



SETON HALL UNIVERSITY

South Orange, New Jersey

President

Leadership Profile



WITT / KIEFFER

Leaders Connecting Leaders

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This leadership profile is intended to provide information about Seton Hall University and the position of president. It is designed to assist qualified individuals in assessing their interest in this position.

Opportunity and Summary of Position

Seton Hall University seeks a president to lead the institution into a new era of accomplishment. As the University brings on board one of the only newly-formed private medical schools in the country while simultaneously enhancing its core strengths at both the undergraduate and graduate level, Seton Hall seeks a leader of people and programs to serve as its 27th chief executive.

Seton Hall's president will be a practicing Roman Catholic with an earned terminal degree and a proven record of accomplishment as a leader and administrator. The president will clearly understand and will work to enhance the interconnected values of higher education and the Roman Catholic Church, with a particular understanding and embrace of the Catholic intellectual tradition. A student-centric approach to higher education and a commitment to academic freedom are *sine qua non*. While leadership experience specifically in higher education is preferred rather than required, candidates with personal experience in undergraduate, graduate, and professional education will be decidedly advantaged, including those with a personal history of teaching, scholarly research, and faculty governance including the rank and tenure process. As would be expected, the president will possess the personal characteristics necessary to be an effective spokesperson and fund raiser for Seton Hall; candidates demonstrating a track record of successful philanthropic fund raising will be at a particular advantage.

The new president will join the University at an opportune time when it has begun to achieve and implement elements of the widely embraced vision for its future. This leader will inherit exciting new enterprises, like the new medical school that is being created in partnership with Hackensack Meridian Health and will have the opportunity to build the awareness and reputation of what is already a nationally recognized institutional brand. To accomplish these ends, Seton Hall's new president will benefit from a symbiotic working relationship with a highly motivated board and with His Eminence, Joseph William Cardinal Tobin, himself newly appointed as the sixth Archbishop of Newark by Pope Francis.

Seton Hall is already one of the nation's foremost Catholic universities; its new president will work to enhance its rankings while maintaining its commitment to academic quality and, especially, to its compelling mission and values.

For information regarding how to express a candidacy or to make a nomination for this position, please see the section "Procedure for Candidacy" near the end of this document.



Seton Hall University: An Overview

Mission Statement

Seton Hall University is a major Catholic university. In a diverse and collaborative environment it focuses on academic and ethical development. Seton Hall students are prepared to be leaders in their professional and community lives in a global society and are challenged by outstanding faculty, an evolving technologically advanced setting, and values-centered curricula.

Background

From its founding in 1856 as Seton Hall College to the present day, Seton Hall has been dedicated to supporting the vision of its founder, Bishop James Roosevelt Bayley: providing “a home for the mind, the heart, and the spirit.” Its Catholic identity has made the University a home that is open to people of all faiths, creeds, and ethnic backgrounds. The seeds of diversity at Seton Hall were planted during its first 12 years, when it enrolled more than 500 freshmen from 17 states and six foreign countries. The University continues to reflect the growing ethnic scope of its students and the increasing diversity of the Church and the society it serves.

During the 19th century, in spite of setbacks and social upheaval, the College continued to expand. By 1937, Seton Hall established a University College, marking the first matriculation of women at the College. The College was organized into a university in 1950 following an unprecedented growth in enrollment due to the G.I. Bill. The College of Arts and Sciences, the Stillman School of Business, the School of Nursing and the College of Education and Human Services comprised the University; the School of Law opened its doors in 1951, with Miriam Rooney as the first woman dean of law in the United States. Seton Hall became fully coeducational in 1968.

During the 1970s and 1980s many new programs and majors were inaugurated, as were important social outreach efforts. New ties were established with the private and industrial sectors, and a growing partnership developed with federal and state governments through programs created at the University for the economically and educationally disadvantaged.

In 1984, Immaculate Conception Seminary School of Theology returned to its original home at Seton Hall. The Richie Regan Athletics and Recreation Center was dedicated in 1987. With the construction of four new residence halls between 1986 and 1988 and the purchase of an off-campus apartment building in 1990, the University solidified its identity as a residential campus, moving from its roots as a primarily commuter institution. Seton Hall now provides residential accommodations for approximately 2,300 students.

Academic growth and physical development continued throughout the 1990s into the new millennium. The Law School’s state-of-the-art, \$37-million facility in downtown Newark opened its doors in 1991. The \$20-million Walsh Library opened in 1994 and its first-class study and research resources marked the beginning of a technological transformation on campus. The School of Diplomacy and International Relations was founded in 1997 as the result of an alliance with the United Nations Association of the United States of America. In 2015, the University launched two new schools. Reflecting a longstanding strategic priority to leverage Seton Hall’s convenience to the rich media resources of New York, the Board approved the College of

Communication and the Arts. Also, Seton Hall and Hackensack Meridian Health agreed to partner to form a new School of Medicine. In 2016, the founding dean of the School of Medicine was appointed, pediatric expert Dr. Bonita Stanton.

Seton Hall's newest building is the greatly expanded Stafford Hall, now housing 12 modern classrooms and preparing the University for a larger undergraduate student body. The renovated and expanded McNulty Hall, now the Science and Technology Center, was completed in 2007. This facility encompasses over 100,000 square feet of state-of-the-art research, teaching, office, and conference spaces. These cutting-edge facilities exemplify Seton Hall's continued commitment to undergraduate and graduate education, as well as the expanding role of information technology and science in higher education. All academic space in the University is wireless.



Location and Campus

Seton Hall University's 58-acre main campus lies 14 miles from Manhattan in South Orange, New Jersey, a charming, culturally active community, which is just 25 minutes from New York Penn Station on Midtown Direct. The University is west of Newark, a city experiencing a burgeoning renaissance under dynamic political leadership. Over the last several years, Seton Hall has strengthened its relationships with its neighbors by its affiliation with the South Orange Performing Arts Center and the Prudential Center in Newark, where the men's basketball team competes in the BIG EAST conference. Seton Hall's School of Law is located within easy walking distance of federal and state courthouses, as well as the Prudential Center and Newark Penn station.

The campus is currently in the midst of major renovation and construction projects. A major construction project is the building of the Bethany University Welcome Center. This facility is being constructed to consolidate the admissions and recruitment functions of the University under one roof. Located adjacent to the main campus entrance, prospective students will be able to come onto campus, meet with admission advisors, and receive a perspective student orientation/tour all in one consolidated and convenient location. This building will include an event facility, having the capacity to seat 500 to 750 people. The Center is scheduled to open in January 2018.

The second major construction project is the creation of the Interprofessional Health Sciences campus in Nutley and Clifton, New Jersey. This campus will house the new Seton Hall-Hackensack Meridian School of Medicine, the Seton Hall College of Nursing, and the Seton Hall

School of Health and Medical Sciences. Both Nursing and Health and Medical Sciences will be relocated from the South Orange campus. This campus is scheduled to open in March 2018 and start hosting classes in summer/fall 2018.

Renovation of the University Center is taking place over the summers of 2017 and 2018 to upgrade and expand the current dining facility for students on meal plans. In summer 2017, Jubilee Hall saw a complete renovation of the lecture hall with new seating, supplied with power to each seat, and state of the art AV systems.

From academic years 2012 through 2016 the University invested \$145 million in capital expenditures while only increasing bonds payable by \$4.7 million. In academic year 2016-17, the University executed two new bond issues of \$36 million and \$37 million for the construction of the new Welcome Center on the South Orange Campus and the renovation of the new Interprofessional Health Sciences Campus, respectively.

Enrollment

Seton Hall enrolled 1,461 freshmen for the academic year 2017-2018 (the largest freshman class in University history); the total undergraduate enrollment is about 5,800 students, and the total number of graduate students is approximately 3,500. Seton Hall celebrates the diversity of its student body, with approximately 40 percent of students coming from underrepresented minority groups, 28 percent identifying as first generation and 26 percent of whom are Pell eligible. The student body is increasingly geographically diverse, with almost 35 percent of undergraduates coming from out of state. Seton Hall also has students from over 70 countries. The average SAT score for incoming freshmen is approximately 1214 and the average ACT score is 25.8.

In the last half a dozen years, Seton Hall has increasingly improved the profile of its incoming students, sustaining a nearly 100-point increase in average SAT scores during this period. In addition, this period has seen record applications as well as enrollments. This has corresponded with a decrease in the admit rate by nearly 10 points over this time and an increase net tuition revenue from undergraduate students which has consistently outperformed the national average.

In addition to high-quality academic programs, students and families are attracted to Seton Hall because of its strong ethical values and its commitment to social justice and responsible citizenship.

Seton Hall University offers a comprehensive program of financial aid. Last year alone, the University provided over \$96 million in institutional aid to support our students. Currently, 98 percent of full-time undergraduate students receive some form of financial aid with 97 percent receiving grants or scholarships directly from Seton Hall.

Academic Life

Seton Hall University prepares students intellectually and ethically to be servant leaders in a global society. Students are exposed to a world of ideas from great scholars, with curricula grounded in the perspectives, histories and achievements of many cultures.



Seton Hall offers courses in a broad range of disciplines within 10 schools and colleges including the College of Arts and Sciences, the College of Education and Human Services, the College of Nursing, the School of Diplomacy and International Relations, the Stillman School of Business, the School of Law (graduate only), Immaculate Conception Seminary School of Theology, the School of Health and Medical Sciences (graduate and post graduate), and the College of Communication and the Arts. They are joined by the new School of Medicine, an initiative undertaken together with the Hackensack Meridian University Health Network; the School of Medicine is currently engaged in the process of seeking all necessary accreditations and approvals. Seton Hall University offers more than 60 advanced degrees, as well as certificate and adult education programs at both the master's and doctoral levels. The University is also proud to host the St. Andrew's College Seminary, with 29 undergraduate seminarians from six dioceses, as well as the Sr. Rose Thering Fund for Jewish-Christian Studies, the Joseph A. Unanue Latino Institute, the Lonergan Center, and dozens of other significant academic centers and institutes.

Within Seton Hall's schools and colleges are programs that are nationally ranked and/or accredited. The Stillman School of Business, for example, has been ranked among the top 10 undergraduate business programs at Catholic Colleges and Universities and among the top 110 of all undergraduate business programs by *U.S. News and World Report*. The Gerard P. Buccino '63 Center for Leadership Development currently holds the #1 ranking in the LEAD Awards for Certificate Program with Emphasis on Leadership and Organizational Development. Seton Hall's School of Law is ranked 57th nationally. Its Health Law program is ranked in the nation's top 10 and it has also achieved national distinction in the areas of intellectual property law, public interest and government service, and international and corporate practice. Its non-J.D. programs have grown dramatically in recent years; the Masters in the Science of Jurisprudence program, for example, has grown from approximately two dozen enrollees to over 200 today. It has been consistently ranked by *U.S. News and World Report* among the top law schools in the country.

The University completed its Middle States reaccreditation process in April 2014, and the Middle States Commission reaffirmed our accreditation on June 26, 2014; the next report will be

the Periodic Review Report, due in 2019. One of the most significant changes in the 10 years since the previous decennial accreditation, and a fitting tribute to the University's sesquicentennial celebrated in 2006, was the faculty's response to the then-president's challenge in 2001 to devise a "signature Seton Hall educational experience" with a new Core Curriculum that draws together the University's academic mission and its Catholic identity. A unique feature of undergraduate study at Seton Hall, the Core Curriculum comprises three signature courses rooted in questions central but not exclusive to the Catholic intellectual tradition and a set of universal proficiencies, which aim to equip students for 21st-century lives.

Faculty

Seton Hall has a diverse faculty in its schools and colleges, one that is qualified to devise, develop, monitor, and support instructional, research, and service programs. According to the latest University *Fact Book* (2015-2016), 52 percent of the faculty is tenured. Seton Hall has 467 full-time faculty members, 90.0 percent of whom have terminal degrees from top-tier colleges and universities in the United States and abroad. Members of the faculty have received Fulbright, U.S. Department of Education, and National Institute of Health awards. There are Fellows from the American Bar Foundation and Gibbons, governmental appointees to the New Jersey Historical Commission, and representatives to the executive committees of numerous state and national academic associations. Recently, one of our faculty earned a Guggenheim Award, the third such award for Seton Hall and the second in nine years.

Seton Hall faculty members are well-qualified professionals. The Office of the Provost has published a faculty Hiring Review Justification Form and a Faculty Hire Checklist providing structure for the recruiting and hiring of new faculty members. One indicator of the success of faculty hires is our representation in the most selective research databases, which has increased by approximately 67 percent from 2007 to 2016.



The impressive level of faculty scholarship is due, in part, to faculty development, which includes incentive programs and teaching reductions for those conducting research. A Faculty Development Center was established in 2015, and put in the charge of a senior faculty leader and experienced chairperson and scholar. In addition to research, the faculty is committed to the use of technology for teaching and learning, as evidenced by years of achievement in academic technology and alternative learning modalities. Seton Hall is committed to diversity and to increasing the diversity of its faculty. Presently, women comprise 50 percent of the faculty, and members of historically underrepresented social groups comprise 22 percent. Besides outstanding credentials, scholarly activity, and a commitment to teaching excellence, the faculty enjoy a remarkably warm sense of collegiality and mutual respect.

Immaculate Conception Seminary

Immaculate Conception Seminary School of Theology (ICSST) is the school of theology of Seton Hall University and the major seminary of the Catholic Archdiocese of Newark. It is the fourth largest Catholic seminary in the country. The School of Theology admits both seminarians studying for the Catholic priesthood and lay students.

Founded in 1861 at Seton Hall, the Seminary remained part of the University until 1926, when it moved to separate facilities in Darlington, near Mahwah, New Jersey. In 1984, ICSST was re-affiliated with the University.

As a house of formation, the Seminary offers men preparing for the priesthood the personal, academic, ministerial, and spiritual formation essential for conversion to Jesus Christ and for a commitment to a life of service to the Church.

As a school of theology, ICSST provides: a theological and philosophical foundation for men and women pursuing undergraduate studies; a theological foundation and a pastoral and spiritual formation for men and women preparing for ministries among the People of God; a theological foundation for men and women desiring to pursue doctoral studies; and varied opportunities for continuing theological education. The School of Theology welcomes members from many religious orders, such as the Salesians, Augustinians, and Franciscans.

Priest Community

Among the approximately 230 Catholic colleges and universities in the United States, Seton Hall distinguishes itself as one of only nine colleges sponsored by diocesan clergy rather than members of a religious order, such as the Jesuits or Dominicans. The priests of the Archdiocese of Newark have staffed and animated Seton Hall since its founding. Today, the priests residing on campus number 48, a number that includes three religious order priests. They not only staff campus ministry and the seminaries, but they also serve as University administrators and faculty. Highly credentialed faculty members, they teach not only religion and the various theological disciplines but also in widely divergent disciplines such as mathematics and English, chemistry and education, diplomacy and philosophy.

Student Life

Seton Hall University is dedicated to the belief that life skills are as important as those developed in the classroom, and students are encouraged to embrace community and pursue co-curricular activities.

Student Life at Seton Hall is enriched by the opportunities and essential services offered by the many departments within the Division of Student Services. The mission of the Division is to enhance and support the holistic development of students by providing them with a dynamic educational environment, informed by the best professional practices, the latest technological advances, and the values of the Catholic tradition. The student life program is designed to foster excellence in academics, as well as spiritual and personal growth, so all are empowered to reach their full potential as servant leaders.

Student Life is a critical component in the learning agenda of the institution. Students who become involved are more likely to be successful in their careers and private lives and to become productive members of the wider community. Students share their experience with others by taking on leadership roles as peer advisors, resident assistants, and executive board members of student organizations; by becoming student employees; by participating in interest groups and student governance; and by engaging in the numerous activities offered on the campus. From the initial contact during Pirate Adventure orientation in June, new members of the Seton Hall community are informed about the importance of diversity and social justice.

Approximately 80 percent of freshmen live on campus and take advantage of the programming and convenience of residence life. The University also has a large and engaged commuter population that is supported by the Commuter Council. Early in September, more than 100 culturally and ethnically diverse clubs and organizations participate in the Involvement Fair, where students meet members of many active student groups. These include Greek organizations; University-sponsored organizations, such as FOCUS (Fellowship of Catholic University Students), and SPO (Saint Paul's Outreach), whose missionaries help students live their Catholic faith; DOVE (Division of Volunteer Efforts), which facilitates community service opportunities; ROTC; and other groups that help make the student experience a unique and rich one. Law students similarly join together in a number of student organizations. Many law students are placed in nonprofit organizations, allowing them to give to their community while applying their legal skills in real-world settings.

Athletics



The mission of the Department of Athletics and Recreational Services is to ensure that intercollegiate athletics and recreational programs represent and reflect the mission and goals of the University. By providing quality opportunities and programs that reflect high academic, moral, and athletic standards, Seton Hall University enables all student-athletes to maximize their personal potential.

Seton Hall athletics has played a prominent role on the national scene for more than a century. Today, Seton Hall sponsors 14 men's and women's NCAA Division I programs and is committed to competing at the nation's highest level as a member of the BIG EAST Conference, a league Seton Hall helped found as a charter member in 1979. In 2013, Seton Hall was part of spearheading a new era in the BIG EAST, which transformed into a 10-member conference and returned it to its basketball roots. Best known for its success in men's and women's basketball, Seton Hall has also seen national achievement in baseball, softball, men's soccer, women's volleyball, men's golf, and women's golf.

A program steeped in tradition, Seton Hall has been playing men's basketball for more than 100 years, winning a national championship in 1953, making an NCAA Final Four and national

championship game appearance in 1989, and taking home three BIG EAST Tournament championships. In 2007, the men's basketball program named the state-of-the-art Prudential Center as its new home arena, further boosting the Pirates' credentials as a viable national contender. In 2015-16, both the men's and women's teams vaulted into the top 25 national rankings and advanced to the NCAA Tournament with the men's team capturing the BIG EAST title for the first time since 1993. The men followed with a second straight NCAA Tournament appearance in 2017 and is again a top 25 nationally ranked team for 2018. Through the BIG EAST partnership with FOX Sports, men's basketball attains unprecedented exposure with 30 nationally televised games annually.

Perhaps best known for its success in men's and women's basketball, Seton Hall has also seen national achievement in baseball, softball, men's soccer, women's volleyball, men's golf, and women's golf. Proving that Seton Hall student-athletes are multi-dimensional, athletic success has been complemented by Pirate student-athletes who have earned academic All-American distinction. The department's Academic Support Services focuses on balancing successfully the student-athlete's commitments to academics and athletics. In 2016-17, five programs received NCAA Public Recognition Awards for outstanding multi-year Academic Progress Rates (APR), and all 14 programs scored higher than the national average. Seton Hall closed the 2016-17 academic year with a new record high student-athlete cumulative GPA of 3.376, marking the seventh consecutive year that the department has ended the year with a new record high.

Committed to offering premier resources to student-athletes, Seton Hall Athletics has unveiled numerous new state-of-the-art facilities that enhance the student-athlete experience, including the Center for Sports Medicine, the Charles W. Doehler Academic Center, new locker rooms for each varsity sport, a 40-seat amphitheater style film room, a 7,500 square foot varsity weight room, and a 2,800 square foot golf lab. Establishing long-term exclusive partnerships with Under Armour and FOX Sports has also aligned Seton Hall Athletics with industry leaders in their respective fields.

Complementing Seton Hall Athletics commitment to academic and athletic success is its H.A.L.L. (Helping Athletes Learn to be Leaders) Program, which is dedicated to vitalizing the lives of its student-athletes. The program consists of five components: leadership development, student-athlete welfare enhancement, academic and athletic success initiatives, community enrichment, and spiritual growth. Each of these program components provides student-athletes with the skills and resources necessary to face and overcome potential challenges, on and off the playing surface, and to be as successful as possible in the classroom and in their future careers.

Community enrichment plays a major role in the lives of Seton Hall student-athletes who learn and understand the importance of giving back. In total, Seton Hall student-athletes recorded over 3,200 hours of service during the 2016-17 year, further reinforcing the University's Servant Leadership core principle.

Seton Hall is not just known for its varsity athletics programs, but also for efforts to sponsor club sports, an array of intramural activities for all students, and myriad opportunities that support the physical fitness of the University community as a whole. The physical fitness experience of the general student body was enhanced in 2014 with the opening of a new 12,000 square foot state-of-the-art fitness center that provides myriad exercise opportunities for students, faculty, and staff.

Alumni

Seton Hall's comprehensive alumni relations program provides opportunities for more than 100,000 alumni around the globe to become engaged with the University. While the majority of alumni (62,000) call New Jersey home, members of the Pirate network reside in all 50 states and more than 60 countries.

A robust complement of event programming, volunteer opportunities, athletic events, 35 regional chapters, a number of alumni clubs, boards, committees, benefits, and campus services allow alumni the opportunity to connect with Seton Hall in personal and meaningful ways. Whether close to South Orange or living far from campus, alumni have ample opportunities for meaningful connections with alma mater.

More than 1,000 alumni have officially registered as part of the Alumni Volunteer Program. These dedicated graduates work to recruit students, advise academic programs, mentor and hire students and recent graduates, and provide service to their communities on behalf of Seton Hall.

The Law School's alumni serve in elected and judicial offices, as heads of law firms and major corporations, and in leadership positions in nonprofit organizations. Many alumni work closely with the Law School's dean and faculty to enrich students' educational and employment opportunities.

Alumni are well represented by an Alumni Board of Directors comprised of 32 graduates who work with the University to strengthen the international alumni network.



Staff

The majority of Seton Hall support staff are covered by one of two collective bargaining agreements. Unionized employees in the Department of Facilities Engineering are members of the International Union of Operating Engineers, Local 68. Unionized clerical support staff are members of the Office and Professional Employees International Union, Local 153. The unions are certified by the National Labor Relations Board to bargain on behalf of their members. Additionally, there are some non-unionized clerical and professional support staff in various departments throughout the University.

Leadership and Governance

Seton Hall University has two governing boards: the Board of Trustees and the Board of Regents. The Board of Trustees is comprised of 16 members and stands in place of the original

incorporators. The Archbishop of Newark serves as the chairman and president of the Board of Trustees and the president of the Board of Regents. The Trustees have five reserved powers, including preserving the Catholic identity of the University and having final authority to approve the sale of any University real estate.

The Board of Regents consists of no less than 32 and no more than 46 members. Of this number, 11 are members ex officio, including the six Catholic diocesan bishops of New Jersey. The Board of Regents has the authority to govern the University under the law. The Regents maintain the exclusive hiring authority of the president.

Reporting to the president is the Executive Cabinet, consisting of the provost and executive vice president, the vice president for finance, the vice president for administration, the vice president for student services, the vice president for enrollment, the vice president for advancement, the vice president & general counsel, the vice president & director of athletics and recreational services, and the vice president for mission and ministry.

The faculty participates in the general governance of the University through its membership in the Faculty Senate, in college governance organizations, and in committees of the University. In a shared governance model, the Faculty Senate represents the interests of the faculty on the South Orange campus in matters of academic policy and procedure and faculty welfare.



Opportunities and Expectations for Leadership

Among the many duties of the president, the following are of particular importance. They are listed here in no order of priority.

Embrace a strategic vision and create a plan

Seton Hall's new president will assume office at an important moment in terms of the strategic vision for the future of the University. The time is ripe for a reconsideration of the University's trajectory, and the Board of Regents is prepared to actively support the president in the development of a new strategic plan to guide the University for the next 10 years and beyond. The new president, then, will engage the University community in an exercise to generate a widely-embraced vision for Seton Hall's future and to begin to frame the initiatives and decisions that will be required to realize that vision. Critical to any such planning will be an articulation of SHU's commitment to the Catholic intellectual tradition and the embrace of its Catholic heritage.

A starting point to any strategic vision will be the widely-embraced aspiration to be ranked popularly as a "Top 100" university (Seton Hall is currently ranked 124th in *U.S. News and World Report's* National Universities category) and a "Top 10" Catholic university (SHU ranks 12th in that same ranking). The University believes its key competitive strategic assets to be its academic portfolio and faculty; Catholic mission; location; BIG EAST Conference affiliation; and its more than 100,000 alumni.

Generate additional revenue

Seton Hall's president must also be its fundraiser-in-chief. The president will commit considerable time and personal energy to the advancement enterprise, in terms of both closing gifts and engaging more broadly and creatively with alumni, parents, friends, and other potential supporters of the University. To this end, the new president will have the opportunity to hire a chief advancement officer with whom to partner in this critically important exercise. The University's most recent campaign, which was organized in coordination with its sesquicentennial, concluded in 2008 having raised \$153 million. With the advent of a new presidency and the creation of a new strategic vision and plan, the institution should be ideally positioned to campaign again, with the new president playing a leading role.

The other obvious source of additional revenue is growth within the student body. Seton Hall's lovely campus in South Orange is land-locked, offering very limited capacity for growth of the student body in traditional residential and classroom settings. As part of the strategic planning process, the president will lead a discussion of the opportunities for and limitations on growth, including leveraging of emerging, technologically-enhanced pedagogies, the balance of undergraduate and graduate programming, creation and "sunsetting" of academic programs, optimizing the impact of scholarly research and discovery, and other potential sources of revenue.

Successfully launch the medical school and integrate it into the life of the University

Seton Hall's new medical school is its most public and is among its most strategically critical initiatives. Partnering with Hackensack Meridian Health, Seton Hall is attempting to create one of

the only new, private medical schools in the country. While much has been accomplished to date, a great deal remains to be done. In particular, the new president will begin immediately to build a strong, symbiotic working relationship with the leadership of Hackensack Meridian. In addition, the president will work within the campus community to realize the full potential of the physical move of the Seton Hall University College of Nursing and School of Health and Medical Sciences, heretofore housed on the South Orange campus, to the new medical school site. The president will take personal ownership of this project and ensure its success.

Build and lead a strong team

As has been noted above, the new president will have the opportunity to choose his own chief advancement officer. In addition, the provostship is being occupied by an interim appointment. The new president, then, will have the benefit from the outset of his tenure of choosing senior officers of the University — one focused internally and one externally — whose skills, experiences, and styles complement those of the president. Seton Hall is fortunate also to retain the services of several long-serving and highly effective senior administrative leaders in key positions. The president will shape and lead this senior team, leveraging its abilities to provide the optimal level of leadership for the institution.



Qualities and Qualifications of the Ideal Candidate

The President of Seton Hall University will be a practicing Roman Catholic in good standing and will possess an earned terminal degree. The president will demonstrate a command of and personal investment in Catholic intellectual tradition and the central tenets of *Ex Corde Ecclesiae*. The ideal candidate will blend executive competencies with a pastoral sensibility and will be thoughtful and articulate on issues of Catholicism and Catholic identity. At the same time, the president will be committed to shared governance and a champion of academic freedom.

The ideal candidate will possess senior executive experience in an organization of similar or greater complexity, preferably in a higher education context. Progressively responsible experience as a manager of people, programs, and budgets will be highly valued, as will be

significant understanding of organizational finances. Strategic planning experience will be a definite advantage. While leadership experience specifically in higher education is preferred rather than required, candidates with personal experience with undergraduate, graduate, and professional education will be decidedly advantaged, including those with a personal history of teaching, scholarly research, and faculty governance, particularly the rank and tenure process. A student-centric approach to the higher education enterprise is *sine qua non*.

As would be expected, the president will possess the personal characteristics necessary to be an effective spokesperson and fund raiser for Seton Hall. Superior relationship-building and communication skills are required, including the ability and willingness to listen carefully and well. Outstanding podium skills will be highly valued, and candidates demonstrating a track record of successful philanthropic fund raising will be at a particular advantage.

No aspect of the new president's personal attributes will be more important than the qualities of leadership, including financial acumen, servant leadership (a core University value and a platform for the University's leadership academic track), and strategic vision. The president will be a leader, one who generates followership by virtue of outstanding skills, relatable experiences, and the central assets of outstanding leadership, among them unimpeachable integrity, unquestioned fairness, trustworthiness, outstanding judgment, a surfeit of personal energy, humility, generosity of spirit, courage of convictions, diplomacy and a sense of humor.



Procedure for Candidacy

Inquiries, nominations, and applications are invited. For fullest consideration, applicant materials should be received by March 16, 2018. Candidates should provide a resume or *curriculum vitae*, a letter of application that addresses the responsibilities and requirements described in this leadership profile, and the names and contact information of five references. Candidate confidentiality will be respected and references will not be contacted without prior knowledge and approval of candidates. Inquiries and application materials should be sent via e-mail to the University's consultants, Dennis M. Barden, Robin G. Mamlet and Elizabeth K. Bohan of Witt/Kieffer, at SetonHallPresident@wittkieffer.com. Questions may also be directed to the consultants through the office of Laurie Adams at 630-575-6152.

Seton Hall 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.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Seton Hall University documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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