An Invitation to Apply
President, Xavier University
Cincinnati, Ohio

Xavier University, a Jesuit Catholic university, seeks a courageous, visionary and strategic academic leader for its 35th President. Founded in 1831, Xavier is the sixth-oldest Catholic university, the fourth-oldest Jesuit institution of higher education in the nation and one of 27 Jesuit colleges and universities nationwide. Living out the University’s motto “all for one and one for all,” Xavier is a community that comes together in the spirit of St. Ignatius, to learn together, to serve together, and succeed in changing the world together.

The next President of Xavier will inherit an institution that has experienced tremendous growth under its current President, Father Michael Graham, S.J., who recently announced the decision to step down in June 2021 after nearly two decades of leadership. The University has been intentionally moving from a regional institution to one with a more national reputation. Today, Xavier is known for its academic excellence, both in its undergraduate curriculum rooted in the liberal arts tradition and its strong professional and graduate programs. The Ignatian mission is embedded in the fabric of the institution and guides all strategic planning and decision-making. As a direct result, Xavier is deeply committed to social justice and solidarity, and is an integral partner and advocate for the greater Cincinnati community. At the heart of Xavier are its people with its devoted faculty and staff, inspired students, and transformational alumni. The Musketeer community is nationally known for its passion and dedication to each other and for its civic contributions. The new President will be eager to earn trust across campus and become a valued and engaged member of the Xavier community of continuous learners. A talented listener, the President will promote a global perspective across campus.

Xavier’s unique core curriculum and liberal arts education prepare students for future success in a rapidly evolving work environment. True to the Jesuit tradition of cura personalis, educating the whole person, learning at Xavier takes place in many forms and much emphasis is placed on service to others with 80,000 hours of service performed each year by students. Experiential learning and internships are also an integral part of the Xavier experience, and 100 percent of Xavier students have access to professional mentors, many of whom work in one of the seven Fortune 500 companies in the Cincinnati area. Since joining the revamped Big East Conference in 2013, the University has benefited from the additional national exposure that comes from being part of a major NCAA Division I conference.

The next President will have the opportunity to draw upon Xavier’s history and upward trajectory to achieve new heights in education, learning, and social and cultural change. An intellectually curious risk-taker, the President will demonstrate collaborative yet decisive decision-making, actively engaging campus stakeholders in strategic planning and creative problem solving. Success will require the President to lead the Xavier community while ensuring that the Jesuit, Catholic mission remains at the forefront of the institution. In order to ensure financial stability and viability for the institution in perpetuity, close attention must be paid to enrollment and new revenue streams as well as advancement support. Particularly considering the ongoing global health pandemic, this will require an experienced administrator and collaborative leader well-versed with the current and cutting-edge trends of higher education. Recognized for its leadership in diversity and inclusion initiatives, the University seeks a president to continue to champion this crucial work and demonstrate a deep commitment and history of action in such endeavors.
The search committee welcomes Jesuits, other religious, and lay individuals as candidates. The willingness to embrace Xavier’s Jesuit, Catholic mission and ethos and the ability to inspire and engage others in this mission is paramount.

The Board of Trustees has established a University-wide committee to conduct this search. The search committee will work with the national executive search firm Isaacson, Miller. Inquiries, nominations, and applications should be directed in confidence to the firm as indicated at the end of this document.

HISTORY

Xavier University, originally named the Athenaeum College, was established in 1831 by the first Catholic bishop of Cincinnati, Edward Fenwick, and constituted the first Catholic institution of higher learning in the Northwest Territory. In 1840, Bishop John Baptist Purcell asked the Society of Jesus (the Jesuits) to take control of the school and the Jesuits changed the name to St. Xavier College to reflect the school's patron saint. In 1919, St. Xavier College was moved from its original location in downtown Cincinnati to its present location on the east side of the city. It became Xavier University in 1930. The University was founded as an all-male institution, but in 1969 became fully coeducational. In 1980, the University acquired Edgecliff College, an all-female Catholic college in Cincinnati. The programs at Edgecliff College were integrated with those at the University and, by 1987, the faculty, staff and students were moved into the enlarged University campus. The Edgecliff College campus property was sold by the University in 1987.

Father Michael Graham, S.J., assumed the presidency of Xavier University in 2001. In 2019, he became the longest-tenured President in the history of Xavier University, surpassing Father Paul O’Connor, S.J., who served for 17 years from 1955-1972. Fr. Graham first joined the University as an Assistant Professor of History for the 1984-85 academic year. After earning a Master of Divinity from the Weston School of Theology in 1988, he returned to the University faculty in 1989. He served as Vice President for University Relations and in 1999 was appointed Executive Assistant to the President of the University to work on a number of special projects that allowed him to become familiar with a broad range of University activities.

The impact of President Graham’s academic and community-based vision for Xavier is far reaching. Xavier has been listed among the nation’s top 10 Midwest Universities by U.S. News & World Report each year of Fr. Graham’s presidency. Academic programs established under his leadership include master’s programs in Coaching Education and Athlete Development, Health Economic and Clinical Outcomes Research, and Customer Analytics. Working with the University community, Fr. Graham initiated a change to the core curriculum in 2010 to increase the number of required diversity credits, believing that students should be "engaged in the community by shedding light on such diversity issues as gender, race, ethnicity, class, national origin and sexual orientation in ways that strengthen the bonds and benefits of communal life."

Throughout his presidency Fr. Graham sought out ways to extend Xavier’s reach into critical issues that impacted the Cincinnati community. His passion to connect and collaborate with local and regional communities inspired him to support the Community Building Institute and establish the Eigel Center for Community Engagement at Xavier. The Edward B. Brueggeman Center for Dialogue was also established during Fr. Graham’s tenure and positions Xavier as a pre-eminent place for interreligious discourse, thought and action. Xavier’s partnership with the cities of Norwood and Cincinnati resulted in University Station, a mixed-use development with a goal to revitalize the surrounding community.
Likewise, Xavier’s current affiliation with TriHealth brings a multi-use academic, health and recreation facility to campus. These two long-time faith-based organizations are dedicated to improving the quality of life for the greater Cincinnati community, and are engaged in a 10-year exclusive partnership to build a model for national excellence for collegiate health and wellness. This affiliation, in conjunction with Beacon Orthopedics, benefits the community by offering enhanced comprehensive primary care for Xavier students and employees; expands and provides more specialized clinical care and support services for optimal student athlete performance; advances wellness programs for students and employees; provides additional educational opportunities for Xavier students, both in classrooms and in clinical placements; expands employment opportunities and leadership opportunities for Xavier graduates; and provides new opportunities to collaborate on the healing ministry central to the Catholic church.

MISSION AND JESUIT CATHOLIC IDENTITY

Stemming from centuries of Jesuit commitment to educate the whole person, Xavier has a rich history and heritage. As Jesuit schools have educated society's leaders for over 450 years, Xavier's Jesuit Catholic tradition of academic excellence inspires students to think and communicate effectively, to foster a love of lifelong learning, to serve others, and to find God in all things. Following a proven formula first developed by Ignatius Loyola, the founder of the Jesuits, each student learns to think critically, reflect, and act for the good of society.

Xavier’s mission is as follows:

Xavier is a Jesuit Catholic university rooted in the liberal arts tradition. Our mission is to educate each student intellectually, morally, and spiritually. We create learning opportunities through rigorous academic and professional programs integrated with co-curricular engagement. In an inclusive environment of open and free inquiry, we prepare students for a world that is increasingly diverse, complex and interdependent. Driven by our commitment to the common good and to the education of the whole person, the Xavier community challenges and supports students as they cultivate lives of reflection, compassion and informed action.

The Jesuit spirituality and the commitment to service for others is an important part of the Xavier experience. The Dorothy Day Center for Faith and Justice provides support for students as they deepen their spiritual lives, pursue justice and promote pluralism. With a student body representing 19 different religious backgrounds, the Center challenges and supports Xavier's diverse constituents as they pursue these complimentary ends. Inspired by Ignatian spirituality and Catholic Social Teaching, the Center is built on the invitation to find God in all things and the principles of solidarity and the common good.

Cultivating and maintaining an open, welcoming campus for all community members is integral to the mission of the University and in accordance with Jesuit, Catholic values. The Office of Institutional Diversity and Inclusion (OIDI) provides University-wide leadership to promote and support the development and success of diversity and inclusion initiatives that advance Xavier's mission. The community recognizes and embraces that their faculty, staff, students, and administrators include a diversity of ethnicities, genders, sexual orientations, religious beliefs, abilities, and ages, and they extend this notion of diversity to the exploration and expression of ideas.

In a similar fashion, the best-in-class Center for Mission and Identity also engages faculty and staff in understanding Ignatian spirituality and Jesuit education as the foundation of the University's mission. The
Center develops programs that help integrate Xavier's mission into the work of faculty and staff, provides digital and print resources through [www.jesuitresource.org](http://www.jesuitresource.org), facilitates participation in national and consortium-based mission initiatives, and is the home of the Ruth J. and Robert A. Conway Institute for Jesuit Education. The Center serves as a resource for students, faculty, board members, retreatants, and parishioners not only at Xavier, but throughout the United States, especially for the other 26 Jesuit universities. Most notably, it is a trusted repository for excellent information about Jesuit history, philosophy, prayer, and more.

For the many members of the Xavier community who are Catholic, Bellarmine Chapel, located in the heart of campus, is the religious hub of Xavier. Catholic Mass is celebrated daily in either the main sanctuary or side chapel. In addition to worship services, the church offers mission work, religious education and small group opportunities for study.

**ACADEMICS**

Xavier excels at educating students intellectually, morally and spiritually by challenging them to become students of integrity and compassion. Its academic vision inspires learners to achieve full potential and to engage in society as competent, thoughtful, and responsible global citizens. The University values academic rigor, research, reflection, and the integration of knowledge and action that works toward the betterment of society.

Xavier is classified as a master’s comprehensive university by Carnegie and offers more than 90 majors and 60 minors within the College of Arts and Sciences, the College of Professional Sciences, the Williams College of Business and the College of Nursing, which was established in 2019. Xavier also offers programs for students who plan to further their education in medicine, dentistry, veterinary medicine, optometry, and pharmacy. In 2019, Xavier students achieved a 98-percent success rate and a 92-percent medical school acceptance rate, more than double the national average. Graduate programs are offered in 40 areas, including doctoral degrees in psychology, nursing, leadership studies and occupational therapy. Recognizing the need to meet the busy schedule of many of its graduate students, Xavier’s two largest graduate programs, the Master of Business Administration and Master of Education, both offer courses at off-campus locations in addition to hybrid and online programs. In addition, Xavier in an affiliation with a third party, offers an Accelerated Bachelor of Science in Nursing where students with a bachelor’s degree in a different field of study can receive their BSN in 18 months through a hybrid course. This program is offered in Cincinnati, Columbus and Cleveland. Opportunities exist to expand the ABSN Program to other states. In total, Xavier now offers more than 100 courses online. All online courses and programs maintain the academic rigor, Jesuit values, and personal attention found in Xavier’s on-campus courses.

**The College of Arts and Sciences**

The College of Arts and Sciences (CAS) is the oldest college at Xavier University, comprising 15 departments and offering more than 50 undergraduate programs, three graduate programs, and several Honors and interdisciplinary programs. Its mission statement calls upon the College to challenge students to develop an integrated understanding of humanity, the world, and God by pursuing the questions raised in Xavier's core and departmental curricula. The notable strengths of CAS include undergraduate research, community engaged learning, and preparing students for medical school, law school and other graduate programs. Signature interdisciplinary degrees within CAS include its Classics and Philosophy Honors AB program, its Philosophy, Politics and the Public Honors program, and its newer Economics, Sustainability and Society program. It has just launched a new Data Science Honors program as well.
In addition to hosting the majors of nearly half of Xavier’s undergraduate students, CAS also provides nearly all courses for the undergraduate core curriculum. Xavier's core engages all areas of Liberal Arts Catholic Jesuit education, encouraging Xavier students to become people of learning and reflection, integrity and achievement, in solidarity for and with others.

The College of Nursing
Established in 2019 from the former School of Nursing in the College of Professional Sciences, the College of Nursing at Xavier University aims to prepare professional nurses educated to meet the health care needs of diverse populations in an ever-changing, highly technical health care environment. Graduates are prepared to practice nursing today and to be tomorrow's leaders in holistic health care delivery with an educational foundation grounded in Jesuit values. Undergraduate students can enroll in the Bachelor of Science in Nursing (BSN) program. As previously noted, in 2017, Xavier opened enrollment for the online-based Accelerated BSN program for individuals with baccalaureate degrees in another field. The College also offers a number of options for advanced nursing preparation for registered nurses online and face-to-face, including a Master of Science in Nursing (MSN), a direct-entry master’s program for individuals with baccalaureate degrees in another field, Post-Master’s Family Nurse Practitioner Certificate for qualified RNs with previous MSN degrees, and a Doctor of Nursing Practice in Population Health Leadership (DNP) that is offered online.

The College of Professional Sciences
The College of Professional Sciences prepares undergraduate and graduate students in the Jesuit, Catholic tradition intellectually, morally, and spiritually for careers and professions of service. The College aims to challenge students to strive for academic excellence by providing students with applied experiences, incorporating research and scholarship, and promoting collaboration and community partnerships. The College supports 11 academic units including the Schools of Psychology and Education, four specialty centers, including the Center for Catholic Education and Xavier Health, and operates a Montessori Lab School for children ages 3-12. CPS offers 18 degree programs, including three doctoral programs, and with its recent growth, is the largest college at Xavier. In response to market needs, newly created programs include master’s degrees in Special Education, Coaching Education and Athlete Development, and Criminal Justice. Ninety-six percent of CPS students are employed or in graduate school within six months of graduation and many are sought out by employers in the region.

The Williams College of Business
The Williams College of Business is dedicated to educating present and future leaders in business, enabling them to improve their organizations and society in the Jesuit tradition. The AACSB-accredited college offers 11 undergraduate majors as well as four master’s degrees, and is supported by 65 faculty, 25 staff, 10 Business Advisory Boards, 12 Executives-in-Residence and 430 area executives serving as mentors to undergraduate and graduate students. All of these people are working to create a learning environment that is experientially based, individually focused and built on a foundation of ethical decision-making. The College’s success is evident in its graduates, with alumni in leadership positions at companies such as Cintas, Fifth Third Bank, Kroger, General Electric, Luxottica and Procter & Gamble. Undergraduates enjoy a placement rate of 99 percent. While attending Xavier, 71 percent of the business students worked in an internship as part of their career development. The nationally-ranked graduate programs offer a wide range of MBA concentrations as well as a Master of Science in Accountancy and a Master of Science in Customer Analytics. The Executive MBA program is one of the oldest in the nation and currently ranked 21st in the nation by U.S. News & World Report. Programs are designed to fit the lifestyle of the working professional with courses offered on the main campus, full and part-time, on weekends, online, and at a suburban branch location.
More information on Xavier’s academic programs can be found at https://www.xavier.edu/academics/index.

FACULTY AND STAFF

As of April 7, 2020, the University community includes approximately 1,081 full-time and part-time continuing employees. The University has a full-time faculty of 411; of this number, 256 are tenured or tenure-track faculty. Of the tenured and tenure-track faculty, 50 percent are female and 15 percent identify as an underrepresented minority; 99 percent of full-time tenured or tenure-track faculty (excluding administrators who hold faculty rank) hold the doctoral or equivalent terminal degree. The student-faculty ratio is currently 12:1. The University has 670 staff; 60 percent are female and 16 percent identify as an underrepresented minority. The faculty are governed with an elected Faculty Committee and in 2013, Fr. Graham created a Staff Advisory Committee to enhance communication and collaboration between leadership and staff.

STUDENTS

From the first day of Manresa (the unique new-student orientation program) to receiving the diploma that declares the graduate a Musketeer for life—the Xavier student experience is like no other. More than a collection of people in a classroom, at Xavier one becomes part of an inclusive community that achieves together through collaboration and immersive experiences. Students learn with peers who support them, professional mentors who guide them and faculty who help them with everything from coursework to career planning. In the most recent National Survey of Student Engagement, 93 percent of participating Xavier first-year and senior students said they would pick Xavier again.

Rooted in its Jesuit mission, the Center for Diversity and Inclusion (CDI) creates a diverse, inclusive, and equitable campus for all students—especially for students of color, LGBTQAI+ students, first-generation college attendees and women. Supported by the Office of Institutional Diversity and Inclusion and the work of more than 15 identity-based clubs and organizations on campus, Xavier’s commitment to diversity and equity is ongoing and always striving to improve.

Outside the classroom, Xavier students have formed more than 170 clubs and organizations, engaging in everything from computer science to community service, languages and art. Encouraged by the Jesuit commitment to be a citizen for others, Xavier students log an average of 80,000+ hours of community service per year, helping more than 160 local, national and international organizations. This includes more than 200 students participating in over 20 alternative spring break trips throughout the world to focus on issues related to social justice, sustainability, and awareness.

In 2013, Xavier joined the revised Big East Conference and this move from the Atlantic 10 Conference catapulted its 16 NCAA Division I sports to a brighter national spotlight. Beyond success in competition, Xavier student-athletes have long ranked among the nation's top Division I schools in terms of academic success. In the most recent Graduation Success Rate, as measured by the NCAA, Xavier student-athletes graduated at an impressive rate of 97 percent which is within the top 20 in the country. In addition, every senior men's basketball player since 1986 has successfully graduated from Xavier.

Athletics is a large part of the Xavier student experience for non-student athletes as well with many opportunities for club and intramural sports, but perhaps the greatest indication that students are loyal
Musketeers is the X-treme Fans Organization. The largest single club on campus, X-treme Fans is committed to enhancing the student body's experience with athletic events on and off campus. Nationally recognized for their commitment and support of student-athletes at Xavier, X-treme fans are cheering for the Musketeers all over the globe.

ENROLLMENT AND FINANCES

Under the leadership of Fr. Graham, the University has seen a 29-percent growth in undergraduate enrollment. The fall 2019 total headcount was 6,993 students with 4,834 full-time and 213 part-time undergraduate students, and 1,946 graduate students, 70 percent of whom are part-time. Students at Xavier represent a diverse array with 21 percent of students identifying as students of color, 18 percent of undergraduate students identifying as the first in their family to attend college, and practicing 19 religions. Initially known for its regional and local enrollment, Xavier continues to draw a more national and international footprint. For the 2019-2020 academic year, the geographic distribution of undergraduate enrollment included student representation from 48 states, the District of Columbia, two U.S. territories, and 37 foreign countries. The top five states represented for 2019-20 are Ohio (2,158), Illinois (396), Indiana (362), Kentucky (271), and New York (200).

Student retention is an area of focus for Xavier. Since the 2004 entering class, 74 percent of each of the University’s first-year classes have graduated from the University within six years, on average. The average first year to sophomore year retention rates have been 84 percent for the past five years.

The University meets the costs of its operations primarily through tuition, fees, room and board, gifts and grants, auxiliary income, and endowment income. Xavier remains a highly tuition-dependent institution; for the 2018-19 fiscal year, 74 percent of the University’s gross annual unrestricted operating revenues came from tuition and fees.

Xavier’s total operating revenue was $211 million in 2018-19, and operating expenses were $195 million. Total long-term investments at June 30, 2019, were $343 million and net assets at June 30, 2019, were $500 million. As of March 31, 2020, the total market value of the endowment was approximately $180 million, including approximately $100 million of permanently restricted assets.

Financial aid for full-time undergraduate students is given in the form of scholarships, grants and on-campus employment. Approximately 99 percent of full-time undergraduate students received aid in some form during the 2018-19 academic year. The total amount of aid received by students in 2018-19 was approximately $97 million. Like many institutions, Xavier has seen an increasing first-year discount rate over the past few years. Its undergraduate discount rate was 50 percent in 2018-19, while its aggregate discount rate was 41 percent.

Xavier maintains credit ratings of A3 from Moody’s and A from Fitch.

ALUMNI AND ADVANCEMENT

The University has more than 150,000 alumni, parents, and friends who are actively engaged throughout the United States and the world. The National Alumni Association has a network of 41 chapters across the United States to support the University’s efforts in areas such as development, admissions, athletics, and community engagement. In Fiscal Year 2019, the University’s alumni contributed over $18.3 million. Over
the past 5 years, 12.2 percent of alumni contributed annually to the University. Xavier’s University Relations follows an upward trajectory as it connects and engages alumni, parents and friends to build and grow the University campus, identity and academic programs.

The philanthropic support for Xavier matches the growth of its alumni with 90 percent of contributions coming in the last two decades. In September 2017, the University launched the Together. For Others campaign with a goal of raising $250 million ($100 million for the endowment, $80 million for the annual fund, and $70 million for capital projects). As of spring 2020, $223 million in pledges and outright gifts have been received. While the global pandemic will likely slow its progress, Xavier still expects to meet its goal by 2021. Given the size of its endowment relative to its peer institutions, future fundraising will be directed toward increasing endowment funds while also supporting academic and capital needs.

CAMPUS

Xavier’s physical campus has undergone a dramatic change since 2000 nearly doubling its size to 200 acres. New construction completed since 2000 includes the Cintas Center, which houses a 10,000+ seat multipurpose arena, conference and banquet facilities and athletic offices; the Gallagher Student Center; the Hoff Academic Quad which consists of a Central Utility Plant, Conaton Learning Commons, and Smith Hall, the home of Williams College of Business; Bishop Fenwick Place, which includes a suite-style student residence hall, the University’s central dining facility, and the Center for Mission and Identity. In addition, Alter Hall, Xavier’s primary classroom building, was rebuilt and reopened in 2015. The Alter Hall project completed all aspects of the 2005 Campus Master Plan for the core of campus.

In fall 2014, University Station, a $54 million mixed-use development, opened and brought new retail, commercial office space and a 177-unit housing development adjacent to the University’s campus. The office space is 100 percent leased to TriHealth and CTI Clinical Trial and Consulting Services. Both offer opportunities for collaboration with Xavier students, faculty and staff, and provide services and job opportunities for the surrounding neighborhood. The University’s “All for One” bookstore, full-service Starbucks, Graeter’s ice cream and other tenants bring new and easy access to goods and services not previously available to the community. This development is entirely funded and managed by external parties.

Most recently, as part of a unique affiliation between Xavier University and TriHealth, the Health United Building (HUB) was opened. The HUB is a state-of-the-art campus facility that celebrates health and wellness as an expression of Xavier’s Jesuit Catholic educational mission and foundational value of care of the whole person. The building encompasses all health-related elements of a Xavier student’s experience, including a recreational center, a comprehensive primary care clinic and mental health center, and a pharmacy. It is also home to five of Xavier’s academic departments, as well as the College of Nursing.

CINCINNATI

Known by locals as “The Queen City,” the greater Cincinnati area is home to over 2 million people and was named #1 Best City for College Grads by SmartAsset. The city is home to three professional sports teams, including the National Football League’s Cincinnati Bengals and the Major League Baseball’s Cincinnati Reds, and FC Cincinnati, the newest addition to Major League Soccer with its expansion in 2018.
The vibrant arts community is also a draw for many residents with the Cincinnati Art Museum perched atop Eden Park, boasting beautiful vistas and free admission. The Cincinnati Pops, the Cincinnati Opera and Cincinnati Symphony Orchestra, all primarily housed in Cincinnati’s historic Music Hall, receive international accolades and perform free concerts in the refurbished city parks not far from Xavier’s campus. For thrill seekers, the city is home to Kings Island, home of the world’s longest roller coaster. The Cincinnati Zoo & Botanical Garden, as well as the Newport Aquarium, provide residents the opportunity to interact with a variety of animal species and plant varieties year-round. Metro bus-stops right next to Xavier’s campus allow transportation to these attractions.

Much of Cincinnati’s recent civic growth is due to its ability to attract and retain industry to the area. The city is currently home to seven Fortune 500 companies, and more than 560 companies participate in Xavier’s mentor program. Key corporate citizens include Kroger, Procter & Gamble, Fifth Third Bank, American Financial Group, Cincinnati Financial Corporation, AK Steel, General Electric, Western & Southern Financial, and Cincinnati Children’s Hospital Medical Center.

GOVERNANCE AND LEADERSHIP

The University is governed by a Board of Trustees (the “Board”), which has legal responsibility for the policies and overall governance of the University. A talented and dedicated group, across campus the Board receives praise for how well they work together, focusing on strategically supporting the President and Xavier. The Board is currently comprised of 38 members (Trustees) and no less than 15 percent of Board Members must be members of the Society of Jesus. The President of the University and the Rector of the Xavier Jesuit Community are ex-officio members of the Board, with full voting rights. The current Chair of the Board is Vincent Caponi '72.

The President reports to the Chair of the Board and serves as Xavier’s Chief Executive Officer, providing leadership and oversight for all aspects of the University. The President’s daily administration is done through management of his Direct Reports (DR’s) comprised of the Vice President for Financial Administration and Chief Business Officer, Provost and Chief Academic Officer, Vice President for Administration & Director of Athletics, Vice President of Risk Management, Vice President for Enrollment Management & Student Success, Vice President for Mission & Identity, Vice President for Institutional Diversity & Inclusion, Vice President for University Relations, and the General Counsel and Secretary to the Board of Trustees.

It is the President’s responsibility to ensure that strategic direction and policies of the University are aligned with the values of Jesuit, Catholic education. In furtherance of its mission and approved by the Board, Xavier identified the following strategic goals for fiscal year 2019-2020:

• To embody the gifts of our Ignatian heritage and the Universal Apostolic Preferences of the Society of Jesus (2019-2029) amidst a robust educational experience in a nurturing, safe, well-maintained, and beautiful campus environment.
• To develop and maintain dynamic undergraduate academic programs that are built upon our Jesuit core curriculum and led by committed faculty and staff. These programs will be high quality, distinctive, compelling, and provide a pathway for students to obtain internships, graduate and professional school entrance, and meaningful jobs.
• By being responsive to regional and national needs, in light of our strong Jesuit principles and committed faculty and staff, develop and grow dynamic graduate programs. These programs
will be high quality, distinctive, compelling, and provide a pathway for students to obtain meaningful jobs.

- To ensure the financial and operational future of Xavier University.

More information on the current strategic plan can be found at [https://www.xavier.edu/mission-identity/xaviers-mission/the-xavier-way](https://www.xavier.edu/mission-identity/xaviers-mission/the-xavier-way). The fiscal year strategic goals for 2020-2021 are being considered by the Board of Trustees and it is expected they will be available later in June of 2020.

**OPPORTUNITIES AND CHALLENGES FOR THE NEXT PRESIDENT**

The next President of Xavier has the tremendous opportunity to continue the institution’s upward trajectory. Even in the midst of the unprecedented global pandemic, Xavier is well-positioned as an institution deeply devoted to preparing its students “to learn together, to serve together, and succeed in changing the world together.” To fulfill this mission, there are several key leadership expectations, outlined below, that the next President will be expected to embrace. They include:

*Embrace and advance the Jesuit tradition that is integral to Xavier’s distinct experiences and core identity*

The next President must have a thorough understanding of Xavier’s Jesuit, Catholic mission and identity and be eager and able to lead and advance that tradition. She or he must likewise ensure that the University’s choices about the future are rooted in and informed by a commitment to these values and mission as well as its strong ties to the Jesuit community. It will be important for the next President to articulate both internally and externally the benefits of a Jesuit and Catholic liberal arts education with strong professional and graduate programs and to make the case for Xavier’s commitment to serve the community and create a more just society. The President will be a model of these values as its spiritual leader, will have strong lived experience promoting the mission, and will be an integral part of spiritual events on campus. As the face of the University, the President will strongly articulate the distinctiveness of a Xavier education and ensure this message is reflected in University communications and branding.

*Set the strategic vision for Xavier’s next chapter and ensure its implementation*

The next President will formulate and articulate a clear vision for the University and engage others in its planning and implementation with a focus on where Xavier can continue to distinguish itself from its peers and gain regional and national recognition for its academic programs and commitment to educating the whole person in accordance with its Ignatian values. Working with the Direct Reports, the next President will ensure that in pursuit of this vision, strategic planning aligns with academic and capital planning and resource allocation. The President will continue to charge the Provost and the academic leadership team to promote a culture of evaluation to ensure academic programs are rigorous, innovative and responsive to student demands and future marketplace realities. To implement Xavier’s stated goal of reaching 5,000 enrolled undergraduates, the next President will need to consider what needs to be enhanced or modified to meet this milestone successfully to ensure the highest quality student experience.

*Ensure the University’s future financial strength and stability*

The next President, in close collaboration with the Board of Trustees and the Direct Reports Team, will be responsible for ensuring that the University’s short- and long-term financial condition remains sound. Like
many private universities, Xavier is a tuition-dependent institution and increasingly concerned about the rising costs of education, upcoming demographic challenges and the recent economic impacts of the global pandemic. Developing the talented team in place, the President will build, maintain and direct an effective and efficient leadership team to allow the University to make sound decisions regarding enrollment goals, recruiting targets and new and existing programs. The President will be fiscally astute and exercise consistent financial and business oversight with a focus on accountability. The President must consider new revenue streams and critically analyze how to balance academic quality and access and affordability. Increased philanthropic support will be crucial to increase Xavier’s endowment and provide more flexibility for the University to prosper in this challenging economy. The President will be expected to be comfortable and involved in the ongoing development efforts of the University.

**Continue to support and strengthen the University’s academic offerings**

Xavier is proud to be a university whose mission is to educate each student intellectually, morally, and spiritually. Xavier creates learning opportunities which assure that the graduates are prepared to enter the world with specialized knowledge that has been informed through rigorous academic and professional programs integrated with co-curricular engagement. As Xavier has grown in both size and reputation, so too has its academic rigor. When setting out a vision for Xavier’s future, the next President will work closely with the Provost, the faculty, and other University leadership to ensure that such academic success continues. This will include supporting the strategic growth of both its undergraduate core curriculum and professional programs, in addition to supporting the rise of online education across the University. With all aspects of higher education under closer scrutiny, Xavier will have the opportunity to reaffirm its commitment to its academic strengths and ensure that its upward trajectory continues.

**Provide collaborative and decisive leadership to an engaged community**

The Xavier community is the heart and soul of the University and will require an engaged and compassionate leader to guide them forward in uncomfortable and uncertain times. Xavier has a strong commitment to shared governance and in recent years appreciated an increased transparency in communication. As the next President and the Board consider the future of Xavier, the President will need to ensure that the faculty, staff, students, alumni and the broader community are engaged in the dialogue, as appropriate, and are informed how and when decisions are made. The impacts and potential reoccurrence of the global pandemic are unknown, and Xavier’s close-knit community with an ever-expanding Ignatian global view will be looking to its next President to be thoughtful and informed in decision-making and messaging.

**Cultivate and strengthen external partnerships while being an engaged leader in the Cincinnati community**

As a result of Fr. Graham’s leadership and deep commitment to serve the community, Xavier has built key partnerships with civic and business leaders and organizations in the greater Cincinnati area. Given the University’s pursuit of social justice, Xavier is often asked to be a stakeholder in initiatives and conversations across the city and the greater community regarding diversity, equity and inclusion. Through the grassroot works of the Community Building Institute and the many relationships across the University with its neighbors and education and industry partners, including TriHealth, the networks are in place for Xavier to continue this important role in the community under the new President’s leadership. Continued success will require Xavier’s next President to embrace the thought leadership that will resonate in the community and be comfortable as the face of the University. This presents both an opportunity to confirm
Xavier’s support of partnerships and efforts in the region and also to allow Xavier to expand its reach and collaborations based on the interest and passion of its new leader.

**Strengthen Xavier’s institutional commitment and action on issues of equity, diversity, and inclusion**

In the last decade, Xavier has made it a priority to understand and address issues of equity, diversity, and inclusion in its community. While there has been much progress, most notably the creation of the Office of Institutional Diversity and Inclusion and the appointment of Xavier’s Vice President for Institutional Diversity and Inclusion, along with the Diversity and Inclusion Strategic Plan, there is much more work to be done. Xavier needs its next President to continue to push the community forward to support this critically necessary work. This requires a relationship leader with high emotional intelligence and a deep respect and appreciation for a diverse community of individuals. By influence and by example, the President will foster an informed campus culture that pursues and celebrates diversity, equity, and inclusion as foundations for its excellence.

**QUALIFICATIONS AND CHARACTERISTICS**

Xavier University seeks a visionary leader to guide the institution’s next period of growth and evolution. Candidates should have a history of organizational leadership, the ability to build and cultivate financial support for the University and its programs, and a record of accomplishment in creating and supporting an inclusive climate of community, understanding, and excellence. The search committee welcomes Jesuits, other religious, and lay individuals. The successful candidate will bring many of the following experiences, abilities, and qualities:

- A visionary, strategic leader with a demonstrated record of success that will inspire the Xavier community and apply directly to the core mission of the University;
- A spiritual leader, one who embraces the Catholic faith tradition and personifies and advances the Jesuit tradition and the Catholic mission of the institution. Capable of serving as the faith leader for and on behalf of the University throughout the year, including participation in certain ceremonial settings;
- An earned terminal degree, preferably a doctorate, in her or his chosen field, and 15 years of proven managerial and leadership experience, preferably managing the complexity of multiple constituencies, such as those found in higher education;
- Passion for and the understanding of Catholic education, demonstrated through leadership and management experience at a Catholic institution, preferably one in the Jesuit tradition;
- A proven commitment to diversity and demonstrated success in diversity initiatives; a broad experience with diverse students, faculty, and staff and the will to embrace diversity in all aspects within the Xavier community;
- Demonstrated commitment to maintaining and advancing the University’s relationship with the Society of Jesus and the Archdiocese of Cincinnati;
- An understanding of the mission of the University, including an ability to identify and embrace mission-critical matters, prioritize formation programs, and possess the capability and willingness to make data-driven decisions that prioritize those mission-critical matters;
- A thorough understanding of the goals and values of a Jesuit liberal arts education and the understanding that such an education supports and intersects with professional preparation in the 21st century;
• A collaborative and transparent leadership style that will succeed in and foster an environment of trust, empowered leadership and shared governance;
• An excellent manager who is personable and inclusive with the highest standards of honesty and integrity, and who possesses the ability to make difficult choices and decisions;
• Strong management, planning, and financial skills; an astute understanding of university finances and the relationships among academic priorities; experience setting and overseeing budgets;
• An informed and innovative leader with a vision about trends and developments in higher education, especially those that will most impact Xavier over the horizon. Open to re-inventing the business model where necessary while still remaining true to the Mission;
• Demonstrated record of recruiting, developing, and retaining top-level university leaders and faculty;
• An established record in fundraising, 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;
• Proven experience and leadership in times of crisis and uncertainty;
• A strong communicator with the ability to build, maintain, and grow relationships internally and externally; a compelling and genuine communication style and ability to connect with a variety of audiences, and the ability to create meaningful dialogue around important issues;
• Dynamic, energetic, and enthusiastic while remaining humble, flexible, all with a healthy sense of humor.

TO APPLY

Confidential inquiries, nominations/referrals, and résumés with cover letters can be sent electronically and in confidence to:

Jacqueline Mildner, Partner
Leslie McCarthy, Managing Associate
Jenna Sattar Kwiatek, Associate
Isaacson, Miller
www.imsearch.com/7462

XAVIER UNIVERSITY IS AN EQUAL OPPORTUNITY EMPLOYER

May 2020