



Search for the President

THE SEARCH

The University of Dayton (UD), a leader in Catholic higher education, seeks a President who can inspire its educational community, build on a strong foundation rooted in the Catholic faith and Marianist tradition, and lead its next chapter of innovation.

UD enrolls more than 11,300 students, including 7,900 full-time undergraduates, and is one of the nation's largest Catholic universities and the largest private university in Ohio. The University comprises five academic units: the College of Arts and Sciences and the Schools of Business Administration, Education and Health Sciences, Engineering, and Law. Over 35 centers and institutes, including the nationally recognized University of Dayton Research Institute (UDRI), provide faculty, students, and staff with tremendous opportunities for research and experiential learning. Partnerships within the Dayton community, including the Neighborhood School Centers, the GE Aviation Electrical Power Integrated Systems (EPIS) Center, and the newly announced Emerson Innovation Center are just a few of the many ways UD has successfully collaborated with its neighbors to serve its community, to create learning opportunities beyond the classroom for its students, and to connect theory with practice.

As a Catholic and Marianist university, UD is deeply committed to pursuing diversity within a common mission, building consensus, and fulfilling its founding vision of educating the whole person through the integration of learning and scholarship with leadership and service. UD strives to implement the Characteristics of Marianist Education: to educate for formation in faith; to provide an integral, quality education; to educate in family spirit; to educate for service, justice, and peace; and to educate for adaptation and change. It has both preserved and adapted its core values as it has grown, redefined itself, and achieved remarkable success over more than a century and a half. The institution's hallmark is learning that spans the boundaries of the liberal arts and the professions, integrates theory and practice, and reaches out to the greater community to strengthen public and civic life. UD's culture is defined by a strong commitment to collegiality, a sense of inclusive community, and a dedication to social justice, access, and excellence.

After 14 years as the University of Dayton's first lay president, Dr. Daniel J. Curran will step

down at the end of 2015-2016 academic year. Under his leadership, the University embarked on a period of rapid growth and transformation, earning recognition as a top-tier research university, growing student enrollment, heightening research impact and funding, expanding its international outreach, and almost doubling the campus' footprint with land acquisitions on both sides of the Great Miami River. Partnerships, both within the Dayton community and globally, increased the reach of UD's Marianist mission while providing a learning-living environment that fosters academic excellence. Dr. Curran's commitment to civic leadership was derived from the example of his predecessor, Brother Ray Fitz. Leading UD for 23 years, Brother Ray Fitz actively engaged with the Dayton community and ensured that UD's Marianist values of community and faith extended outside the classroom.

The next President will be tasked with building upon the foundation constructed by his or her predecessors. Areas of focus identified include expanding UD's reputation as a Catholic university and research institution, fostering a collegial and diverse community, and shepherding a culture of trust, mutual respect, and transparency among administration, faculty, and staff, while at the same time strengthening and growing ties with the local and global community. Also integral to the President's success will be close attention to UD's fiscal affairs to keep UD on sound financial footing while living out its mission, an endeavor that will be bolstered by attention to advancement initiatives.

A search committee comprised of Board members, faculty, staff, and a student has been formed to conduct a search for UD's next President and will work with Isaacson, Miller, a national executive search firm, in this important endeavor. Applications, nominations, and inquiries should be directed in confidence to the firm as indicated at the end of this document.

HISTORY AND MISSION

The origins of the University of Dayton date to 1850, when members of the Society of Mary (Marianists) purchased a hilltop farm a short distance outside the growing town of Dayton, Ohio and established a small school for boys, known first as St. Mary's Institute and later as St. Mary's College. The school continued to grow and became the University of Dayton in 1920. In 1935, women were admitted as full-time students, 40 years ahead of many other Catholic universities. The mission of the school evolved as it grew into being a fully accredited, comprehensive university with an excellent College of Arts and Sciences and distinguished professional schools. Today UD's mission is to be a comprehensive, Catholic university maintaining a diverse community and committed, in the Marianist tradition, to educating the whole person and to linking scholarship with leadership and service.

The Society of Mary

The Society of Mary (Marianists) is an international religious order of brothers and priests. More than 400 Marianists serve in the Province of the United States, which includes India, Ireland, Mexico, and Puerto Rico. In the United States, Marianists sponsor the University of Dayton in Ohio, St. Mary's University in San Antonio, Texas, Chaminade University of Honolulu, Hawaii, 17 high schools, seven parishes, and four retreat centers.

The Society of Mary was founded in 1817 in France in the aftermath of the French Revolution. With the Daughters of Mary Immaculate (Marianist Sisters) and committed lay Marianist men and women, the Society forms an association known as the Marianist family. This family was founded by and draws inspiration from Blessed William Joseph Chaminade and his

collaborators, Adèle de Batz de Trenquelléon and Marie Thérèse de Lamourous. Collaboration among religious and laity, men and women, has characterized the Marianist spirit from the beginning. The Society of Mary has had a presence in the United States since its first members arrived in Cincinnati, Ohio in 1849.

Marianist spirituality has resulted in an approach to education that emphasizes a teacher being truly present to students, not only teaching them but loving and respecting them. Marianist teachers expect of their students both competence and compassion, both a solid grasp of subject matter and a living awareness of the moral and spiritual dimensions of education and life. Following Chaminade, Marianists have also always attempted to make their educational institutions genuine communities. To bring and hold these communities together, Chaminade held up the ideal of “family spirit” of religious and lay persons, faculty and students, working together to achieve lasting relationships of friendship and trust, supporting and challenging each other in developing their mutual gifts. Leaders of such communities, religious and lay, see their work as a ministry of love and service. Marianist educational communities exist not simply for the sake of their members, but to enable them to share their gifts with the world. As Marianist spirituality seeks to integrate knowledge and virtue, Marianist education seeks to help students see their capabilities and competencies as means of service to others.

The Marianist order is distinguished by a particular charism, or gift given by God for the benefit of the Christian community. This charism guides all Marianist ministries and programs:

People of faith

Faith in God and a commitment to the Gospel of Jesus Christ grounds their life and mission.

The importance of Mary

Marianists view Mary, the Mother of the Lord, as the model of gospel discipleship. Just as Mary gave birth to Jesus, Marianists seek to bring the presence of Jesus to life within themselves and others.

Community building

Marianists believe that living with, praying, and supporting one another in community enriches their faith and strengthens their ability to meet world challenges - especially problems associated with poverty and ignorance. Building communities of faith is central to whatever they do.

Discipleship of equals

The Society of Mary is composed of both priests and brothers, and all share equally in membership and ministry. In a similar way, they seek to be inclusive and to collaborate with others in their religious and educational apostolates.

Leaders in mission

The Marianist mission is to bring Christ to the world, to deepen Christian faith, and to work for the coming of God’s kingdom.

ACADEMICS

The University of Dayton is Carnegie classified as a doctoral intensive university, conferring degrees at the baccalaureate, masters, and doctoral level through the Schools of Business

Administration, Education and Health Sciences, Engineering, Law and the College of Arts and Sciences.

More than 82 academic programs are available at the undergraduate level. At the graduate level, master's degrees and doctoral programs are offered in a range of liberal arts, education, engineering, and interdisciplinary fields. Professional degree programs are offered in all the academic units. In total, 50 master's degree programs, 12 doctoral programs and numerous licensure and certificate programs are offered at the graduate level. In addition, the University supports many centers that provide a variety of distinctive programs and academic opportunities.

Across all programs, University faculty are committed to providing students with excellent classroom and real world experiences, and value the inclusive leadership style that has been the tradition at the University. UD has 526 full-time faculty (398 tenured/tenure-track and 128 non-tenure track), 444 part-time faculty, and 1,800 staff members. The personal attention and sense of community central to the UD educational experience is reflected in the student-faculty ratio of 15:1. More than 34 percent of its classes have fewer than 20 students.

The Common Academic Program (CAP), a campus-wide curricular innovation, was launched in fall 2013. It serves as the foundation of undergraduate education at UD and is required of all students, regardless of major. CAP is structured to develop and strengthen within students the seven "Habits of Inquiry and Reflection," which mirror central values within the Marianist educational philosophy. Part of CAP is the Humanities Commons program that provides a centerpiece to the student's first year. Beyond the first year, there are opportunities for students to take coursework outside their own unit, focusing on crossing the boundaries that separate disciplines and ways of thought. While all undergraduates complete the CAP curriculum, much of the instruction comes from faculty and departments within the College of Arts and Sciences.

The University is working to position experiential learning as a signature element of a UD education and a hallmark of UD's educational value. The objective of experiential learning at UD is to advance active learning and reflective practice focused on real human problems and needs, enabling students to cultivate their gifts, appreciate the interdependence of self and community, and discover higher purposes for life and work.

As a research university, UD offers significant opportunities for students to engage in experiential learning in the laboratory, connecting theory to practice in powerful ways. Approximately one-third of UD undergraduates participate in a research activity during their time on campus. Research revenues have increased nearly 10 percent since 2008; in FY 2014 UD reported over \$87.5 million of sponsored research activity. Dependence on federally funded grants and contracts has declined from 90 percent of the total in 2005 to 78 percent in 2014, as industry funding has grown.

In recent years, the University has also made great strides in increasing its international profile and portfolio and is committed to preparing students to be global citizens. This is accomplished both at home and abroad through an excellent international partnership network, a growing international student and faculty population, integrated curriculum development, and innovative education abroad programs. Faculty and curriculum development are key foci of the international strategy. The University has a residential facility, which houses the International Learning Living Community for US and International students.

INSTITUTES AND CENTERS

The University of Dayton has over 35 institutes and centers that work across all academic disciplines to advance science and technology, social justice, business leadership practices and ethics, and service opportunities for all. Those highlighted below are just a handful of the many initiatives that advance the Marianist mission of living in community and educating the whole person. For a full list please visit: <https://www.udayton.edu/lead/centers-and-institutes.php>

Institutes

University of Dayton Research Institute (UDRI)

The University of Dayton Research Institute is one of the nation's leading not-for-profit research and development organizations and a division of the University. UDRI leverages the expertise of faculty and students as well as partner universities, government agencies, and businesses to address unique technical challenges and help the University fulfill its commitment to education, research, and public service. UDRI is led by a director and staffed by full-time engineers, scientists, and technicians, and has its own administrative support offices. This flexibility permits UDRI to fulfill the technical, cost, and schedule demands of mission-driven research.

Since its formation in 1956, UDRI has grown from a single research program comprising a small team of professors and graduate students to a 450-person research and development enterprise. UDRI conducts applied research in aero-propulsion, energy, human factors, materials, mechanical systems, sensors, and structures and occupies more than 200,000 square feet of laboratory and office space on campus, as well as at several remote sites. A key strategic partner is the Wright Patterson Air Force Base. UDRI researchers work on more than 1,200 research programs each year in collaboration with 90 faculty members and more than 235 undergraduate and graduate students.

UDRI is responsible for 87 percent of UD's sponsored research volume, which cumulatively passed the \$1.5 billion mark in 2008 and exceeded \$87 million in fiscal year 2014. Since 2004, UD has been ranked number two among all colleges in the nation for the amount of sponsored materials research performed, according to the National Science Foundation. In addition, UDRI is first in Ohio and among the top 35 universities in the U.S. for sponsored engineering research and development.

International Marian Research Institute (IMRI)

The International Marian Research Institute (IMRI) is one the largest international centers of study, research, and teaching on Mary, the Mother of Jesus Christ. IMRI's goal is to gather and present information about the Blessed Virgin Mary and to lead people to a loving knowledge of her. This global, scholarly, and pastoral mission is fulfilled through the operation of the academic program, library, gallery, museum, as well as through research, publication, speaking engagements, and various other forms of outreach, both actual and virtual. The Marian Library is recognized both nationally and internationally as a center for scholarship on the Blessed Virgin Mary and is the largest collection of Marian books and artifacts in the world. It serves the research needs of faculty and students of the IMRI and of the broader UD community, and of visitors throughout the world. It also documents the diverse expressions of popular devotion to Mary, and it provides public outreach through its exhibits, tours, and reference services.

University of Dayton China Institute

In 2012, UD opened a center for research and study abroad programs in Suzhou, China. The Institute is 75 miles from Shanghai in the Higher Education District of Suzhou Industrial Park (SIP), an internationally competitive 111-square-mile high-tech research and education park. Home to 25 universities from around the world and a third of the world's Fortune 500 companies, SIP is a center of innovation and opportunity.

UD's semester long program offers students the opportunity to interact and conduct hands-on projects with UD's partner companies in Suzhou, including Emerson Climate Technologies, GE Aviation, Johnson & Johnson Medical, and Lilly Pharmaceutical. The institute allows students to take up to 18 credit hours from 20 courses offered across the arts, business, engineering, humanities, natural sciences, and social sciences. Guest speakers from multinational companies and professors from UD's partner universities provide Chinese culture and society seminars on topics that range from how to do business in China to appreciating the music, art, and tai chi of China. Students also have ample opportunities to explore the rich cultures of Shanghai, Suzhou, Nanjing, and Beijing.

Centers

Fitz Center for Leadership in Community

Carrying out the University's vision as a national leader in educating community builders, the Fitz Center for Leadership in Community initiates and sustains partnerships with urban neighborhoods and larger communities to promote comprehensive community building and connected learning and scholarship. The center stimulates, coordinates, and facilitates learning and scholarship throughout the University, within the community, and between the two. Through the center students build and sustain partnerships with the Dayton Public Schools, after-school education programs, nonprofits, local governments, businesses, cities, and associations in the Great Miami River watershed.

Human Rights Center

The University of Dayton was a pioneer in human rights education; it established the nation's first undergraduate program in human rights studies in 1998. Now, with an international profile and a strong reputation as an intellectual resource for major human rights organizations, UD is positioned to share this knowledge with a wider constituency through the Human Rights Center. The center searches for transformative solutions to systemic patterns of injustice that will bring about real change in the lives of poor people and is committed to addressing the gap between theory and practice, and between scholars and practitioners.

Innovation Center

In 1996, through a grant from Emerson Climate Technologies, the Design and Manufacturing Clinic was formed, which evolved into today's Innovation Center, a nationally recognized initiative. The mission of the Innovation Center is to educate and develop world-class leaders who create new products while working effectively at disciplinary intersections and serving the Catholic, Marianist tradition by meeting the needs of the business community. The center is a transformational space where all disciplines of the School of Engineering come together to encounter, debate, address, investigate, and solve multi-faceted problems. Since 1996, student teams have solved over 1000 industry challenges and served over 200 external clients.

Center for Catholic Education

The center provides Catholic schools with programs and services that enhance the church's mission to evangelize, educate, and empower the people of God. Its vision is to be a servant-leader in working with Catholic educators to foster excellence in Catholic schools and through this center and others, the University of Dayton is becoming a nationally recognized leader in research and programming for Catholic schools. The center adheres steadfastly to its core values and beliefs while seeking to improve the connection with those who share its mission, including other areas of the University of Dayton, the Marianists, the Archdiocese of Cincinnati, and other universities.

Davis Center for Portfolio Management

The Davis Center, housed in the School of Business Administration, provides an introduction to real-world portfolio management activities and tools and leadership development for 40-50 undergraduate students from across the University. A student-run management structure in the Center divides its volunteer staff into teams that hold financial software training sessions for students, introduce local high schools to industry research, and participate in community service events. The volunteer staff is a resource to the University and the student body, providing financial education and opportunities to explore many areas of finance.

Flyer Investments, a capstone student-managed portfolio seminar, manages \$20 million of the University's endowment invested in equity markets. Students gain hands-on experience as portfolio managers, performing economic and equity analysis to inform their investment decisions across sectors and industries in a well-diversified portfolio and reporting their results semi-annually to the Davis Center Advisory Board.

COMMUNITY PARTNERSHIPS

UD is an important partner to the Dayton community and supports initiatives and economic efforts that benefit the area. Selected partnerships created and strengthened in recent years include:

Dayton Early College Academy (DECA) and Neighborhood School Centers (NSCs)

Established in partnership with Dayton Public Schools and operated by the University of Dayton through the School of Education and Health Sciences, DECA is an early college high school that offers Dayton public school students an opportunity to excel academically and succeed in their goal of graduating from college. Housed on UD's main campus, DECA is recognized nationally for its work in preparing high school students to earn a diploma as well as up to two years of college credit. DECA enjoys a 100 percent college acceptance rate. DECA is also the only charter school in the country operated by a Catholic university, as well as the first early college in Ohio to enroll seventh graders.

The Fitz Center has also established a strong partnership with the Neighborhood School Centers (NSCs). NSCs are Dayton Public Schools that are centered on their neighborhoods, serving as healthy places of learning for children and families. Currently, there are five NSCs and UD students have the ability to volunteer weekly or on a one-time basis at any of the NSCs. Volunteer opportunities include: tutoring, coaching, classroom assistance, afterschool assistance, and mentoring.

Emerson Innovation Center

In October 2014, Emerson Climate Technologies broke ground on the \$35 million Emerson Innovation Center on the UD campus. The facility, which is slated to open in late 2015, will foster an ambitious and collaborative approach to conducting research for the creation of new technologies that address heating, ventilation, air conditioning, and refrigeration (HVACR) industry challenges. In serving as the global hub for HVACR industry education, Emerson is working with UD to leverage the facility for classes and hands-on student experiences. When completed, the Emerson Innovation Center will employ 30-50 people and focus on five HVACR industry markets: supermarket refrigeration, food service operations, residential connected homes, data center cooling, and light commercial buildings.

GE Aviation Electrical Power Integrated Systems (EPIS) Center

In 2013, GE Aviation opened the GE Aviation Electrical Power Integrated Systems (EPIS) Center on UD's campus, a \$53 million investment aimed at stimulating economic growth in the region and collaborative research on the campus. In the lab, UD researchers and students work side by side with GE Aviation scientists and engineers to create new advanced electrical power technologies such as new power systems for aircraft, longer-range electric cars, and smarter utility power grids for more efficient delivery of electricity.

STUDENT LIFE

The University of Dayton is a highly residential campus community. Nearly 93 percent of first-year students and 70 percent of the overall student body live in university-owned housing. Choices include residence halls, apartments, and single-family houses in the distinctive student neighborhoods adjoining campus.

Consistent with the fundamental Marianist principle of “developing the whole person,” UD seeks to foster a student experience outside the classroom that includes opportunities for leadership, engagement, and personal growth. The University intentionally integrates learning and living throughout its academic programming and extracurricular opportunities. All first-year students are given the opportunity to reside in a learning-living community, and over half choose to do so. In their second year, students can participate in designed learning experiences that are developed by Housing and Residence Life staff in collaboration with University staff and faculty. Examples of designed learning experiences for second year students are the Servant Leadership Living Community, Honors Housing, the Ethics in Action Learning Living Community, and the Global Learning Living Community. Junior and seniors can participate in Special Interest Housing as a way to integrate the learning achieved in the classroom with experiences they encounter in their residential communities. As part of special interest housing process, students establish goals and design a plan for how they are going to impact the north and south student neighborhoods in a manner that is consistent with the University's Commitment to Community (C2C).

A notable experiential learning opportunity at UD is ArtStreet. An integral part of the campus' vibrant arts community, ArtStreet is an innovative learning and living arts complex located in the heart of the south student neighborhood. With housing for juniors and seniors of all majors, ArtStreet combines distinctive programming and living spaces with multi-purpose studios open to the entire University of Dayton community. ArtStreet programming is strongly influenced by

the ideas and projects conducted by students, such as the ArtStreet Café, which is owned and operated by Flyer Enterprises, the umbrella organization for UD's student-run businesses. ArtStreet is also home to WUDR (Flyer Radio), as well as a recording studio managed by the student organization Street Sounds.

UD complements experiential living and learning opportunities with a broad range of co-curricular and extracurricular activities, including more than 200 student clubs and organizations. UD also has a very vibrant intramural and inter-collegiate athletic community. Competing at the NCAA Division I level in the Atlantic 10, the University's 30-plus teams experience success year-round, including significant runs in the NCAA tournament by both the men's and women's basketball teams. UD athletes also excel in the classroom, placing the UD athletic program among the top 10 in the country for academic performance. For Flyers fans, a favorite spot on campus is the UD Arena, one of the nation's premier college basketball facilities. The Flyers have ranked nationally in the top 35 in men's basketball attendance every season since the Arena opened in 1969. Today UD leads the Atlantic 10 in fan attendance and continues to grow its fan base.

Above all, the inclusive nature of the UD community is a key differentiator to the retention and success of its students both in and out of the classroom. The institution embraces a wide variety of students, faculty, and staff who embody religious, ethnic, cultural, and other differences. These differences are recognized and celebrated on campus. The Office of Multicultural Affairs works to advance and sustain an inclusive environment and sponsors lectures and artistic events and a postdoctoral fellowship in diversity and creative writing. A Muslim Prayer room, housing accommodations for international students, and increased handicapped access represent just a few of the institutional commitments the University has recently made to build and sustain this inclusive and welcoming community.

ENROLLMENT

Today, the University serves approximately 11,300 students including more than 7,900 full-time undergraduates. The entering class of 2014 was both the largest and most academically prepared in the University's history. 1200 was the equivalent average SAT test score for all test takers who submitted either an ACT or SAT or submitted both and 86 percent of the entering class was in the top 50 percent of their high school graduating classes.

Approximately 48 percent of undergraduate students are Ohio residents with an additional 41 percent coming from other states. African-American students represent 3 percent, and Latino students and members of other diverse student populations also constitute 3 percent.

In the last five years international enrollment has soared, with international students comprising 16 percent of the student population in the current academic class. The highest representation of students is from China, Kuwait, and Saudi Arabia.

Undergraduate enrollment remains strong and UD has consistently met enrollment goals. Net tuition revenue is up 38 percent. The University has enjoyed record first year enrollment in three of the past five years and demand has nearly doubled since 2004. The first year retention rate continues to improve and hit 91 percent for fall 2015. The four-year graduation rate is 60 percent. There has been a 6 percent compound annual growth rate of net student tuition and fee revenues during the period 2005 – 2014 and 93.2 percent of the University's students receive some form of financial aid.

Beginning in fall 2013, UD adopted a unique and innovative approach to undergraduate tuition. Under this new policy, the University guarantees a net tuition price for four years of attendance to each student. With no hidden fees or other costs, this policy allows students to know the full cost of tuition (excluding room and board) for the full four years of attendance. Early indications are that the program has differentiated UD and improved retention rates among all income and ethnicity bands.

FISCAL AFFAIRS

UD, a tuition-dependent private institution, is on strong financial ground, a fact that was affirmed by the recent stable bond ratings re-issued with an A2 from Moody's Investors Service and an A from Standard and Poor's. Moody's cited UD's "reputation as a leading Catholic research university with strong fiscal oversight and a trend of healthy operating performance," as key factors for re-affirming its rating.

UD has a diverse revenue base of \$453 million and generated operating surpluses averaging 9.5 percent from FY 2012-2014. Retained cash flow contributed to a 69 percent increase in unrestricted financial resources to \$470 million since FY 2010. Unrestricted net assets have increased by over 61 percent since 2010 to \$684 million. The University's total investments are \$731 million with \$696 million in a long-term investment pool and an endowment of \$510 million with a 5-year annualized return of 11.3 percent.

ADVANCEMENT

The University has built a robust central advancement office to support fundraising across campus. The organization experienced a change in leadership in 2012 and the Vice President for Advancement is restructuring and strengthening the operation in preparation for a capital campaign. Under President Curran, a campaign was planned to launch in 2008, but given the economic conditions that emerged at the time, was delayed. The next President will have an opportunity to lead the University through a major campaign and reach out to the approximately 107,000 living alumni around the world.

In September 2014, President Curran announced a \$12.5 million gift for the University from the George and Amanda Hanley Foundation that will be used to establish the Hanley Sustainability Institute. The gift, the largest in University history, is an investment in the future of the planet and will position the University as a national leader in sustainability education. The University is launching a campaign to raise additional money from foundations, corporations, and other donors to bring total funding for the institute to \$25 million. In keeping with UD's commitment to interdisciplinary learning, the Hanley Sustainability Institute will integrate sustainability education into UD's entire curriculum and will impact science, business, engineering, social sciences, humanities, education, law, and human rights.

Annual giving has increased dramatically in recent years; the University is on track to exceed its 2015 goal of \$60 million, as compared to 2014 results of \$26 million. A \$7 million corporate commitment has also recently been announced to support the China Institute.

LOCATION AND CAMPUS

The Dayton metropolitan area is a diverse community of some 850,000 inhabitants and boasts renewed downtown and historic neighborhoods and a highly favorable cost of living. Dayton is noted for its long history of innovation and inventions and is a center of technological development. It is home to corporations such as Teradata Corp, Reynolds and Reynolds, Standard Register, and LexisNexis, and to the U.S. Air Force Research Laboratory at Wright-Patterson Air Force Base. A large, innovative health network is growing in the city and region.

A mid-sized city with major arts opportunities, Dayton is home to the Dayton Contemporary Dance Company, one of only five African American contemporary dance companies in the US and in residence at the University of Dayton; the Dayton Performing Arts Alliance, a recent and first-in-the nation merger of the Dayton Opera, Ballet, and Philharmonic Orchestra; the Dayton Art Institute; the Human Race Theatre, a professional company; the Bach Society of Dayton; the Kettering Children's Choir; the Muse Machine for interdisciplinary arts programs in the region's schools; and the Dayton Philharmonic's SPARK program, one of the largest educational school music initiatives of any orchestra in the United States. The region is also home to a nationally recognized park system and large network of bicycle trails. The Dayton Dragons, a minor league baseball team connected to the Cincinnati Reds, plays in a beautiful downtown stadium and holds a national record for sold-out season tickets. While much is available in Dayton, close proximity to Cincinnati and Columbus allows for easy access to additional resources and entertainment opportunities. For more information on the Dayton region please visit: <http://daytoncvb.com/>.

The University spans a beautiful 388-acre campus comprising over 40 academic, recreational, athletic, and administrative facilities. The University has invested considerably in its physical plant in recent years, including the construction of a \$25.3 million fitness and recreation center, a \$22 million renovation of the Science Center, a \$12 million renovation of the Chapel of the Immaculate Conception, major renovations of classrooms, studios, and offices for fine and performing arts programs and for the School of Education and Health Sciences, and the refurbishment of its athletic fields and facilities.

In 2009, UD purchased the former headquarters of NCR Corp., creating its new River Campus comprising the 1700 South Patterson Building and 115 acres of land near the Great Miami River. The University is transforming the 455,000-square-foot former Fortune 500 corporate office building into a stunning academic and research facility. The building houses, among other things, the University of Dayton Research Institute, MBA and Education graduate classes, and an Alumni Center.

THE ROLE

The President is the chief executive and administrative officer of the University of Dayton and reports to the Board of Trustees. The President is an ex-officio member of all standing committees of the Board of Trustees and is responsible for the supervision, management, and governance of the University. Reporting to the President are officers of the University who serve on the President's Cabinet and include the Vice President for Mission and Rector, the Provost, the Vice President for Student Development, the Vice President for Finance and Administrative Services, the Vice President for University Advancement, the Vice President and Director of Athletics and the General Counsel. As the sponsorship officer at the University, the Vice President for Mission and Rector works with the President and assists him or her in

ensuring fidelity to the Catholic and Marianist mission of UD. Other members of the President's Cabinet include the Vice President for Enrollment Management, the Vice President for Research and Executive Director of the Research Institute, the Vice President for Human Resources, and the Vice President for Facilities Management.

OPPORTUNITIES AND CHALLENGES

The University of Dayton is well positioned to continue its upward trajectory and secure its position as a nationally recognized Catholic and Marianist comprehensive research institution. During a period of instability for many other institutions of higher education, UD is experiencing tremendous enrichment and expansion in enrollments, academic offerings, research activity, international and regional partnerships, and campus footprint. The next President will face the overarching challenge of leading the University in its continued pursuit of excellence in a competitive higher education landscape while remaining connected and true to its core Marianist mission and culture. Among the opportunities and challenges ahead for the new President are:

Establish UD as a national leader in Catholic higher education.

While known regionally for its distinctive educational approach, strong academic programs, and research opportunities, many outside the Ohio area do not recognize the strengths and distinctive features of UD. The next President must embrace UD's Marianist values of educating the whole person and articulate more broadly why a Marianist education is a unique and attractive choice. The next President will ensure that the Marianist core values animate the life of the campus, both within and beyond the classroom, and broadcast to a wider audience the distinctive nature of UD's academic experience and Marianist culture.

In continuity with the commitment of the two most recent Presidents, the next President should collaborate actively with the Association of Catholic Colleges and Universities to promote, ensure, and develop the place of Catholic higher education within the U.S. Catholic Church. The President should be fully engaged in this national dialogue and serve as the voice of UD's Catholic tradition; the President must feel at ease with Catholic leaders and ecclesiastical structures and take a lead role in supporting UD's Catholic faith life on campus.

Foster and promote diversity throughout the UD community.

Inclusivity is a central tenet of UD's Marianist identity and the next President must lead by example and create a welcoming community for all students, faculty, and staff. The University has actively engaged with the issues of inclusion and campus climate in both social and academic settings, but more work remains. The next President must personally commit, actively lead, and measurably improve UD's efforts to include all of its community in its traditions while respecting and valuing each other's differences.

Lead the ongoing conversation to promote a healthy and safe experience for all students.

The UD community has deep student life traditions that have fostered great alumni memories and loyalties. However, these traditions at times create at-risk environments for students. In concert with the national higher education conversation today, UD must prioritize the safety of students in relation to alcohol, drugs, and sexual harassment and assault. UD has joined the many other colleges and universities working on solutions in accordance with the Office of Civil Rights, the Department of Education and Title IX. New programs with more opportunities for social activities on campus and more alternatives to alcohol-related events have been

implemented and will need to be supported and strengthened by the new President. Clearer rules and expectations and new standards have done a great deal to improve the student experience but the dialogue must continue, led by the President in close coordination with the Vice President for Student Development.

Balance the internal and external leadership needs of an evolving campus community.

Almost every campus constituent emphasizes the importance UD places on its close-knit community, a somewhat unusual characteristic for a comprehensive research institution of its size. Students, staff, and faculty want to know the President and see him or her on campus. At the same time, UD is an expanding and evolving research university. The role of president in a modern and complex academic setting requires extensive time on the road, for fundraising, visibility enhancement, partnership building, and international engagement. The next President will need to manage this balance well and must bring an enthusiasm for students, staff, and faculty across all disciplines and a propensity to connect personally.

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

As previously highlighted, faith and community are at the crux of the Marianist identity and the President must maintain an open dialogue with the UD community about the direction and vision of the University. Shared governance is an important facet to the UD community and the President must lead by example and embrace the principles and practices of shared governance. By leading this open dialogue the President will enable the administration, the faculty, and all university stakeholders to work together to achieve the University's academic mission at a time of growing competition in the higher education marketplace.

Coalesce a strong leadership team.

The University has had considerable movement in its senior leadership ranks in the last several months. Successful searches for new deans of the School of Law and the College of Arts and Sciences just concluded with the new leadership starting summer 2015. An interim provost is in place as this search is being conducted and a new head of enrollment management will be recruited in the coming months. With a Cabinet comprising a fair number of leaders new to their roles or to UD, the President will have an unusual opportunity to shape his or her leadership team and to bring it together to advance the University and its mission.

Continue to connect the UD campus to the neighboring Dayton community.

Following the lead of his Marianist predecessor, Brother Fitz, President Curran reached out extensively to the Dayton community and fostered partnerships that benefited the growth of the University while also helping to revitalize Dayton's economy. When other companies left the region, UD stepped in and identified areas of growth and creative initiatives such as the acquisition of the NCR headquarters. It will be important for the next President to build upon these existing civic and community relationships and identify new ways in which UD and its urban neighbor can work together for the betterment of both.

Maintain financial footing while balancing the increasing costs of higher education and affordability and access.

The next President with the Board of Trustees must create a financial model for the future that balances the need to increase and support academic success while adhering to its Marianist mission of social justice and access to education. Like many private universities today, UD is tuition-dependent and increasingly concerned about the rising costs of education, coupled with higher expectations for academic quality, access, state-of-the-art facilities, technology adoption,

and student services. The University's long-term viability requires that it be ready to embrace change, respond to new opportunities, create and enhance programs that are striking points of distinction for UD, and successfully navigate economic challenges. The President must be able to think creatively about new educational models and ways to reach students, while ensuring that the principles and spirit of a Catholic and Marianist education are lived out in the 21st century UD.

Strategize and implement a comprehensive engagement plan to increase long-term advancement support.

As UD seeks to strengthen the operations of its advancement initiatives, the President must take a lead in fundraising activities to improve engagement opportunities at all levels of giving. It will be important for the President to work closely with the Vice President for Advancement to continue to professionalize the University's advancement activities and identify a plan that capitalizes on high affinity for UD and conversion to increased support from alumni and friends. A concerted fundraising effort led by the President is necessary to enable UD to embark on a successful capital campaign and increase the University's endowment.

PROFESSIONAL AND PERSONAL QUALIFICATIONS

The University of Dayton seeks an inspiring leader to live out the Marianist mission of the institution. 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 a climate of community, understanding, and excellence. The Search Committee understands that no single candidate will have all the ideal qualifications, but it seeks candidates with the following experience and abilities:

- As required by the University of Dayton Bylaws, the President shall be a Roman Catholic and have the ability to provide leadership for the University of Dayton as a Catholic and Marianist university;
- A thorough understanding of the goals and values of a Catholic education rooted in Catholic social teaching and the understanding how such education supports and intersects with professional preparation in the 21st century;
- An earned doctorate or equivalent terminal degree and a record of distinguished scholarship and teaching requisite for an appointment as a tenured full professor;
- A proven commitment to diversity and demonstrated success in diversity initiatives; a broad experience with diverse students, faculty, and communities, and the will to embrace diversity in all aspects of UD including the capacity to recruit, welcome, retain, and build an integrated, diverse student body, faculty, and staff;
- An understanding and demonstrated commitment to residential student life; eagerness to be an active and visible member of the campus community with students, faculty, and staff;

- Strong management, planning, and financial skills; an astute understanding of university finances and the relationships among academic priorities setting, budgeting, and fundraising; demonstrated budget authority;
- 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;
- A compelling and genuine communication style and ability to connect with a variety of audiences as the spokesperson for UD; this includes the ability to create meaningful dialogue around important issues and to lead in times of crisis;
- An international viewpoint and a comfort with the larger world; an understanding of international collaboration and the changing nature of global higher education;
- Experience building and successfully leading a senior leadership team;
- Able to work within a team and take initiative; self-confident without being self-important;
- A managerial style that is personable, consensus-building, and inclusive; personal qualities that insure transparency in governance and the highest standards of honesty, integrity, and credibility;
- Energy, passion, flexibility, and a healthy sense of humor.

TO APPLY

The University of Dayton has retained Isaacson, Miller, a national executive search firm, to assist in this search. Confidential inquiries, nominations, referrals, and resumes with cover letters should be submitted in confidence through the Isaacson, Miller website to the attention of:

Vivian Brocard, Vice President
Leslie McCarthy, Senior Associate
Courtney Thomas, Associate
Isaacson, Miller
262 Summer Street, 7th Floor
Boston, MA 02210
www.imsearch.com/5349

Electronic applications strongly encouraged.

To attain its Catholic and Marianist mission, the University is committed to the principles of diversity, inclusion, and affirmative action, and to equal opportunity policies and practices. We act affirmatively to recruit and hire women, traditionally under-represented minority groups, individuals with disabilities, and protected veterans.

APPENDIX: UNIVERSITY OF DAYTON'S COLLEGE AND SCHOOLS

College of Arts and Sciences

The College of Arts and Sciences is the largest academic unit on campus and offers a diverse range of programming in the arts, humanities, sciences, and social sciences while focusing on personal attention and close faculty-student interaction in the context of a large comprehensive university. The College offers a curriculum devoted to combining theory and practice. Profoundly committed to undergraduate education and research, the College delivers 64 percent of the undergraduate curriculum and is home to strong undergraduate major programs. It also provides the bulk of instruction within the CAP and supports the University's graduate programs and its professional schools of Business Administration, Education and Health Sciences, and Engineering. The College is organized into eighteen departments and nine interdisciplinary program areas. At the graduate level the College supports Master of Arts programs in English, communication, pastoral ministries, psychology, and theological studies; Master of Science programs in biology, chemistry, applied mathematics, and financial mathematics; a Master of Computer Science, and a Master of Public Administration. Following a national search, UD just named Jason Pierce as the new Dean of the College of Arts and Sciences. Jason is the current interim dean and former Chair of the Department of Political Science. His tenure will begin on July 1, 2015. For more information on the College of Arts and Sciences please visit: <https://www.udayton.edu/artsscience/index.php>

School of Business Administration

The School of Business Administration is a learning community committed in the Catholic and Marianist tradition to educating the whole person and to connecting learning and scholarship with leadership and service in an innovative business curriculum designed to prepare ethical leaders for successful careers in a global business environment. Undergraduate degrees are offered in accounting, business economics, finance, international business management, entrepreneurship, marketing, management information systems, and operations and supply management. The School's MBA program is AACSB accredited and infuses the best in business practices with integrated classes led by nationally respected faculty and executives-in-residence. The School's entrepreneurship majors launch more than a dozen micro businesses every year, and Entrepreneurship magazine and the Princeton Review named UD one of the nation's top 15 entrepreneurship programs. For more information on the School of Business Administration please visit: <https://www.udayton.edu/business/index.php>

School of Education and Health Sciences

Formerly the School of Education and Allied Professions, the School of Education and Health Sciences merges critical reflection with fostering a learning community that focuses on educational theory and practice. The School is guided by its mission to educate leaders in education and health care who transform society through faith, community building, service, wellness, and scholarship. Undergraduate and graduate programs are offered, including a Ph.D. in Educational Leadership and a Doctor of Physical Therapy. Teachers and administrators at public, private, and Catholic schools may earn Master's degrees available online. Graduate degrees are also available in counseling and higher education as well as in health and sport sciences. The School ranks in the upper echelon of Catholic higher education for faculty productivity, externally funded research, and prominence within national initiatives and is accredited by the National Council for Accreditation of Teacher Education. For more information on the School of Education and Health Sciences please visit: <https://www.udayton.edu/education/index.php>

School of Engineering

The mission of the School of Engineering is to educate complete professionals who have an integrated knowledge of the theory and practice of engineering together with an equally strong understanding of the arts and sciences that will prepare them for fulfilling careers of leadership, service, and life-long learning for the good of society. Enrollment has doubled in the last five years with approximately 3,000 students, 2,300 undergraduates, and 850 graduates. The School offers nine undergraduate degrees, five bachelor plus master's programs, 13 master's programs, and four doctorate programs. Under the leadership of Dean Eddy Rojas, the School is embarking on a collaborative strategic planning exercise, examining future growth in research opportunities, industrial partnerships, and expansion of graduate programs. For more information on the School of Engineering please visit:

<https://www.udayton.edu/engineering/index.php>

School of Law

The School of Law is accredited by the American Bar Association (ABA) and is a member of the Association of American Law Schools (AALS). UDSL offers a strong and innovative core academic program in a handsome, state-of-the-art facility. Over the past few years, the Law School has successfully adapted in a careful and deliberate manner to changes in legal education resulting from a decrease in traditional career opportunities and law school applications and from pedagogical changes directed at preparing law students to be "practice-ready" upon graduation. The Law School currently enrolls approximately 300 students and consistently ranks near the top of Ohio law schools in diversity. UD just named Andrew Strauss, a highly regarded international law expert, as the next dean of the School of Law. Strauss, currently professor of law and associate dean for faculty research and strategic initiatives at the Widener University School of Law, will begin July 1. He will take over for Paul McGreal who announced last year he would step down June 30, at the end of his term. For more information on the School of Law please visit: <https://www.udayton.edu/law/index.php>