

150
ST. JOHN'S UNIVERSITY



1870-2020
FAITHFUL
TO THE
MISSION

President
Leadership Profile
July 2020



Executive Summary

This year, St. John's University, a Catholic and Vincentian University, celebrates 150 years of contributing to the betterment of the lives of its students and the communities it serves. One of the nation's most diverse higher education institutions headquartered in the most pluralistic borough in the world's most important financial center, St. John's is ranked as one of the top universities in the nation for social mobility in a recent study in the *Chronicle of Higher Education*. The University is well positioned to play a role in the great social moments that are emerging across society, and at this time of tremendous institutional momentum, the University seeks a president to lead its efforts to have an even greater impact on its students and the world around them.

Building on the successful work of its retiring president, St. John's University seeks a leader to galvanize the University community around a vision for its immediate and longer-term future. The successful candidate will therefore possess a comprehensive understanding of the current circumstances of American higher education. Demonstrating significant leadership and managerial experience in a complex setting, ideally in higher education, St. John's next president will be a superior communicator and relationship builder with a leadership style that emphasizes inclusivity, transparency and collaboration. Experience with unionized workforces, especially faculty, is highly desirable. The ideal candidate will possess a record of teaching, scholarship, and service commensurate with an appointment to the St. John's faculty at the rank of professor; candidates with analogous experience in a similarly complex setting will be considered.

In addition, the president should have a personal record for having contributed substantively to social justice, especially to anti-racism, diversity, equity and inclusion. The president must be an active Catholic and, most importantly, must resonate deeply with the University's Catholic and Vincentian mission, values, and charisms, including especially its dedication to serving the underrepresented and underprivileged.

Over recent years, St. John's has done the difficult work of streamlining its operations; reducing its debt; enhancing its advancement efforts; and augmenting its enrollments with success in both recruitment and retention of students. Surrounded by vibrant corporate and non-profit organizations, the University is in the optimal position to create partnerships that provide opportunities for students and faculty, to provide mission-centric support for worthy institutions and to diversify the University's revenue streams. St. John's new president will thus inherit an enviable platform on which to build to a successful future for this storied institution.

Recruitment will continue until the position is filled, and applications are encouraged by September 4, 2020 for fullest consideration. Information regarding the process for nominations and applications for this opportunity may be found near the end of this document in the section titled "Procedure for Candidacy."



About St. John's University

OVERVIEW

Founded in 1870 by the Vincentians and approaching its sesquicentennial anniversary St. John's University is proud to fulfill its mission by educating one of the most diverse national university student bodies in the United States. St. John's University instills in its students not only the desire for knowledge and pursuit of academic excellence, but also the compassion to serve others especially those most in need following the example of St. Vincent de Paul. Because of this mission, the University is noted for its academic service-learning programs, which combine academics with opportunities to cultivate faith while engaging in service.

St. John's University offers more than 100 undergraduate and graduate programs and is comprised of six colleges, including the College of Pharmacy and Health Sciences, The Lesley H. and William L. Collins College of Professional Studies, St. John's College of Liberal Arts and Sciences, The Peter J. Tobin College of Business, which is also home to the Maurice R. Greenberg School of Risk Management, Insurance and Actuarial Science, The School of Education, and St. John's University School of Law.

As of Fall 2019, the University has 1,500 full-time and part-time faculty; more than 1,000 administrators and staff; 17,000 undergraduate students; and 4,600 graduate students who come from 46 states, District of Columbia, Guam, Puerto Rico, American Samoa, US Virgin Islands, and 119 countries. The University is accredited by the Middle States Commission on Higher Education and 14 other major academic and professional associations. The University offers programs and services in seven locations: Queens, Staten Island, Manhattan, and Hauppauge, NY; Rome, Italy; Paris, France; and Limerick, Ireland. Ninety-four percent (94%) of full-time faculty hold a doctorate or other terminal degree. The student-faculty ratio is 14 to 1. Many of St. John's more than 190,000 living alumni reside within the New York City region, providing various opportunities to engage and grow its donor base. The University's endowment is more than \$740 million as of May 31, 2020.

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MORE THAN

190K

LIVING ALUMNI
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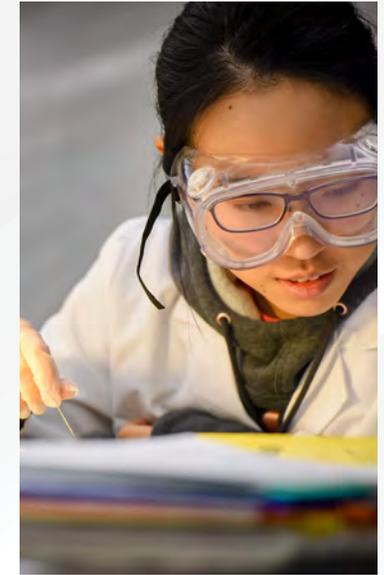


MISSION

St. John's University is a Catholic and Vincentian institution that prepares students for personal and professional success in today's global society. St. John's was created in response to an invitation of the first Bishop of Brooklyn, John Loughlin, to provide the youth of the city with an intellectual and moral education. The University embraces the Judeo-Christian ideals of respect for the rights and dignity of every person and each individual's responsibility for the world in which we live. The University is committed to creating a climate patterned on the life and teaching of Jesus Christ as embodied in the traditions and practices of the Roman Catholic Church. The University community, which comprises members of many faiths, strives for an openness that is "wholly directed to all that is true, all that deserves respect, all that is honest, pure, admirable, decent, virtuous, or worthy of praise" (Philippians 4:8). Thus, St. John's is a place where the Church reflects upon itself and the world as it engages in dialogue with other religious traditions.

— “
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” —
(Philippians 4:8).





St. John's is inspired by St. Vincent de Paul's compassion and zeal for service. The University strives to provide an excellent education for all people, especially those lacking economic, physical, or social advantages. Community service programs combine with reflective learning, which enlarges the classroom experience, deepens understanding, and opens students to the reality and challenges of the poor. Wherever possible, St. John's devotes its intellectual and physical resources to search out the causes of poverty and social injustice and to encourage solutions that are adaptable, effective, and concrete. In the Vincentian tradition, the University seeks to foster a world view and to further efforts toward global harmony and development by creating an atmosphere in which all may imbibe and embody the spirit of compassionate concern for others so characteristic of St. Vincent de Paul.

As an educational institution, St. John's is committed to academic excellence and the pursuit of wisdom, which flows from free inquiry, religious values, and human experience. St. John's strives to preserve and enhance an atmosphere in which scholarly research, imaginative methodology, global awareness, and an enthusiastic quest for truth serve as the basis of a vital teaching-learning process and the development of lifelong learning. The core curriculum in the liberal arts and sciences aims to enrich lives as well as professions and serves to unify the undergraduate experience. Graduate and professional schools express

the University's commitment to research, rigorous standards and innovative application of knowledge. St. John's aims not only to educate excellent professionals with an ability to analyze and articulate clearly what is, but also to develop the ethical and aesthetic values to imagine and help realize what might be.

Serving one of the most diverse student bodies in the nation, St. John's aspires to become a national model of inclusive excellence. The University's commitment to equity and inclusion is deeply aligned with its mission and is reflected in the University's inclusivity statement.

Inclusivity Statement

A dedication to diversity, equity, and inclusion is at the heart of our mission. As a Catholic and Vincentian university, St. John's is committed to institutionalizing practices of inclusive excellence to ensure that we welcome and celebrate the intrinsic worth of all members of our community.

We will become an even stronger University as we enhance equity at every level of our institution. As noted in our Vision Statement, our graduates will excel in the competencies and values required for leadership and service in a rapidly evolving world.

Core Values

The Vincentian tradition at St. John's University is the foundation and the source of the core values it has adopted and its members strive to embody:

- **Excellence:** Striving, growing, never being complacent. The St. John's community empowers and inspires students, faculty administration, and staff to succeed in programs, which assist them in every area of achievement.
- **Truth:** Knowledge in accord with reality, behavior faithful to ethical standards. St. John's affirms the threefold mission of a university to seek truth through research, to disseminate it through teaching and to act on it. The University values and utilizes the perspectives of different cultures to assist its members in seeking truth and developing ethical standards, while affirming the Judeo-Christian tradition.
- **Love:** Focusing and extending minds and hearts to nurture one's own and another's good. Love expressed in the University community is not a feeling but an action for the corporate good manifested through the time, talent and energy of its members. It is a responsible dedication to utilize available resources and turn them toward humanity's good.
- **Respect:** Awareness of and esteem for all individuals. A courteous regard for all people whose diversity is embraced and shared in learning, teaching, and service to others within the University community and beyond.
- **Opportunity:** Circumstances favorable to serving others and preparing one's self for a fulfilling life. Guided by its central commitment to equality, justice and Christian morality, the University makes its resources available to all of its members to pursue their individual and collective interests.
- **Service:** Vincentian spirituality in action, a response to God's call to give of ourselves. The obligation and commitment to service lie not only in St. John's active compassion as an institution, but in the cultivation of these priorities and values in the members of the community. We are committed to a life of stewardship as a caretaker of God-given talents, resources and knowledge, and as a caregiver responding to the needs of others.



Strategic Priorities

Under St. John's current President, Conrado "Bobby" Gempesaw, Ph.D. strategic planning at St. John's University has been action-oriented and University community-driven. In October 2015, the Board of Trustees unanimously endorsed the Strategic Priorities Action Plan. The Strategic Priorities and their individual action areas are as follows:

• Strategic Priority 1: Ensure Student Success

1. Campus Climate, Equity, and Inclusion
2. Advisement, Mentoring, and Career Development
3. Curricular Development and High-Impact Educational Practices
4. Enrollment Management

• Strategic Priority 2: Recruit, Recognize, and Retain the Best Faculty, Staff, and Administrators

1. Recruitment
2. Employee Performance, Evaluation, and Compensation
3. Scholarly Productivity and Faculty Engagement
4. Responsibility-Centered Leadership

• Strategic Priority 3: Enhance the Teaching and Learning Environment

1. Faculty Development for Teaching and Learning
2. Integrated Technology Solutions for the Student Success Pipeline
3. Facilities Planning
4. Technology Planning and Infrastructure

• Strategic Priority 4: Expand Global and Community Partnerships

1. Institutional Advancement
2. Academic and Community Partnerships
3. Public Relations, Marketing, and Communications



Academics and Faculty

With more than 100 traditional and unique majors, St. John's prepares students from all walks of life for success in today's dynamic, global society. Their world-class scholar-teachers are one reason students

from around the globe select St. John's to acquire the knowledge and skills to excel in their careers. Many of St. John's faculty have received top academic honors, which include Fulbright and Guggenheim awards and inclusion among The Princeton Review's "Best 300 Professors"



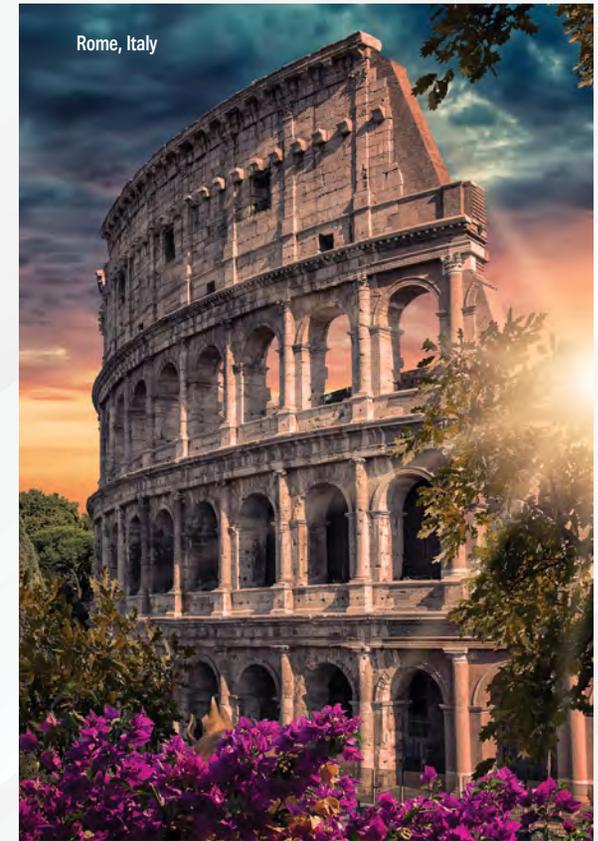
in America. With their guidance, students gain important connections, earn prestigious awards and fellowships, and hone their skills. Together, professors and students create a supportive, close-knit scholarly community energized by lectures, campus organizations and academic societies at St. John's.

Beyond campus, study abroad options offer a global education. The Global Passport Program lets new students spend part of their first semester at St. John's Rome, Italy campus. Through Discover Western Europe, students earn up to 15 credits while living and learning in three European cities in a single semester. This focus on international learning has earned wide recognition.

The Institute of International Education named St. John's among the top 30 doctorate-granting American universities with the greatest proportion of undergraduates studying abroad.

St. John's commitment to academic excellence, moral purpose, and professional development makes it possible for students to excel without bounds.

MORE THAN
100
TRADITIONAL AND
UNIQUE MAJORS



Athletics

In parallel with its strong reputation in academics, diversity composition of its student body, and service-learning and mission-driven educational experiences, St. John's is also proud of its long and illustrious athletic tradition. In 1907, the St. John's men's basketball team took to the court as the University's first collegiate athletic team. Today, over a century later, St. John's University has built a storied tradition, sponsoring 17 NCAA Division I men's and women's intercollegiate teams and is a member of the Big East conference.

TOTAL OF
1,871

WINS AT THE END OF
THE 2019-20 SEASON



With a total of 1,871 wins at the end of the 2019-20 season, the St. John's "Red Storm" men's basketball team is ranked ninth in all-time NCAA victories. But, the St. John's athletic tradition goes beyond basketball to include men's and women's Olympic heroes in sports ranging from fencing to track and field. Former players participate in the NBA, MLB, MLL, MLS, NWSL, and PGA. Other student-athletes move on to meaningful careers in business, education, law, medicine, and more. More information can be found at www.stjohns.edu/athletics.

Student Life

MORE THAN
180
CLUBS AND
ORGANIZATIONS



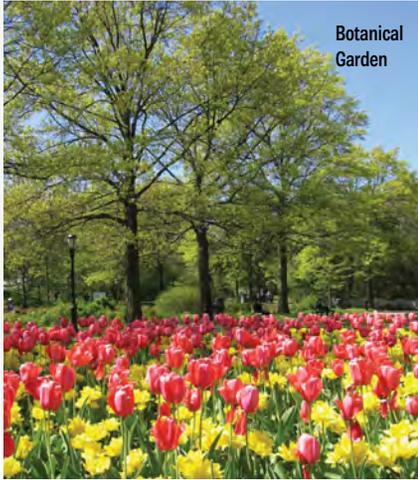
The St. John's University Queens, NY campus hosts more than 3,000 resident students with 12 dining locations. With more than 180 clubs and organizations, intramural sports, and an active Greek life, there is always something to do on campus.

A short distance from Manhattan by car, bus or train, St. John's nearly 100-acre Queens campus offers a traditional university environment in the world's most dynamic city.

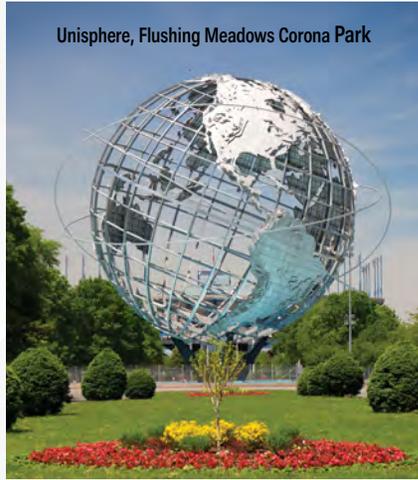
The Queens campus features a broad lawn, handsome stone buildings, and ultramodern student residence halls. Facilities include high-tech laboratories and classrooms; the main collections of the 1.7 million-volume library; and a state-of-the-art athletic arena to enjoy watching the BIG EAST, Division I athletic teams.

Combining urban excitement with suburban tranquility, the campus is located in a leafy, residential area of one of the five boroughs, or counties, that make up New York City. Though students at St. John's often travel into Manhattan on weekends, they also enjoy shopping and fine restaurants within blocks of the campus.





Botanical Garden



Unisphere, Flushing Meadows Corona Park

Queens, New York

With adventurous art, international cuisine, gorgeous parks, and world-class sporting events, Queens features attractions to satisfy nearly every taste. Sports lovers can watch the New York Mets play baseball at Citi Field and see the US Open host the world's best tennis players—both venues are near St. John's. The Queens experience includes sampling the delectable Greek cuisine of Astoria or authentic Chinese food in Flushing, viewing the Socrates Sculpture Park in Long Island City, and taking in the stunning flora at the Queens Botanical Garden.



Socrates Sculpture Park



Opportunities and Expectations for Leadership

The following represent some of the immediate opportunities that the new president will address during the first two to three years in office. They are presented here in no particular order.

GALVANIZE THE COMMUNITY AROUND A VISION AND STRATEGY

It is time for St. John's to develop and commit to a new strategic plan. The timing could not be more propitious, as the University emerges from the COVID-19 crisis into a new normal under new leadership. The president will undertake a process that results in a forward-looking, innovative, and transformative plan that enjoys a broad consensus of support and incentivizes the University community to contribute to its success. The community is highly desirous of guiding principles and strategies that articulate objectives for the immediate and long-term future.

Among the critical issues that will be considered in the development of the plan are the following:

- How will the University best shape and serve the St. John's student population considering its mission of providing an excellent education for all people, especially those lacking physical and economic means?
- How will St. John's position itself in anticipation of the demographic cliff of traditional college-age students over the next several years?
- What programs will the University need to offer both to attract the interest of today's students and families and to ensure the quality of their educational experience?
- How will the University emerge as a leader in advancing issues of social justice and creating an authentically inclusive community, where there is a sense of belonging, support, and respect and continued advancements to embrace, grow and celebrate its diversity of the University?
- What programs will need to be implemented to build the diversity of the staff, administration, and faculty and to retain the exceptional talent of St. John's employees?
- How will the University define academic priority areas for education and research and emerge as a regional and national leader in these fields?
- How will St. John's expand and support its excellent faculty-driven research programs?
- How will the University's mission and values be more deeply rooted in all aspects of the University community?

REALIZE THE UNIVERSITY'S COMMITMENT TO BECOMING AN ANTI-RACIST CAMPUS

In June of 2020, the leadership of the University announced St. John's intention to become an anti-racist institution. Building on its exceptionally diverse student body—judged to be among the most diverse in the nation—and its home in the borough of Queens, one of the nation's most diverse communities, St. John's is singularly positioned to undertake this challenge. The University's next president will be charged with actively working to realize this ambitious goal, which comports perfectly with the institution's mission, values, and history. St. John's has long been a vehicle for upward social mobility, and its capacities ideally fit the moment in history. In pursuing this goal, the president will ensure actions, policies and practices are developed that are grounded in inclusivity. While the student body is admirably diverse, there is an opportunity to ensure the same is true for the faculty, administration, and staff. All segments of the St. John's community need to be more racially literate. While progress has been made in these areas, much remains to be accomplished.

DIVERSIFY REVENUE STREAMS

St. John's is 91% student revenue-dependent. With increasing competition from other private institutions and the New York State's Excelsior Scholarship Program along with population and demographic shifts, the University needs a more diversified portfolio of revenue in order to thrive. Fortunately, St. John's has significant resources in this regard, none more important than its location. New York City and the tri-state area provide an exceptionally fertile environment. The president will lead the university in developing alternative revenue generating activities that do not relate to traditional net tuition revenue and philanthropic giving but rather re-imagine how the university does business, maintaining the traditional educational path for students while becoming an innovative educational hub in the tri-state region.

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DEVELOP STRATEGIC PARTNERSHIPS

With the world's most vibrant corporate community, thousands of non-profit and service organizations and hundreds of communities and neighborhoods representing the widest diversity of people and their needs, New York provides St. John's with a plethora of opportunities for service, for experiential and service learning, for community-based scholarship and, not insignificantly, for additional sources of revenue. The president will seek opportunities to become engaged with the needs of the University's surrounding communities and to create formal partnership arrangements that enhance the institution's educational and scholarly resources. Current successful examples of such partnerships are the University's burgeoning relationships with Catholic high schools in the region and the partnership with NewYork-Presbyterian Queens, which enables the University to expand its health science offerings and degree programs.





ENGAGE ALUMNI AND GENERATE PHILANTHROPIC SUPPORT

The president is St. John's chief fund raiser and will play a central role in the University's planned comprehensive campaign. The University has raised approximately \$100 million over the last four fiscal years and is focused on building a capital campaign around its 150-year anniversary. Given the outbreak of the pandemic, the University anticipates that the silent/leadership phase will last longer than originally anticipated and may delay a public phase announcement. Working in close concert with the board and other volunteer leadership and professional staff, the president will utilize the construct of the campaign to state a compelling case for support of the University as a whole and to generate support, particularly for the key initiatives and needs articulated by the University's new strategic plan. The president will then become the institution's chief advocate, working directly with key prospects and donors to maximize philanthropic investment in St. John's.

One key to fundraising success, first in the campaign and especially in the longer term, will be the strengthening of the University's relationship with its alumni. St. John's benefits from the fervent loyalty of its alumni, many of whom have been extremely successful professionally and give credit for that success in part to their education. The University, over time, has been less attentive to its relationships with alumni than might be considered optimal in the current environment, particularly in regard to helping them to understand their responsibility to future generations of students and faculty. The president will expend considerable

time and energy to nourish and elevate the passions of the University's alumni body, many of whom have made significant contributions, in support of the institution in multiple ways, especially philanthropically.

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ENGAGE BROADLY AND ENHANCE COMMUNICATION ACROSS THE INSTITUTION

St. John's is a complex institution, with multiple academic units, satellite campuses locally and internationally, two faculty unions, and an exceptionally diverse institutional community. The community is dedicated to the University and enthusiastic to contribute to its successful future. The president will thus benefit from experiencing the passion and inviting the ideas of a wide array of institutional stakeholders, which includes creating a culture of consultation with faculty and students. The president will also create an environment that prioritizes transparency through frequent and authentic communication with all stakeholders and a culture that rewards collaboration, particularly between and among academic units and campuses that can all too easily devolve into silos. The president will lead in word and deed in empowering people and units to communicate and collaborate, including incentivizing multi- and interdisciplinary teaching and scholarship.

Professional Qualifications and Personal Qualities

The president of St. John's University will be a practicing Catholic who embraces the University's Catholic and Vincentian mission, values, and charisms. The president will be dedicated to creating, maintaining, and enhancing a diverse, antiracist, inclusive, and equitable community that recognizes and embraces all people and points of view. Candidates with a demonstrated understanding of and dedication to the Catholic intellectual tradition and social teaching and to Vincentian pedagogy will be at a decided advantage, as will familiarity with *Ex corde Ecclesiae*. That the president will be student-centric and focused on the student experience is axiomatic.

The president will be a leader in word and deed, able to bring the University community together behind a broadly embraced vision for its future and a plan to realize its aspirations. To this end, successful strategic planning experience and a leadership style that emphasizes inclusivity, consultation and collaboration will be of considerable import. As would be expected, exceptional communication and relationship-building skills are required, including the ability and enthusiasm to connect effectively with groups large and small. The capacity and enthusiasm to play a central role in the fundraising enterprise is critical, and candidates with successful experience generating philanthropic investment and other strategic partnerships are particularly encouraged.

The president will be a visible, accessible and transparent leader and a successful manager of people and programs with at least 10 years of progressively responsible leadership experience, preferably in higher education. The ideal candidate will possess an earned terminal degree and will demonstrate a track record of teaching, scholarship, and service commensurate with an appointment to the St. John's faculty at the rank of professor; candidates with analogous or related experience will be considered. Experience leading change in a collective bargaining environment, given a large percentage of faculty are unionized, is preferred. A fundamental understanding of higher education financing and significant experience developing and managing budgets is required.

In addition to the requirements and preferences noted above, the following attributes are eagerly sought.

- Broad experience across and an abiding respect for all academic disciplines
- A personal record for having contributed substantively to social justice, especially to antiracism, diversity, equity, and inclusion in previous leadership positions
- A deep understanding of and support for scholarly research
- A successful track record of risk assessment combined with a willingness to take calculated risks
- Depth of understanding for the Catholic intellectual tradition
- A reputation as a change agent and innovator with an entrepreneurial mindset
- Cross-cultural competency, including a global perspective
- Resonance with the culture and people of St. John's home communities, *i.e.* *New York City and the borough of Queens*
- Demonstrated experience leveraging the use of cutting edge technology for both academics and administration
- Clear financial and business acumen to facilitate the allocation of resources effectively and efficiently among the competing and compelling needs of various areas within the institution
- A management style that emphasizes inclusive decision-making characterized by superior listening skills and a commitment to shared governance and collaboration
- Understanding of—and, preferably, direct experience with—NCAA Division I athletics
- The personal qualities associated with successful leadership, including sound emotional intelligence, unimpeachable integrity, excellent judgment, an ability to be self-reflective, humility, decisiveness, courage of convictions, a commitment to transparent and clear communication, empathy, and a sense of humor



Procedure for Candidacy

Inquiries, nominations, and applications are invited. Interested parties may apply via the [WittKieffer Candidate Portal](#). Applications should include, as separate documents, a CV or résumé, and a letter of interest addressing the themes in this profile. For more information, questions, or nominations, please contact St. John's consultants, Dennis Barden, Greg Duyck, and Sarah Miller. For fullest consideration, application materials should be received by September 4, 2020.

Confidential inquiries, questions and nominations may be directed to the WittKieffer consultants supporting this search, Dennis Barden, Greg Duyck and Sarah Miller at StJohnsPresident@wittkieffer.com.

Consistent with its mission as a Catholic, Vincentian, Metropolitan, and Global institution of higher education, St. John's University abides by all applicable federal, state, and local laws, and prohibits discrimination on the basis of race, color, national origin, religion, disability, age, gender, gender identity, sex (including sexual harassment and sexual violence), sexual orientation, marital status, alienage, citizenship status, status as a victim of domestic violence, genetic predisposition or carrier status, status in the uniformed services of the United States (including veteran status), or any other characteristic protected by law. The University also abides by Title IX of the Education Amendments of 1972. The University's policy of nondiscrimination extends to employment opportunities, admission of students to its programs, and to the administration of its educational policies, scholarships, loan programs, athletics, and other institutionally administered programs or activities generally made available to students at the University.