



**An Invitation to Apply for the Position of
President
John Carroll University
Cleveland, Ohio**

THE SEARCH

John Carroll University (John Carroll or JCU) invites applications and nominations for its next President. As one of 28 Jesuit Catholic universities in the United States and the only Jesuit private higher education institution in Northeast Ohio, John Carroll University is committed to preparing students for lives of engaged leadership and service through intellectual discovery in liberal arts, the sciences, and business education. The institution seeks an inspiring leader who will share in its commitment to Jesuit Catholic values in higher education and create a robust and unified vision that will propel the University to its next era of growth and achievement.

John Carroll was founded in 1886 by the Society of Jesus (the Jesuits) as St. Ignatius College, and in 1923 it became known as John Carroll University. Located in suburban Cleveland, Ohio, the University's mission and values are deeply rooted in the experience of Saint Ignatius of Loyola and the centuries-long commitment of the Society of Jesus to academic excellence and service to the common good. With more than 3000 undergraduate and 500 graduate students engaged in over 70 programs of study, the John Carroll education has four aspirational learning goals - intellect, character, leadership, and service - that embody the Jesuit Catholic heritage of respect and care for the whole person (*cura personalis*).

Under the leadership of a dedicated faculty and staff in the College of Arts and Sciences and the Boler School of Business, the University has a strong commitment to academic rigor, innovative teaching, and integrated learning throughout the entire student experience. The institution is consistently ranked among the top institutions in the Midwest, with a higher than average freshman retention rate of eighty-seven percent and a four-year graduation rate of seventy-one percent. JCU is also nationally recognized for its excellence in student preparedness for professional careers. The institution is well positioned in the Cleveland area and the region for engaged learning opportunities and benefits from the commitment of active alumni, the majority of whom live directly in the local community or within the state. After 12 years of dedicated service, President Rev. Robert Niehoff, S.J., retired on June 1, 2017, and the next President will be called upon to build on a solid foundation and past success to move John Carroll University forward within a challenging landscape for private higher education.

The next President of John Carroll University will address present challenges by developing an enhanced and sustainable fiscal vision for the institution, as well as a robust enrollment management and outreach strategy, building upon some nationally recognized programs while investing in other high-caliber academic programs across the University.

The President will be an architect of relationships, serving as an engaged and visible leader both on campus and beyond, with a transparent, approachable, and collaborative management style. John Carroll University is conducting a national search and welcomes Jesuit and lay individuals. In its next President, John Carroll seeks an individual committed to the Catholic faith tradition who will uphold its Jesuit heritage, mission, and identity. The successful candidate will also have a record of scholarship and transformative leadership. An earned doctorate or equivalent terminal degree is preferred. John Carroll is assisted in this search by Isaacson, Miller, a national executive search firm. All inquiries, nominations, and applications should be directed in confidence to the firm as described at the end of this invitation.

HISTORY AND CONTEXT

Since its founding in 1886, John Carroll University has remained true to its mission, graduating students of intellect and character in the Jesuit tradition of educational excellence, leadership, and service. Bishop Richard Gilmour, Bishop of Cleveland from 1872-1891, was instrumental in working to establish a Catholic university in Cleveland. Bishop Gilmour appointed Father Henry Behrens, the Superior of the Buffalo Mission of the Jesuits and rector of Canisius College, to establish a Catholic college in Cleveland. In August of 1886, Father Behrens arrived in Cleveland with a faculty of three to open St. Ignatius College.

The college continued its growth, first under the direction of Father Henry Knappmeyer, and then with many other Jesuits to follow the lead of these first two influential and successful Jesuit presidents. In 1890, St. Ignatius College was incorporated under the laws of Ohio and granted the power to confer certificates and degrees. In the early 1920s, another great American pastime reached John Carroll with the University joining the collegiate football leagues. By September 1923, the name was changed to John Carroll University, after John Carroll, the first American Archbishop. A building campaign was established and construction of campus in the University Heights neighborhood continued until the early 1950s. JCU became co-educational and graduated the first group of women from the College of Arts and Sciences in 1972.

In 2016, the institution's 130th year, John Carroll University reached a milestone as all academic departments and majors completed an external academic program review. The freshman class began its academic career with a new, integrative core curriculum that highlights the global community and the integrative nature of knowledge, and social justice. With the recent successful conclusion of a capital campaign and an on-going strategic plan, the University is poised to build on the solid foundation of its Jesuit heritage and quality academic programs in order to grow in the highly competitive and complex environment of higher education in the United States.

CAMPUS AND LOCATION

The JCU campus is situated on 62 beautifully landscaped acres in the idyllic eastern Cleveland suburb of University Heights. Comprised of 26 buildings, with several additions and renovations in the last decade, JCU's meticulously designed campus maintains an important presence within the community.

Just 10 miles from downtown Cleveland, JCU provides students with numerous internship and research opportunities. Students have interned at PricewaterhouseCoopers, Goodyear, Cleveland Metroparks Zoo, NASA's Glenn Research Center, the Cleveland Botanical Garden, Parker Hannifin, Sherwin Williams, and many other businesses and institutions in the region.

Cleveland, a thriving metropolitan area, is home to a population of over 2 million people who enjoy a wealth of artistic, cultural, culinary, and athletic experiences. Cleveland hosts many Fortune 500 companies, plus three major hospital systems, including the world-renowned Cleveland Clinic. JCU faculty members have deep connections with the Clinic to advance their research and, more importantly, to benefit their students who have opportunities to work alongside experts in autism, biomedical, and neuroscience research. Many students spend time with the dedicated professionals at University Hospitals or the MetroHealth System shadowing, doing research, and gaining valuable insight into healthcare professions. Additionally, John Carroll serves the Cleveland community through its Center for Service and Social Action, which facilitates over 135,000 hours of service annually.

In addition, the [Cleveland Orchestra](#), [Cleveland Museum of Art](#), [Rock and Roll Hall of Fame](#), [Playhouse Square](#), [Cleveland Cavaliers](#), [Cleveland Indians](#), [Cleveland Browns](#), dance companies, and a thriving film scene, make Cleveland a lively and cultural community. The city has the largest city park system in the U.S. and offers picnicking, hiking, bike trails, horseback riding, winter sports, and more. The [Cuyahoga Valley National Park](#), located between Cleveland and Akron, features a wide variety of natural, cultural, and historical resources. Cleveland is a three hours' drive from Niagara Falls and an easy half-day drive from Toronto. Chicago to the west and New York City to the east are both a day's drive.

UNIVERSITY MISSION AND IDENTITY

The University finds the source of its inspiration in the experience of Saint Ignatius of Loyola and the centuries-long commitment of the Society of Jesus to academic excellence and social justice. As a Jesuit Catholic university, John Carroll is committed to serving the human search for truth and value, and to justice and solidarity. This Jesuit Catholic character inspires and guides the intellectual, professional, and ethical labors that make John Carroll a premier university. As a Jesuit Catholic university, John Carroll inspires individuals to excel in learning, leadership, and service in the region and in the world.

In the Jesuit tradition, JCU is committed to fostering a diverse and inclusive community enabling members of the John Carroll community to develop their intellectual, spiritual, and vocational interests. JCU administers a variety of programs, workshops, and events within its office of University Mission and Identity, that allow the University community to participate in and advance its mission.

In 2016, the Provincial of the Chicago-Detroit Jesuit Province reaffirmed John Carroll's Jesuit mission and identity. Distinct from a process of accreditation, the mission reaffirmation was based upon an institutional self-study, which began in gratitude, reviewed past and present moments of achievement and challenge, and set strategic priorities to advance the university's Jesuit Catholic mission. In April 2017, the self-study was reviewed positively by the Superior General of the Jesuits in Rome, Italy.

ACADEMICS

The academic enterprise is the heart of the university. In accordance with the Jesuit tradition, the curriculum develops robust critical thinking through engaged and rigorous pedagogy. John Carroll University faculty members are teacher-scholars; the vast majority are active and recognized researchers who also prioritize teaching excellence. John Carroll University is a place of intellectual honesty, pluralism, and mutual respect. A Jesuit education encourages students to acquire a liberal, diverse, and encompassing education. Excellence and mastery in their chosen field are balanced with an extensive historical and cultural education.

Academics at John Carroll promote the need for social justice by imparting a deeper knowledge of, and respect for, the students' own cultural and religious traditions as well as those of others. The Office of the Provost and Academic Vice President provides administrative leadership for John Carroll University's academic program. The office is responsible for a wide range of initiatives and services related to academic policies and procedures, the curriculum, faculty development, institutional effectiveness, planning, research, student learning, and other areas of strategic importance.

Two-thirds of all full-time and part-time undergraduate students at John Carroll University matriculate in the College of Arts and Sciences and one-third matriculate in the John M. and Mary Jo Boler School of Business, which is one of only 11 percent of the business programs in the United States holding a dual AACSB accreditation. The Boler School was recognized last year by *Bloomberg Businessweek* as one of the top 50 undergraduate business programs in the country. In addition, *Bloomberg* ranked JCU's Boler Business School graduates #1 in the nation for preparing students for jobs based on a survey of 600 companies. Only five Jesuit business schools were listed and JCU was ranked #30 overall. In addition to its undergraduate degree programs, John Carroll offers Masters programs in 3 areas in the Boler School of Business and in 10 areas in The College of Arts and Sciences. The University offers four certificate programs and three post-Master's programs to prepare students for professional licensure. Through its core curriculum and degree programs, students at John Carroll are educated in the humanizing arts and sciences, are skilled in expression and in scholarly investigation, and are aware of the interrelationship of all knowledge and the interdependence of all people. In 2017, JCU awarded 718 Bachelor's degrees and 228 Master's degrees.

JCU fosters three signature programs: a rigorous Honors Program, the Arrupe Scholars Program, and the Leadership Scholars Program. It also provides robust opportunities for students to gain experience through service learning and advanced research alongside faculty. The JCU Honors Program offers an intensive curriculum for students who are ready to challenge themselves academically through Honors seminars and colloquiums and a senior honors project.

The Arrupe Scholars Program is a mission-based scholarship and learning opportunity tailored specifically towards creating leaders for social action. This program aims to produce graduates that are both trained in the academic study of inequality and committed to using their knowledge and abilities for the promotion of justice. The Leadership Scholars Program is focused on developing student leaders of remarkable character who seek to become agents for transformative change on campus and in their future professions and communities. This program approaches the concept of leadership in a variety of settings – in the classroom, on the John Carroll campus, and in the communities beyond the University’s borders.

Service-learning is also an integral part of students’ experiences at John Carroll University. It provides students with the opportunity to interact with community members, sharpen critical thinking skills, apply classroom learning in real world settings, and deepen civic engagement. Students provided over 135,000 service hours in the 2016-17 academic year. This commitment to service learning deepens students’ understanding of course content while raising awareness of civic and social issues.

Student research comprises an important element of the John Carroll experience for undergraduate and graduate students and is strongly encouraged. Students may apply for research funds from the Academic Vice President’s Office. In addition, faculty members and departments may have funds available for research internships and student travel to conferences for research presentations.

Core to John Carroll’s vision is a particular focus on student outcomes and career success. This effort is enhanced by an internship model that integrates work experience and coursework. Through deep, multi-faceted relationships with the Cleveland business communities, JCU connects students to elite internships and to its alumni. Internship sites include corporations, law firms, healthcare organizations, government agencies, environmental firms, research laboratories, and K-12 schools. JCU’s rigorous, holistic education translates to post-graduate success.

John Carroll is accredited by the Higher Learning Commission (HLC) of the North Central Association. The University is scheduled to host a Comprehensive Evaluation campus visit with the HLC in the 2018-19 academic year and will maintain a scheduled campus visit for Reaffirmation of Accreditation in the 2024-25 academic year.

FACULTY AND SCHOLARSHIP

With 183 full-time teaching faculty, John Carroll has a student to faculty ratio of 14:1 and an average class size of 20. This close personalized attention results in a high level of student satisfaction; the freshman retention rate is 87 percent, placing JCU among the top eight of regional Midwest universities. The faculty size has been consistent at about 250 full-time equivalents for the last decade. The tenured faculty comprises about 70 percent to 80 percent of the full-time faculty with about 90 percent being tenure or tenure track. Terminal degrees are held by more than 95 percent of the full-time faculty.

The faculty are teacher scholars and engaged professionally. While the University places primary emphasis on instructional excellence, it also recognizes and values the importance of research in teaching as well as in the development of the teacher. In keeping with its mission, the University especially encourages research that assists the various disciplines in offering solutions to the problems of faith in the modern world, social inequities, and human needs. The University celebrates faculty scholarship and includes a [bibliography](#) on the JCU website.

STUDENT LIFE AT JOHN CARROLL

John Carroll is a residential institution with eight residence halls, twelve off-campus duplexes and houses, as well as access to University-owned apartments. Ninety percent of freshman and sophomore students live on campus. The University has invested in these living spaces, and the recent historic renovation of one of these residence halls has been recognized with a Build Ohio Award for excellence in construction, presented by the Association of General Contractors of Ohio. JCU's residence life program ensures a safe, comfortable living experience while enhancing students' academic performance and social development.

The University hosts nearly 100 on-campus student organizations, providing opportunities for engagement with a variety of issues, topics, and initiatives. About 65 percent of students participate in organizations related to service, leadership, politics, social action, arts and performance, athletics, religion, and culture. The JCU community is especially proud of the institution's placement on the [President's Higher Education Community Service Honor Roll](#) for its students' community engagement and by *U.S. News and World Report's* recognition of the institution for service learning for eight consecutive years. Students are also active in the four fraternities and five sororities on campus.

As a member of NCAA's Division III schools, John Carroll is part of the 10-member Ohio Athletic Conference. JCU's 23 varsity athletics teams play an important role on campus. JCU has captured over 60 league titles, won four conference all-sports trophies, and have placed in the top 10 Division III schools in the nation on 15 different occasions. Student athletes are fully engaged both in and out of the classroom. Several programs have been recognized for their team academic achievements, as have over 25 individuals who have been named Academic All-Americans.

John Carroll's football team made it to the national semi-finals in 2016. The program has produced many JCU alumni who coach or manage National Football League organizations, from Hall of Fame Coach Don Shula '51 with the Miami Dolphins, to Josh McDaniels '98 and five other JCU alumni, with the New England Patriots. In the 2016 Super Bowl, eight coaches or managers were JCU alumni.

Bolstered by the global Jesuit network, John Carroll's educational experience extends far beyond campus. Students have ample opportunities to travel abroad, choosing between academic, exchange, and immersion programs around the world.

ENROLLMENT AND RANKINGS

In fall 2016, John Carroll enrolled 3,137 undergraduates and 536 graduate students with 90 percent of freshmen and sophomores living on campus. In 2016, 97 percent were full-time students. In the 2017 class, 49 percent of students are female and 51 percent are male. A diverse student body from 37 states and 50 foreign countries represent many of the world's religions. The University is committed to inclusive excellence and attracts highly motivated, well-prepared, and committed students. Fifty-six percent of its 2016 Freshman class were in the top 25 percent of their high school class, and ACT composite scores range from 24 to 29 for the middle 50 percent of students.

In the 2017 "Best Colleges" edition of *U.S. News & World Report*, JCU ranks 7th overall among "Best Regional Universities." This is the 28th consecutive year that JCU has been named one of the region's top 10. JCU ranks 2nd for "Best Undergraduate Teaching" and is one of 25 schools in the nation recognized for its stellar service-learning program. As mentioned above, *Bloomberg Businessweek's* 2016 Employer Survey ranks the Boler School of Business number one in the nation for "Best Undergraduate Business Schools" on how well undergraduate programs are preparing students for careers at their companies.

GOVERNANCE

John Carroll is governed by a highly dedicated Board of Directors comprised of 44 members, responsible for advancing the University's mission and providing oversight and overall stewardship of its resources.

The University's shared governance model and participatory mindset gave rise to the formation of a 25-member Faculty Council, which has primary responsibility for recommendations on policy in areas including curriculum, methods of instruction, research, and faculty development. There is also a 23-member Staff Council that consults with University leadership on matters affecting life in the workplace. A Student Union provides the student body with official representation to the University community.

FINANCIAL AFFAIRS

John Carroll is a tuition-driven institution whose enrollment has fluctuated over the last decade by as much as 8 percent; its freshman class size has seen fluctuations that have been somewhat greater. JCU's freshman class for fall 2017 is anticipated to be greater than its 10 year average with 740 new incoming students. As discussed in the section on challenges, enrollment management, including financial aid and the discount rate, is an issue the next president will address. The University has consistently managed to sustain a relatively stable budget situation. The institution has utilized a spending draw of about 5.5 percent annually from its endowment for the past few years as part of its operating budget, but is in the process of lowering the reliance on its endowment through a successful plan for faculty and staff voluntary early retirement, as well as other restructuring efforts that are in progress. The campus's physical facilities are generally in good shape with no major short term deferred maintenance expenditures necessary.

The institution has some off-campus properties whose sale is projected to provide the basis for some future on-campus improvements. The University has had good management of its fiscal resources and has an experienced Chief Financial Officer, an alumnus, who was attracted from the corporate sector. With an endowment of about \$200 million and an annual operating budget in excess of \$78 million (excluding \$60 million of financial aid), and debt service under \$5 million, the University finds itself in a solid financial condition and poised for a future of growth and innovation.

ADVANCEMENT

The University has an active alumni program with 21 chapters and more than 43,000 living alumni. At least half of these alumni live in the Cleveland metropolitan area. Many graduates are employed by some of the most well-known companies in the region and the world, and have prominent professional careers, including chief executives, doctors, and teachers. Alumni are engaged and active not only in fundraising, but also in providing meaningful internship opportunities for students (see list of [notable JCU alumni](#)). In September 2016, the University recently completed a very successful campaign, the Forever Carroll Campaign. The \$100 million goal was exceeded. Thanks to gifts from almost 22,000 donors, JCU raised \$104.5 million for scholarships, new internship opportunities, new endowed professorships and faculty development opportunities, new mission-related initiatives, and even more beautiful facilities for the campus.

ROLE OF THE PRESIDENT

As the chief executive and administrative officer of the University, the President reports to the Board of Directors. Together they set the vision and priorities that provide direction for the institution. The president will advocate for the quality and impact of the John Carroll experience, and will promote a consistent message about the importance and relevance of Jesuit higher education.

The President will lead by example, serve as an inspirational and accessible communicator, encouraging the Board, faculty, staff, students, and the greater Cleveland community to engage with the institution in fulfilling its mission to inspire individuals to excel in learning, leadership, and service in the region and in the world.

The President is an ex-officio member of all standing committees of the Board of Directors and is responsible for the supervision, management, and governance of the University. Reporting to the President are officers of the university who serve on the President's Leadership Team and include: Provost and Academic Vice President, Vice President for Administration, Vice President for Finance and Corporate Treasurer (CFO), Vice President for University Advancement and Corporate Secretary, Chief Information Officer, and General Counsel. The President also works with the national and local JCU Alumni Association, as well as external organizations including the Association of Jesuit Colleges and Universities (AJCU) and the Association of Catholic Colleges and Universities (ACC&U).

OPPORTUNITIES AND CHALLENGES

The President will advance John Carroll's mission and build on its status as a premier Jesuit institution in the country. The President will have the support of the Board of Directors to be a transformative leader. There is a thirst and readiness for positive change on campus and the President will be able to take quick action and produce results. It will be imperative for the next President to develop an ambitious vision for John Carroll's next chapter, informed by its Jesuit Catholic identity and its place in the Cleveland community.

The new President will address the following opportunities and challenges:

Shape an enhanced strategic and sustainable vision for the institution

The next President will have an opportunity to shape and provide an institutional vision as the University implements and builds upon *Promise and Prominence*, John Carroll University's Strategic Plan 2015-2020. Like many other institutions of higher education, John Carroll University is confronting issues that necessitate major changes in the way higher education is delivered in the future. This includes the revenue streams and resources that will be available, changing student demographics, the culture of student learning, the use of technology in creating and disseminating knowledge, an increase in working across disciplines, the need to support both undergraduate and graduate programs, and the need to challenge traditional models of higher education. JCU has historically focused on providing a high-quality academic environment that has prepared its students to be strategic leaders for the future, grounded in the Jesuit Catholic vision, mission, and core values. To continue on that path, the next President will need to work with the University community to develop a vision that will ensure that JCU leads in the adaptation to changes in the way students learn as well as changes in our society.

The institution is well positioned to understand, explore, and implement solutions for the ways institutions of higher education will need to change. The next President will ensure that the Jesuit core values animate the life of the campus, both within and beyond the classroom, and broadcast to a wider audience the distinctive nature of JCU's academic experience and Jesuit culture.

The next President will provide strong financial stewardship for the institution and, in implementing the vision, have a firm grasp of the financial realities facing higher education. Working closely with the provost and CFO s/he will negotiate a path forward that demonstrates a clear understanding of how to maintain a fiscal environment of stability; and promotes the generation of resources, including new revenue streams and development activity.

The president will be expected to recognize the importance of development activity and be a major leader in inspiring alumni, parents, and friends; cultivating new donors, and deepening existing relationships; as well as ensuring an environment for students so they become donors to grow the endowment and support current and future goals.

Invest in academic quality and empower faculty and staff to uphold academic excellence for student learning and success, and for scholarship and service

The academic enterprise thrives when the University's talented faculty and staff thrive. The University must focus on supporting conditions for quality instruction, innovation, and creativity. The President will nurture and sustain an environment of professional development that contributes to recruitment and retention in the academic area that promotes excellent teaching, scholarship, and service. The successful candidate will support faculty in partnership building and as teacher-scholars. The President must be attentive to and supportive of matters of shared governance; she or he must be adept at cultivating trust, effective dialogue, openness in planning and decision-making, and at communicating with the Faculty Council and Staff Council with meaningful regularity and depth.

Develop a robust enrollment management strategy aligned with the institution's mission

Looking forward, John Carroll University will need to explore and assess its enrollment management functions. The next President will work with the Board and senior leadership team to utilize an enrollment management strategy that will identify, attract, and retain students, and will allow John Carroll University to fulfill its institutional mission while maximizing student retention and graduation rates. Where necessary, JCU needs to be innovative in managing enrollment aggressively, develop compelling marketing and messaging, and continue to improve its competitive position in attracting students regionally as well as from selected areas from other states and internationally. JCU needs to develop a more sophisticated enrollment management function by working with Catholic schools and select school districts, enhancing recruitment, and utilizing financial aid to attract those students who will allow it to achieve its goals and mission. As academic programs and co-curricular activities intertwine, the Enrollment office will need to work closely with Student Affairs, Residential Housing, Counseling, and other University offices to coordinate programs that bond matriculated students to campus, provide necessary support, and develop the whole student.

It will take presidential leadership to set the tone, to create policy, and to ensure that the University executes on a complex substantive plan to maintain the right enrollment mix and to increase student success, while contributing to the maintenance of institutional financial stability.

Serve as a visible spokesperson for the University and advocate on its behalf with optimism

It is imperative for the President to develop a strong relationship with JCU alumni and be a visible representative to University alumni and friends. As the leader of an institution with considerable importance to the region, the President is also a public citizen. The President will be expected to widely spread the message that the University provides and supports high-quality education and that it has the capacity and desire to build successful contributing partnerships with the corporate, governmental, educational, and philanthropic sectors in the Cleveland area.

The next President should collaborate actively with the Association of Jesuit Colleges and Universities to promote, ensure, and develop the place of Jesuit higher education.

The President should be fully engaged in national dialogue and serve as the voice of JCU's Jesuit Catholic tradition; the President must feel at ease with Jesuit and Catholic leaders as well as ecclesiastical structures and take a lead role in supporting the University's faith life on campus.

Extramural presence cannot be at the expense of presence to students, staff, and faculty as they want to know the President and see him or her on campus. The next President will need to manage this balance well and must bring optimism and enthusiasm for students, staff, and faculty across all disciplines and a propensity to connect personally.

Shepherd a culture of trust, mutual respect, and transparency among administration, faculty, and staff

The President must maintain an open dialogue with the JCU community about the direction and vision of the University. Shared governance is an important facet of the JCU community and the President must lead by example and embrace the principles and practices of shared governance. By leading this open dialogue, the President will enable all University stakeholders to work together to achieve John Carroll's academic mission at a time of growing competition in the higher education marketplace.

The University is primed to receive an engaged, consultative leader who addresses issues directly and decisively while frequently and openly communicating with faculty, staff, students, and alumni. The President should focus attention on continuing to strengthen the lines of communication between the academic administration and the faculty at every level and support strong collaborative relationships with students, alumni, the Board, and public policy leaders.

It is important that the next President be a leader who celebrates and heralds widely the successes of students, staff, faculty, and alumni in ways that demonstrate JCU's impact and instill greater institutional pride and recognition.

Deepen the sense of commitment to diversity and engage the University in ensuring a community that is all inclusive

John Carroll University has a long history of educating students from a broad array of backgrounds in a diverse and global metropolitan area. JCU has always been a crucial engine of social mobility to local students, a history it values. The president will be expected to provide the leadership that fosters inclusive excellence among the faculty, the student body, and the staff. The President will lead the University's efforts to increase diversity in admissions and employment as well as through improving campus climate and ensuring student success.

It is expected that the President will embrace students, staff, and faculty from diverse backgrounds and will clearly demonstrate a personal commitment to articulating her/his efforts to institutionalize equity and the importance of a campus climate that will provide a strong sense of community. By her/his public expression of the deep value of diversity, the President will further the goals of inclusive excellence.

PROFESSIONAL AND PERSONAL QUALIFICATIONS

John Carroll University seeks a visionary leader to guide the institution's next period of growth and evolution. Candidates should demonstrate a history of transformational leadership, the ability to build and cultivate financial support for the University and its programs, and a record of accomplishment in creating and supporting a climate of community, collegiality, service, understanding, and excellence. The Search Committee and Board of Directors welcome Jesuits and lay individuals for consideration.

While recognizing that no single candidate will have all the ideal qualifications, JCU seeks candidates with the following demonstrated experience and qualifications:

- Embrace the Catholic faith tradition with strong preference given to Catholic candidates who personify and advance the Jesuit tradition and the Catholic mission of John Carroll and promote institutional priorities in line with these values;
- An understanding of the goals and values of a Jesuit education and the understanding that such an education supports and intersects with professional preparation for the future;
- An informed vision about trends and developments in higher education that will have an impact on private institutions, and John Carroll University in particular; and a strategic point of view on how to respond given the University's strengths;
- A commitment to liberal arts education, as well as professional and graduate education as essential elements in the modern academy;
- An earned doctorate or equivalent terminal degree, and a record of distinguished scholarship and teaching;
- Experience as a transformational administrative leader of an academic organization of similar scale and complexity, and evidence of recruiting and retaining high-quality faculty and/or staff;
- An understanding of and facility in change management, with the ability to empower, delegate, and build consensus;
- Excellent operational management, planning, and financial skills; an astute understanding of University finances and the relationships among academic priorities, with experience setting and overseeing budgets;
- An appreciation of or capacity for developing marketing, positioning, and messaging, as appropriate within a higher education context;
- An understanding and demonstrated commitment to engaged University life; an eagerness to be an active, visible, and accessible member of the campus community with students, faculty, staff, alumni, and friends of the institution;

- An established record in fundraising and partnerships, including an ability to engage a broader community in support of the University; and an enthusiasm for and successful experience with major donor, foundation, and corporate relationships, or evidence of such capacity;
- A collaborative and transparent leadership style that will succeed in and foster an environment of empowered leadership, service, and shared governance;
- A proven commitment to diversity and equity with demonstrated success in diversity initiatives; a willingness to embrace diversity in all aspects of John Carroll including the capacity to recruit, welcome, retain, and build an integrated, diverse, student body, faculty, and staff;
- A compelling and genuine communication style and ability to connect with a variety of audiences as the spokesperson for John Carroll and Jesuit education; this includes the ability to create meaningful dialogue around important issues and to lead in times of challenge or crisis;
- Vigorous spirit and energy, enthusiasm, flexibility, and a healthy sense of humor;
- A humble yet dynamic leader, both realistic and hopeful, who always recognizes God's grace in others and freely shares credit with outstanding faculty, staff, and students.

TO APPLY

Nominations, applications, and inquiries are being accepted for the position. Consideration of candidates will continue until the position is filled. Candidates must submit a curriculum vitae and cover letter. All candidate information will be held in strict confidence. Confidential inquiries concerning this search should be directed to Isaacson, Miller via:

www.imsearch.com/6266

Michael A. Baer, Vice President
Pam Pezzoli, Managing Associate
Anna Graulich, Associate
Isaacson Miller, Inc.

John Carroll University values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status, or any other status protected by law.