

Valparaiso University announces a national search for the dean of the College of Business and invites inquiries, nominations, and applications for the position.

#### THE OPPORTUNITY

The new dean of the College of Business will join the University at an exciting juncture in its history. Valpo continues its evolution from a highly respected regional institution into one of the nation's finest private, Doctoral/Professional Universities. Direction and acceleration for this transition will be provided by the new president of the University, who will be named at the conclusion of the current presidential search. To help achieve its ambitious aspirations, Valpo seeks a dean for the College of Business who is entrepreneurial and who embraces a team environment, is a skillful manager of change, and is willing to work with colleagues in a spirit of partnership, transparency, and fiscal responsibility. In addition to providing effective administration and leadership, the new dean will also have a major and increased role in external relations, creating and stewarding partnerships in the greater Chicagoland area and beyond, and resource generation.

The new dean will be able to build on the College's successful history of innovative programming, teaching excellence, and experiential learning to achieve new and greater successes in developing entrepreneurial and impactful business leadership. Reflective of the University's Lutheran heritage, the College of Business is committed to values- based leadership, ethical entrepreneurship, and environmental stewardship. Thus, the new dean will not only be the chief executive of the College, but will also provide the values-based leadership necessary

to ensure that its mission remains at the forefront of all that it does. To meet these leadership challenges, the new dean will have the support of the dedicated and creative faculty and staff of the College, the senior leadership team of the University, and an uncommonly collegial University faculty and staff.



#### HISTORY AND MISSION

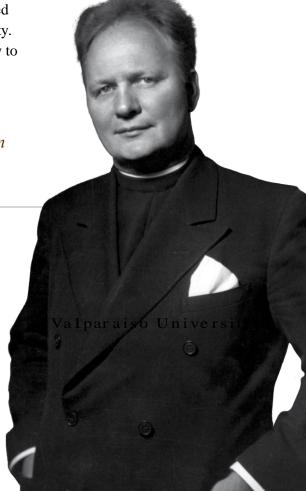
# Founded in 1859 by Methodists, Valparaiso Male and Female College was one of the nation's first coeducational colleges.

Although the reverses of the Civil War forced Valparaiso to close its doors in 1871, it was revived in 1873 as the Northern Indiana Normal School and, within two years' time, grew to become the largest institution of its kind in the nation. The Northern Indiana Normal School was re-chartered as Valparaiso College in 1900, and then in 1906 as Valparaiso University. As one of the largest American universities by 1910, second in size only to Harvard, it earned the popular description, "The Poor Man's Harvard."

"Essentially a University is a voluntary association of free men and women in a community which is dedicated to a two-fold task: the search for Truth and the transmission of Truth, free and unbroken, to those who are born later in time."

#### — O.P. Kretzmann,

Valparaiso University president (1940-1968)





The purchase of Valparaiso University in 1925 by the Lutheran University Association, a group of clergy and church laity, ushered in the modern era of Valpo's history. The Lutheran University Association appointed a president who, in less than two and a half years, succeeded in gaining accreditation for the University and set it on a course to become an outstanding academic institution with a strong Lutheran Christian identity.

The presidency of Rev. Otto Paul Kretzmann, who served the University from 1940 to 1968, marked a pivotal point in Valpo's history. Kretzmann's inspiring inaugural address, which focused on the destiny of a Christian university in the modern world, set the tone for years to come. During his 28-year administration, Kretzmann gave the University hope and direction; under his tenure, a new campus was developed, enrollment grew from 400 to 4,000, and the University cemented its national reputation.

Distinguished by its Lutheran heritage of scholarship, freedom, and faith, Valparaiso University continues to fulfill the dreams of its founders to foster a community that is called to seek truth, serve generously, and cultivate hope. Valpo continues to serve and support people from a wide range of backgrounds and beliefs.



#### MISSION STATEMENT

Valparaiso University, a community of learning dedicated to excellence and grounded in the Lutheran tradition of scholarship, freedom, and faith, prepares students to lead and serve in both church and society.

#### VISION STATEMENT

Valparaiso University will be renowned worldwide for preparing women and men who are highly sought for their knowledge, character, integrity, and wisdom.

#### VALPO TODAY

Today, Valparaiso University is a comprehensive independent Lutheran university with more than 70 career-focused degree programs through the Colleges of Arts and Sciences, Business, Engineering, and Nursing and Health Professions. Valpo also has a distinguished honors college, Christ College — the Honors College, and more than 40 degree and certificate programs in its Graduate School and Continuing Education.



#### **DEMOGRAPHICS**

#### 11:1

Student to faculty ratio

#### **47 STATES**

plus Washington D.C. and Puerto Rico

#### **38 COUNTRIES**

#### 28%+

of undergraduate students come from underrepresented populations

#### 4%

of undergraduate students are international

In fall 2019, Valpo enrolled more than 3,000 undergraduate students and 500 graduate students from 47 states, the District of Columbia and Puerto Rico, and 38 countries. 28 percent of the students are from underrepresented populations; 4 percent are international students. Valpo students are taught by approximately 300 full-time faculty, 85% of whom hold the highest degree in their field, with an average class size of 21 students, and an 11:1 student to faculty ratio.

Valpo has been recognized for its commitment to outstanding teaching, preparing thoughtful leaders with strong cross-cultural skills and global awareness, and dedication to serving others. Recently, Valparaiso University was named a Doctoral/Professional University, a new classification created by the Carnegie Classification of Institutions of Higher Education.





At Valpo, a student's potential receives the total commitment of faculty, staff, and all members of the University community so that all students have the opportunity to become the best versions of themselves. Valpo also encourages students to strive for excellence and pursue lives of character and integrity. As a leading Doctoral/Professional University with a comprehensive liberal arts curriculum, Valpo is well positioned to adapt to the ever-changing needs of the higher education landscape.

The University seeks to be a faithful steward of its mission, serving both community and students. Even as we respond to market demands through innovative programs, we provide a caring environment for students to discover and pursue their vocations and lead and serve in a rapidly changing world.

The Valpo first-year experience, known as "The Core," is designed to welcome and initiate all new students into the Valparaiso University community and into academic life. Students work with outstanding teachers and great texts and have the opportunity to learn and grow with each other.

In recent years, Valpo has launched several academic programs to expand opportunities for students to pursue careers in diverse fields. The renowned College of Business launched programs in business analytics, integrated business and engineering, and supply chain and logistics management. The College of Nursing and Health Professions has expanded into the field of occupational therapy, starting with an online, post-professional doctoral program. The College of Arts and Sciences introduced a major in music therapy. The College of Engineering recently launched degree programs in bioengineering and environmental engineering.

#### VA LPO HAS:

#### 11 WOMEN'S AND 8 MEN'S NCAA DIVISION I TEAMS.

Most compete in the Missouri Valley Conference.

#### 17

sororities and fraternities

#### 100 +

clubs and organizations

#### 100+

arts performances and events each year

#### COUNTLESS

recreational and intramural activities



#### **CAMPUS LIFE**

Integrity. Honesty. Compassion. Humility. Fairness. These are among the foundational character traits that we nurture in our Valpo community and that we believe will guide students to lead lives of leadership, purpose, service, and happiness. These characteristics permeate every aspect of life at Valpo — from the residence halls, to faith-based work, to athletics, to how students take exams and write papers. In short, character formation is woven into campus life.



### Residential Living

Approximately two-thirds of the undergraduate student body reside on campus. The residence halls provide living and learning experiences that contribute to the growth and development of students while enhancing their overall education at Valpo. Residential Life provides various programs, services, and leadership opportunities that promote the student learning mission.

### Faith and Service Opportunities

The Helge Center for Mission and Ministry is the hub for the work of the Chapel of the Resurrection, along with a range of other centers and activities including the Institute for Leadership and Service. The Institute is committed to preparing students for lives shaped by a deeper sense of calling and purpose. Students are guided to connect their academic study, service experience, and future goals with a lifetime of purposeful engagement in church and society.

#### Student Activities

Valpo supports 11 women's sports and eight men's sports in NCAA Division I athletic competition, most of which are part of the Missouri Valley Conference, as well as countless recreational and intramural activities. It offers students more than 100 clubs, 17 social fraternities and sororities, and more than 100 arts performances and events per year.

#### COMMITMENT TO SERVICE

#### 55+ HOURS

logged per student per year.

#### 247,000 HOURS

of community outreach and service-learning.

#### SIGNATURE FALL EVENT:

signature fall service event

### SIGNATURE SPRING BREAK ACTIVITIES:

serving communities near and far, in places as diverse as Central Appalachia, Houston, Northeast Oklahoma, Guatemala, and Costa Rica.

#### FAITH AT VALPO

#### 8

worship services planned and led by students each week.

#### 22,000+

worshipped in 2018-2019.

### AN ACTIVE PEER MINISTRY PROGRAM

serves the residence halls

# THE SOCIAL ACTION LEADERSHIP TEAM (SALT)

raises awareness and funds for pressing social needs





ENROLLMENT

As colleges and universities across the nation face significant headwinds, undergraduate enrollment at Valparaiso University is slightly up from a decade ago — currently 3,011 compared to 2,875 in 2010. Higher education has seen considerable changes and challenges in this time — from technological innovations and new delivery models to shifting demographics and a persistent narrative that questions the value of a college degree.

Valparaiso University has responded to these changes and challenges through innovation across campus. Newly developed programs are designed to meet the needs of prospective students and prepare them for a changing workforce. State-of-the-art facilities embody the future of learning and foster a sense of community. Valpo's Lutheran heritage and ethos remain central to the University's identity while creating an ever-more inclusive culture.

Valpo awards financial assistance to 98% of undergraduate students through scholarships, grants, loans, and federal work study. The University's federal loan default rate is 3.1%, well below the national average of 10.1%. Focused efforts around student retention and success at the University have led to significant increases in first-year to second-year retention.



#### ADVANCEMENT

Valpo has a strong history of successful fundraising and a large number of generous and committed donors. The current campaign, Forever Valpo: The Campaign for Our Future, was launched in September 2016 and has raised more than \$246 million, toward a goal of \$250 million. As the first-ever endowment-focused campaign, Forever Valpo has secured endowed gifts and commitments in support of three priority areas: scholarships for students of promise; support for Valpo's faculty members; and signature Valpo programs that benefit all students. More than 22,000 donors have made gifts and commitments to Forever Valpo, including more than 60 gifts of \$1 million or more, more than 300 new estate commitments that have grown total estate commitments to Valpo by a net 60%, and thousands of restricted and unrestricted annual gifts from donors of all ages.

\$64 million of the funds raised to date support student scholarships. Donors have established new, or contributed to existing, scholarship funds for each academic college. There are now more than 250 endowed scholarship funds resulting from gifts and commitments that support Valpo students.

Nearly \$41 million has been contributed to programs that will prepare all Valpo students for lives of leadership, service, and generosity. Endowed funds are providing permanent resources for the Student Philanthropy initiative, the Institute for Leadership and Service, Study Abroad, the Judith L. Beumer Writing Center, University Counseling Services, and other programs.

Valpo donors have contributed more than \$32 million for faculty development. This includes chairs, professorships, fellowships, and research funds that will allow Valpo to reward faculty for their scholarship and accomplishments and provide them with opportunities for professional development. The University's overall endowment investment return of 8.74% in fiscal year 2019

was within the top 10% of participants in the 2019 NACUBO-TIAA Study of Endowments. This performance outpaced the 5.3% average return for the more than 774 participating colleges and universities.

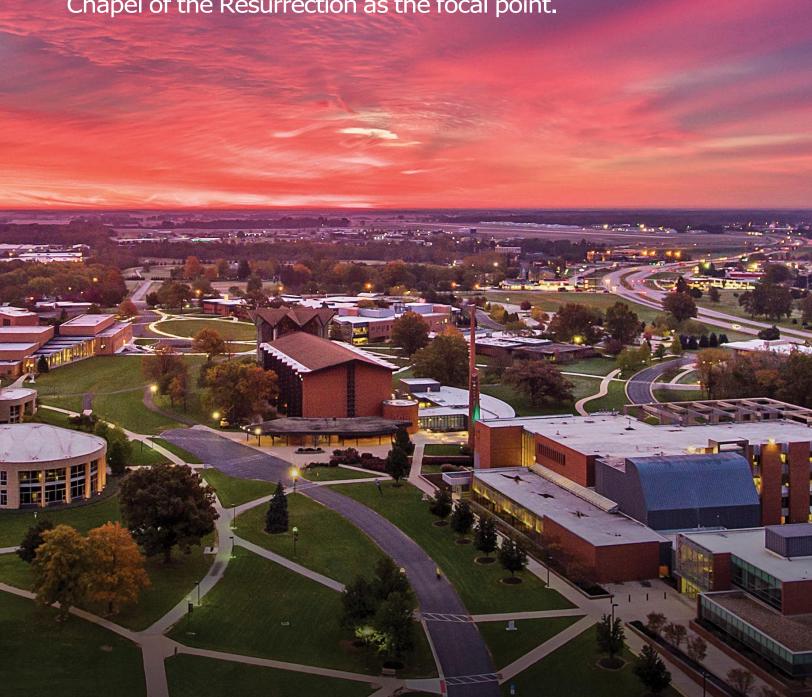
Annual giving has been robust, with more than \$37 million raised in response to the Campaign. Over the past five years the unrestricted Valpo Fund has grown 9%, totaling \$2.6 million for 2018–2019. During this same time, current restricted giving has averaged \$7.5 million per year.

Valpo has more than 60,000 alumni living around the world, with strong alumni groups in Chicago, Northwest Indiana, Indianapolis, Milwaukee, and St. Louis. More than 200 volunteer leaders serve on the Alumni Association Board of Directors, the College National Councils, the Athletics Advisory Board, the University Guild Board, the President's Council of Advisors, and on numerous regional alumni councils and programmatic committees. Several hundred alumni are involved as career mentors for Valpo students, internship hosts, admission volunteers, Greek chapter volunteers,



### The Campus

Valpo's campus spans nearly 300 acres and is located within walking distance of downtown Valparaiso, Indiana. The campus core, defined by the Chapel of the Resurrection, the Christopher Center for Library and Information Resources, the Harre Union, and the Center for the Arts, is the academic heart of campus, with the Chapel of the Resurrection as the focal point.



As envisioned in its Master Plan, the campus continues to become more focused on pedestrians and scaled to people rather than vehicles. Recent improvements to pedestrian pathways have been made in the center of campus, and parking is accommodated but kept to the campus edges.

Since 2004, the University has completed construction on a number of facilities — the Christopher Center for Library and Information Resources, the Harre Union, the College of Arts and Sciences Building, Heritage Hall, the Donald V. Fites Engineering Innovation Center, the James S. Markiewicz Solar Energy Research Facility,

the Duesenberg Welcome Center, Beacon Hall, the Kathleen and Mark Helge Center for Mission and Ministry, the Sorority Housing Complex, and the Center for the Sciences: Chemistry and Biochemistry. Valpo has also renovated several other buildings, and enhanced our athletic facilities for football, tennis, and track and field. With a total investment of more than \$280 million during the past 15 years, these projects and others have enhanced the campus and provided additional state-of-the-art educational resources for Valpo students.





Valparaiso, Indiana, a city of about 33,000, is the county seat of Porter County. In 1837, the city received its name (which means "vale of paradise" in Spanish) after the city in Chile near which the county's namesake, David Porter, was active in the 19th century.

Attractively situated in a rural setting at the edge of the busy industrial district of Northwest Indiana, the city is located one hour southeast of Chicago and 15 miles from the Indiana Dunes National Park. Situated along the southern shore of Lake Michigan, the Indiana Dunes National Park offers 15 miles of shoreline along with 50 miles of trails over rugged dunes, low-lying wetlands, sunny prairies, meandering rivers, and peaceful forests.

The Valpo campus is within walking distance of downtown Valparaiso, Indiana, featuring more than 30 restaurants, cafés, and ice cream shops as well as independent boutiques and entertainment and cultural experiences.

Valparaiso is listed as one of SafeWise's 20 safest cities in Indiana for 2019. The city features numerous parks, playgrounds, and programming for youth and families. Residents enjoy a quality education from four public school systems, three private schools, and a vocational and technical center. Valparaiso also offers top-rated health care facilities, including a 301-bed hospital and several immediate care centers and medical facilities.

In addition to Valparaiso University, the city of Valparaiso is home to a branch campus of Ivy Tech Community College. Other major industries include health care, manufacturing, and construction. Valparaiso University is one of the largest employers in the area. Other employers include the Porter Health Care System, St. Mary Medical Center, Pratt Industries, Task Force Tips, Thorgren Tool and Molding Co., Holladay Properties, BP, Arcellor-Mittal, Centier Bank, Cimcor, NIPSCO, and Rieth-Riley Construction Co.



Founded in 1961, Valpo's College of Business serves approximately 400 undergraduate and 80 graduate business majors and 50 business minors and is included within the top 5% of business schools worldwide with AACSB accreditation. It offers an advantageous student-to-faculty ratio of 15:1 and promotes close interaction between students and experienced faculty.

The College supports 21 full-time faculty, collectively representing a diverse range of cultures, backgrounds, and research interests. It maintains eight business disciplines to provide each student with the specialized skills needed to successfully enter the business world in accounting, business analytics, finance, international business, management, marketing, supply chain and

logistics management, and integrated business and engineering and awards the degrees of bachelor of science in business administration, bachelor of science in integrated business and engineering, and the master of business administration.

Valpo's College of Business's mission is to "cultivate values-based leaders for a dynamic and global environment." The vision of the College is to strive to "be recognized as one of the best educational institutions promoting the ideals of values-

based leadership, ethical entrepreneurship, and environmental stewardship." The College of Business carries out these objectives by:

- Striving to develop the whole person by providing each student with opportunities both inside and outside the classroom necessary to develop his or her interpersonal skills, professional competencies, spiritual beliefs, ethical foundation, and cultural awareness and sensitivity;
- Developing authentic individuals who are capable of inspiring others to aspire toward a meaningful vision of their place in the world; striving to provide students with a strong ethical foundation in their personal interactions as part of their community involvement and within the workplace;
- Preparing students to be life-long learners who are flexible and creative problem-solvers, capable of dealing with a complex and changing world; and
- Sponsoring its own international journal the Journal of Values-Based Leadership (https://scholar.valpo.edu/jvbl/) begun in 2007, published twice a year, and entering its 26th issue publication highlighting leadership articles in business, government, and academia.



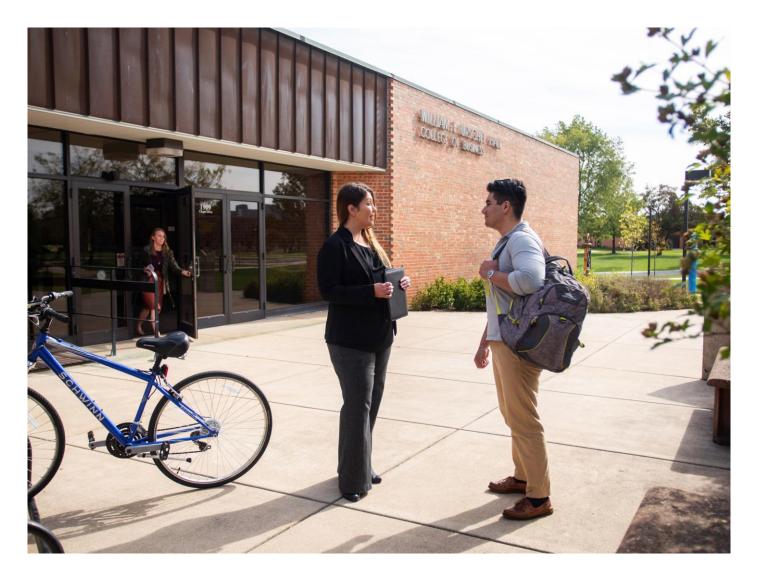
An varioundergraduate students complete. The Core to strengthen their communication and critical thinking skills in addition to a block of core College of Business courses that provides an overview of important business principles and tools. At Valpo, unlike most other institutions, freshmen are given the opportunity to take courses within the College of Business. The undergraduate program is distinguished by an experiential approach that includes a required internship and a nationally recognized Assessment Center to evaluate student performance in real world simulations. In addition to the College of Business's eight major disciplines, undergraduate students can select a course of study from business minor and certificate programs, an SAP/ERP Certificate Program, and newly minted minors in business analytics, integrated business and engineering, and supply chain and logistics management. Reserve Officer Training Corps minors in military leadership for the Army or the Air Force are available to business students as well.

Valpo's AACSB-accredited MBA program offers its graduate students a core curriculum focused on analytical skills that enables graduates to pursue opportunities and help positively impact the world while maintaining a dual emphasis on values-based leadership and environmental stewardship. The MBA offers six concentrations and can be completed in the following flexible tracks:

- The Global MBA designed for all undergraduate majors, this full-time, fasttrack program allows students to complete a bachelor's degree and an MBA in five years with an emphasis on international business skills including a study abroad trip, andof their community involvement and within the workplace; and
- The Professional MBA a part-time program offering the full MBA curriculum through evening courses on a schedule designed to accommodate the schedules of working business professionals.

In addition to core courses, Valpo's graduate students may pursue concentrations in the following areas: business intelligence, engineering management, finance, general business, management, and SAP/ERP.

The College's students are also provided with opportunities to engage in a variety of extracurricular activities through various student groups, most notably Future Business Leaders of America, Entrepreneurship Organization/Fraternity, and Working Across Vocations Everywhere through Service (WAVES), which affords business students the opportunity to accompany other students on campus to engage in a project, led by a College of Business professor of analytics together with a mechanical engineering instructor. Descriptions of other student organizations can be found at *valpo.edu/college-of-business/career-development/student-activities*.



### The Dean

The dean is the chief academic and executive officer of the College of Business and is responsible for overseeing day-to-day administrative activities as well as for all aspects of the College's academic programs, operations, financial and faculty resources, strategic partnerships, student recruitment, and fundraising efforts. Reporting directly to the provost, the dean serves as a key member of the senior leadership team. The dean's office includes an assistant dean, a director of graduate programs in management, an advising and practical experience coordinator, an assessment coordinator, and two administrative assistants.



#### THE LEADERSHIP AGENDA

Valpo's next dean of the College of Business will be expected to build on the College's past successes while planning strategically to ensure its future. The dean must also demonstrate an understanding of and commitment to the Valpo community, its values, and the role of the College within that community. In addition, the new dean will be expected to focus on the following leadership priorities:



### BUILDEXTERNALRELATIONSHIPSFORTHE COLLEGETHAT LEADTOROBUST, STRATEGIC PARTNERSHIPS AND COLLABOR ATIONS

The College of Business is poised to more effectively leverage the tremendous potential in the greater Chicagoland area and beyond in a manner that will lead to powerful strategic partnerships, collaborations, and cooperative agreements. These partnerships will provide internship and career opportunities for Valpo students and alumni; entrepreneurial opportunities for students, faculty, and alumni; community development programs that mutually enhance the College and the University, as well as the local, regional, national, and international communities; enhanced educational resources; and other key opportunities. The dean will play a central and critical role in cultivating and supporting these partnerships and collaborations in order to build the resources and capacity of the College.



#### SEEK ALTERNATIVE RESOURCES

The cultivation of new sources of revenue to support students, faculty, and programs within the College of Business will be an important and ongoing priority for the new dean. This work includes raising private funds from alumni, members of the community, and other external entities that have an affinity for the University and the College and a willingness to help.

## ARTICULATE AND IMPLEMENT A VISION FOR THE COLLEGE OF BUSINESS



The College of Business seeks an inspiring and unifying leader to articulate a shared and cohesive vision that captures the aspirations of the College and its faculty. The shared vision will inform the College's strategic planning and help identify goals and priorities. Essential elements of the vision and strategic plan will include support of the responsibilities and opportunities described in this profile, maintaining AACSB accreditation, and establishing benchmarks that can be used to measure progress.

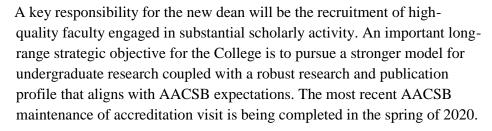
## EXECUTE A STRATEGY TO FULFILL THE COLLEGE'S POTENTIAL

Despite the many successes of the College, its full potential has yet to be realized. The dean must play a critical role advocating for the College to a broad range of external constituents, including alumni and business leaders, as well as government officials in the region and nationally who seek assistance from the College in solving important local issues. The dean must lead and inspire faculty to develop partnerships that will raise the College's visibility nationally and secure stronger recruitment opportunities for potential students.



Internally, the next dean needs to plan and to manage growth for the College at all levels. The goal for the College of Business is to increase its enrollment to 22% of the University total (in keeping with current national averages for like institutions) from its current value of 12.6%. The next dean must have the talent and experience to attract new students.

## SUPPORT FACULTY RECRUITMENT AND PROGRAM DEVELOPMENT



Similarly, the dean will be expected to support new and innovative program ideas that will both serve an entrepreneurial business community and enhance enrollments. An innovative business curriculum that reflects emerging trends will position the College competitively and support the University's efforts to attract a more international and diverse student body. It is expected that the dean, supported by the College of Business faculty, will have an active and direct involvement in enhancing and strengthening both the College's curriculum and its recruitment efforts.





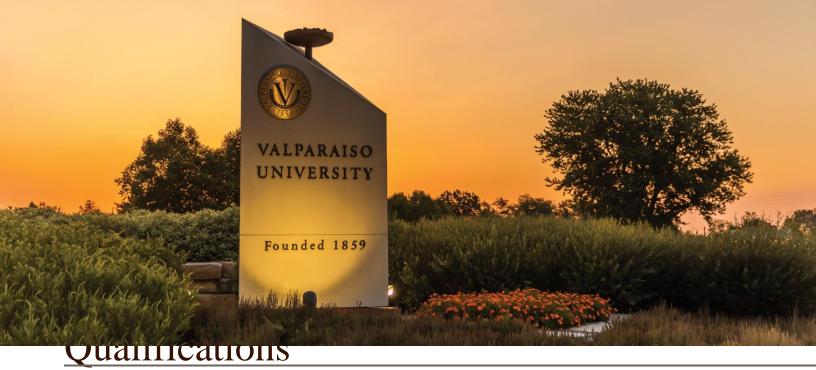


# FOSTER A CULTURE OF OPENNESS, INCLUSION, AND TRANSPARENCY

There is a strong desire for a new dean who values and encourages new ideas, understands how to focus an infrastructure to support innovation, and invites participation in decision-making about the future of the College. The College is in the process of developing plans to help support an ambitious University agenda despite budgetary and other constraints. The community seeks a dean who will promote productive dialogue about the role of Valparaiso's excellent business education in a comprehensive university. It will support and welcome a dean who takes the opportunity to build and to strengthen internal and external relationships, to minimize impediments to collaborations, and to proactively engage faculty, staff, and students in initiatives that encourage community building.

# INCREASE DIVERSITY AND FOSTER INCLUSION IN THE COLLEGE OF BUSINESS AND THE UNIVERSITY

Under the current dean, the College of Business has recruited and hired a much more diverse faculty, highlighting the many forms of diversity that the College faculty now exhibit. While this progress is significant, ongoing attention is required to ensure that this diversity can be maintained and grow in the future. More importantly, it is essential that the College of Business and the University embrace a strong commitment and ongoing efforts to support and grow genuine inclusion and equity, making concrete Valpo's commitment to the flourishing of all members of our community. The dean will play a key role in leading deliberate work to build inclusion and equity within the College and across the University. The dean will need to partner with many colleagues across the University in order to be successful in this essential work.



### The ideal candidate will have:

- An earned terminal degree and the academic credentials necessary to qualify for a tenured appointment at the rank of full professor;
- Resource development and outreach skills
  necessary to leverage academic, financial, and
  social relationships with the business community,
  alumni, volunteers, and other constituencies
  and sufficient to raise visibility for Valparaiso
  University and the College of Business; Proven
  ability in the development of alternative financial
  resources;
- The ability to partner with other deans and institutional leaders in shaping the overall direction of the University; the ability to lead change;

- Substantial administrative experience within an academic or similarly complex institution, including budget and supervisory experience; experience with AACSB and regional institutional accreditation;
- Experience with the critical decision-making areas of academic planning, faculty promotion and tenure, program prioritization, and resource allocation; the ability to discern and to encourage excellence in teaching and scholarship; the ability to attract and to retain an outstanding and diverse faculty;

- Experience with international education and program development; understanding of and vision for contemporary program design for AACSB-accredited business schools:
- Evidence of an understanding of issues in higher education in general, and commitment to the missions of education, discovery, and community engagement in particular;
- Commitment to fulfilling the mission statement of Valparaiso University, including resonance with its Lutheran Christian ethos;
- Commitment to the importance of diversity and inclusion; superb communication and relationship-building skills; the ability to engage and inspire others; a track record as a creative and strategic thinker, an adroit organizational manager, and a successful change agent; and the ability to both listen and hear;
- The ability to create and cultivate relationships that bring regional and national business leaders into direct contact with Valpo's students.



#### NOMINATIONS AND APPLICATIONS

To apply, candidates must send a letter of application in which they address the leadership priorities and qualifications outlined in this prospectus, a curriculum vitae, and contact information (names, phone numbers, and email addresses) for five references in an MS Word or PDF document to ValpoDOB@agbsearch.com.

For full consideration, applications should be received by May 30, 2020.

The search is being assisted by AGB Search. Inquiries and nominations should be sent to ValpoDOB@agbsearch.com or directed to:

#### ROBERT HOLYER, Ph.D.

Executive Search Consultant robert.holyer@agbsearch.com 804.708.0834 (office) 804.402.6736 (cell)

All inquiries, nominations, and applications will be held in strictest confidence; references will not be contacted without the applicant's expressed permission.

For more information about the University, please visit: **valpo.edu.**For more information about the College of Business, please visit **valpo.edu/college-of-business.**For more information about the city of Valparaiso, please visit, **valpochamber.org** and **ci.valparaiso.in.us**.

Valparaiso University is an equal-opportunity, affirmative-action employer. See **valpo.edu/general-counsel/policies/equal-opportunity-policy/** for a detailed statement of its practices.

Candidates from traditionally underrepresented groups are encouraged to apply. Beyond meeting fully its legal obligations as an equal-opportunity, affirmative-action employer, Valparaiso University is committed to building a diverse and inclusive community where members from all backgrounds can live, learn, and thrive.

# In Luce Tua Videmus Lucem

IN THY LIGHT WE SEE LIGHT