. Public lands offer miles of hiking trails within a few minutes' drive from town that can be enjoyed at almost any time of the year, and close by there are two traditional golf courses and a top-flight 18-hole disc golf course. The region is also known for having some of the best hunting areas around, with close proximity to big game habitats in the northern part of the Nebraska panhandle and waterfowl hunting in the south.

### WHAT MAKES CHADRON UNIQUE

- Exploration of the High Plains region's unique landscapes, history, and culture.
- The Pine Ridge National Forest and Chadron State Park are just minutes from town.
- A half-hour away is Fort Robinson State Park, an important historical landmark and premier recreational site with opportunities for fishing, camping, biking, horseback riding, and kayaking.
- The Museum of the Fur Trade, four miles from Chadron, houses the world's most complete collection of materials from the trade that first opened North America to European exploration
- Visitors to the area and scientific researchers can explore early Native American culture at the Hudson Meng Bison Bone Bed, and the nearby Toadstool Geologic Park features a mesmerizing Badlands landscape rich with fossil remains.
- Chadron is located 30 miles from the Pine Ridge Indian Reservation, home to the Lakota Sioux people whose leaders, Red Cloud and Crazy Horse, made lasting marks on American history.
- The city is also home to the headquarters of the United States Forest Service management operations of two National Forests and three National Grasslands.
- Just under two hours' drive from Chadron, you can visit the awe-inspiring Mount Rushmore National Memorial, an iconic American experience.

#### FOR MORE INFORMATION:

City of Chadron: <http://chadron-nebraska.com>

Chadron Chamber of Commerce: <http://www.chadron.com>

Discover Dawes County: <http://discovernwnebraska.com>

# ACADEMICS

One of the key features of Chadron State College is its small class sizes that allow for high-impact learning and mentoring. The 17:1 student-faculty ratio and average class size of 14 enable students to build close relationships with faculty and gain hands-on experiences through research and experiential learning. CSC is an open-enrollment institution with faculty who are committed to helping students explore their passions and develop practical skills they need for future success. There are 95 full-time faculty, of which 91 percent have the highest degree in their fields. The faculty are joined by an equally dedicated staff of 204 full-time employees who are devoted to serving the needs of CSC's students.

Chadron State College offers 52 undergraduate programs, pre-professional programs, and teacher certification endorsements. Undergraduate majors include a variety of options in Art; Biology; Business Administration; Communication Arts; Education; English Studies; Family and Consumer Sciences; Health Sciences; History; Interdisciplinary Studies; Justice Studies; Mathematics; Music; Nutrition & Dietetics; Physical Sciences; Psychological Sciences; Rangeland Management; Social Work; Sport, Fitness & Recreation Management; and Theatre. All undergraduate students, regardless of their major, must complete the Essential Studies Program (ESP), which is built on student learning outcomes that provide an integrated, coherent learning experience to prepare students for a life of responsible inquiry.

CSC currently has six departments organized into three schools, but plans are underway to expand the departmental structure in the coming year. The three academic schools are the [School of Business, Mathematics, and Science](#); the [School of Liberal Arts](#); and the [School of Professional Studies and Applied Sciences](#).

To meet the changing needs of students, CSC offers a variety of online undergraduate programs and courses through [Chadron State College Online](#). Courses are offered in convenient eight-week sessions. Bachelor's degree programs are offered in Applied Sciences, Business, Education, Family and Consumer Sciences, Geoscience, Interdisciplinary Studies, Mathematics, and Psychological Sciences.

In addition to its undergraduate offerings, CSC offers [graduate degrees](#) and a non-degree program for students interested in professional development in online and face-to-face modalities. The five graduate

programs, which offer 24 pathways to a degree, include Master of Arts in Education, Master of Business Administration, Master of Education, Master of Science in Organizational Management, and Master of Science in Athletic Training.

The [Office of Academic Success](#) provides academic assistance that empowers students to reach their educational goals. Offering a range of services that include academic and career advising, counseling resources, disability support, tutoring, and more, the Office of Academic Success is committed to helping students succeed. The College also offers Project Strive, a federally-funded TRIO-Student Support Services program.

## HIGHLIGHTS

One of CSC's new and growing programs builds on an established graduate cohort in school administration in Anchorage, Alaska. It is a partnership with the Matanuska-Susitna school district in Alaska, in which high school graduates work part-time in the schools as para-professionals and earn their bachelor's degrees in education online through CSC.

This fall marked the inaugural semester for the new program in Nutrition and Dietetics.

CSC recently partnered with Nebraska Methodist College to offer a new program in which students are prepared to become registered respiratory therapists.

CSC and Western Nebraska Community College (WNCC) collaborate extensively, highlighted by the Panhandle Advantage. Students take their first two years of study at WNCC and then seamlessly transfer to CSC to complete a bachelor's degree in as little as two years.

In February 2022, a team of Chadron State College students placed first among six other teams in the Rangeland Cup competition at the International Society for Range Management meeting.

The Rural Business Leadership Initiative (RBLI), housed in the ACBSP-accredited Business Academy, recently received a four-year \$100,000 grant to expand the scope of its leadership training to fund an annual civic engagement pitch competition, business tours, workshops, and more.

The School of Liberal Arts is home to [The Eagle](#), Chadron State College's student newspaper and [KJZC Radio](#), the radio voice of Chadron State College. In April 2022, The Eagle was judged Best Overall Newspaper by the Northern Plains Collegiate Media Association for the 10th consecutive year.

## STUDENT ENROLLMENT

Chadron State College's 2,260 students (fall 2022) are comprised of 1,815 undergraduates and 445 graduate students. Across the undergraduate student population, 81 percent were full-time students, 63 percent identified as women, 56 percent were from Nebraska, 42 percent were first-generation college students, 37 percent were Pell-eligible, and nearly 22 percent of those reporting came from ethnic/racial minorities. In the graduate student population, 29 percent were full-time students, 69 percent identified as women, and 54 percent were from Nebraska.

CSC had a 2.6 percent gain in total enrollment for 2022. The largest contributing factor was the 47 percent increase in new transfer students who selected CSC as their institution of choice to continue their education. In addition to an increase in overall enrollment, the student body also continues to become more diverse, with nearly 26 percent of the incoming freshmen and transfer students identifying as students of color. The retention rate for fall 2021 freshmen was nearly 73 percent, a 3.7 percent increase over the prior year.

## STUDENT LIFE

Chadron State College offers a warm and welcoming environment for students. To help ease their transition to college life, first-year students are required to live on campus, and CSC has an active and engaged Residential Life Association that hosts more than 200 events each year in the six residence halls. With more than 50 [student-led organizations](#) to choose from, students have many opportunities to engage outside of the classroom. Options include music, theater, journalism, student government, and service organizations, among others.

One of the most popular campus-wide activities at CSC, is [The Big Event](#), a student-led, community service day designed to say thank you to the community of Chadron. Chadron State College is one of more than 125 campuses across the nation that participate in The Big Event. Starting at CSC in 2013, this annual tradition teams up over 400 CSC

student, faculty, and staff volunteers at an average of 50 jobsites each year. Volunteers have beautified city parks, painted buildings, visited local retirement homes, and much more.

The [Chadron State Eagles](#) compete in the Division II NCAA Rocky Mountain Athletic Conference, which includes 15 institutions from Colorado, New Mexico, South Dakota, and Utah. Approximately 450 student-athletes take part in at least one sport. Eagles athletics include men's basketball, cross country, football, indoor and outdoor track and field, rodeo, and wrestling, and women's basketball, cross country, golf, indoor and outdoor track and field, rodeo, softball, volleyball, and wrestling (added in 2021, the first women's collegiate program in Nebraska). CSC also offers competitive teams for Cheer, Dance, and Esports, and a variety of intramural sports, such as flag football, volleyball, and more.





## AFFORDABILITY

In keeping with its core values, CSC is committed to offering an accessible and affordable education, and the College is proud to offer the most affordable tuition in the region. CSC offers generous financial aid packages, and numerous full- and partial-tuition scholarship opportunities are available. Approximately 96 percent of students receive some type of financial support. The Nebraska State Colleges Tuition Guarantee ensures that Pell-eligible Nebraska students can attend Chadron State College tuition-free. And at CSC, all students pay the same low in-state tuition rate, regardless of residency.

Support for western Nebraska and its rural region is embedded in CSC's history and mission and the College has several programs that offer dedicated pathways leading to jobs in rural Nebraska and beyond:

- The [Rural Health Opportunities Program](#) (RHOP) is a cooperative program between Chadron State College and University of Nebraska Medical Center (UNMC) in which students from rural areas who intend to practice in rural areas receive full-tuition waivers while enrolled at CSC and pre-admittance into their specific program (i.e., pharmacy, physical therapy, nursing, etc.) at UNMC. The [Rural Law Opportunities Program](#) (RLOP) is a similar cooperative program between CSC and the University of Nebraska College of Law.
- The [Rural Business Leadership Initiative](#) (RBLI), started in 2019, aims to develop qualified financial professionals for work in rural Nebraska. It offers four-year tuition scholarships to students who are interested in working in banking, agribusiness, or accounting in rural Nebraska.



## FINANCES

For the fiscal year ending June 30, 2022, Chadron State College had revenues of \$45.7 million. It receives its funding from various sources, including 44.2 percent from state appropriations, 21.8 percent

in tuition and fees, and 18.0 percent from state and federal grants. The auxiliary enterprise accounted for 11.6 percent, and the remaining 4.4 percent came from other revenue sources.

## FOUNDATION & ALUMNI SUPPORT

The Chadron State Foundation partners with CSC to provide scholarship and program support. It also provides vital capital funding in support of campus building and renovation projects. The Foundation is a nonprofit organization that draws on the support of more than 19,000 alumni and friends. It holds approximately \$27 million in its endowment (as of

June 30, 2022) and receives in excess of \$2 million in donor contributions annually. The Foundation manages more than 400 scholarship and endowment accounts and awards approximately \$800,000 annually in scholarships. Led by a CEO, the Chadron State Foundation is governed by an all-volunteer Board of Directors.



## LEADERSHIP & GOVERNANCE

Chadron State College is a member of the [Nebraska State College System](#). The System is governed by a seven-member Board of Trustees, six of whom are appointed by the governor. The commissioner of education serves as an ex-officio member, and the governor also appoints a non-voting student board member annually from each of the three colleges. A board-appointed chancellor leads the System, and the president of Chadron State College reports directly to the chancellor.

Faculty and staff from all three Nebraska State Colleges, including CSC, are represented by three collective bargaining associations for faculty,

professional staff, and support staff, and the employment agreements are negotiated at the System level.

The president's cabinet includes the Vice President for Academic Affairs; Vice President for Administration and Finance; Vice President of Enrollment Management; Chief Executive Officer of the Chadron State Foundation; Chief Information Officer; Athletic Director; and Director of College Relations. Other leadership bodies include the Faculty Senate.

## LEADERSHIP AGENDA

Chadron State College seeks an accomplished, energetic, creative, and resilient president to lead an institution that serves a vast, beautiful, and rural region of Nebraska. The 12th President of Chadron State College will be expected to bring wide-ranging leadership skills and embrace an ambitious agenda that includes the following:

### **PLAN FOR THE FUTURE**

A future-oriented leader who understands the changing higher education landscape, the value of strategic planning, and the opportunity through innovation to extend the reach, influence, sustainability, and vibrance of Chadron State College, while rooted in serving the unique people, purpose, and place of CSC and Nebraska's High Plains region.

### **FOCUS ON MISSION AND PRIMACY OF THE ACADEMIC PROGRAM**

A distinguished leader who values the primacy of the academic program, who ideally brings experience in the classroom and in the development of new educational programs that are consistent with CSC's mission and the workforce development needs of the state of Nebraska, the Nebraska State College System, and beyond.

### **OPTIMIZE ENROLLMENT**

A creative and entrepreneurial leader with the capacity and a track record to assure enrollment is optimized through strong recruitment and retention efforts, including serving the needs of the increasingly diverse citizens of its service region.

## LEADERSHIP AGENDA (CONT.)

### **NURTURE AND ENGAGE COMMUNITY**

A community builder who has the capacity to inspire, bring people together, and burnish pride in the institution, helping all to understand the roles and contributions of those who serve Chadron State College and to respect, support, and value the contributions of all, especially those who are or have been historically marginalized.

### **GROW RESOURCES**

An engaging leader who can work with and build upon the loyalty of CSC alumni and local, regional, and state leaders to grow resources for the College and to support, nurture, and advance regional economic development efforts.

### **BUILD A STRONG TEAM AND LEAD THE COLLEGE**

An accomplished and wise administrative leader who can build an effective team to wisely steward the College's resources and facilities; examine structures and processes to assure effective, timely, and data-informed decisions; and foster a culture of accountability.



## DESIRED ATTRIBUTES AND QUALITIES

The following set of attributes, values, and personal qualities are critically important for the success of the next Chadron State College President:

- An authentic, genuine, caring, and humble leader with unquestioned integrity.
- A student-centered leader who understands the developmental role CSC plays as an open-enrollment institution with a high-percentage of first-generation students and has a track record of supporting the diverse needs of all students.
- A leader with intellectual curiosity and deep appreciation for the work and contributions of faculty and staff.
- An inspiring communicator who engages others easily, listens and communicates well, and values transparency.
- An accessible, energetic leader who is visible on and off campus.
- An executive with financial acumen and a history of wise stewardship and distribution of resources.
- A collaborative and inclusive leader who is able to make courageous, data-informed, and timely decisions.
- An experienced crisis manager who can balance the complex needs of a campus community when facing crises likely to affect colleges today.
- A good citizen within the public system who supports the work of the System while advocating for Chadron State College, when appropriate.
- An individual who embraces life on the High Plains, bringing an appreciation for the region's history, ranching and farming economy, small towns, and rugged beauty.
- A person with a sense of humor who embraces the presidency of Chadron State College with joy.



## APPLICATIONS, NOMINATIONS & INQUIRIES

Academic Search is partnering with the Nebraska State College System and Chadron State College in this search. Confidential discussions may be arranged by contacting Jay Lemons at [jay.lemons@academicsearch.org](mailto:jay.lemons@academicsearch.org), Pam Balch at [pam.balch@academicsearch.org](mailto:pam.balch@academicsearch.org), or Jennifer Kooken at [jennifer.kooken@academicsearch.org](mailto:jennifer.kooken@academicsearch.org).

Applications, nominations, and inquiries may be sent to: [ChadronStatePresident@academicsearch.org](mailto:ChadronStatePresident@academicsearch.org).

Applications should consist of a detailed letter of interest, a current curriculum vitae, and a list of five professional references with contact information and an explanation of the working relationship with each. References will not be contacted without the explicit permission of the candidate. The position is open until

filled, but full consideration can only be guaranteed to those applications received by **February 16, 2023**.

The Trustees of the Nebraska State College System are committed to providing applicants with the highest level of confidentiality provided by Nebraska law. As a public body, application materials will become public records in the event the applicant is deemed a finalist under Nebraska Revised Statute 84-172.05(15).

*EEO Statement: The Nebraska State Colleges are equal opportunity institutions and do not discriminate against any student, employee, or applicant on the basis of race, color, national origin, sex, sexual orientation, gender identity, disability, religion, or age in employment and education opportunities.*

*This position is subject to Veterans Preference.*

# ABOUT ACADEMIC SEARCH

Academic Search is assisting Chadron State 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).



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