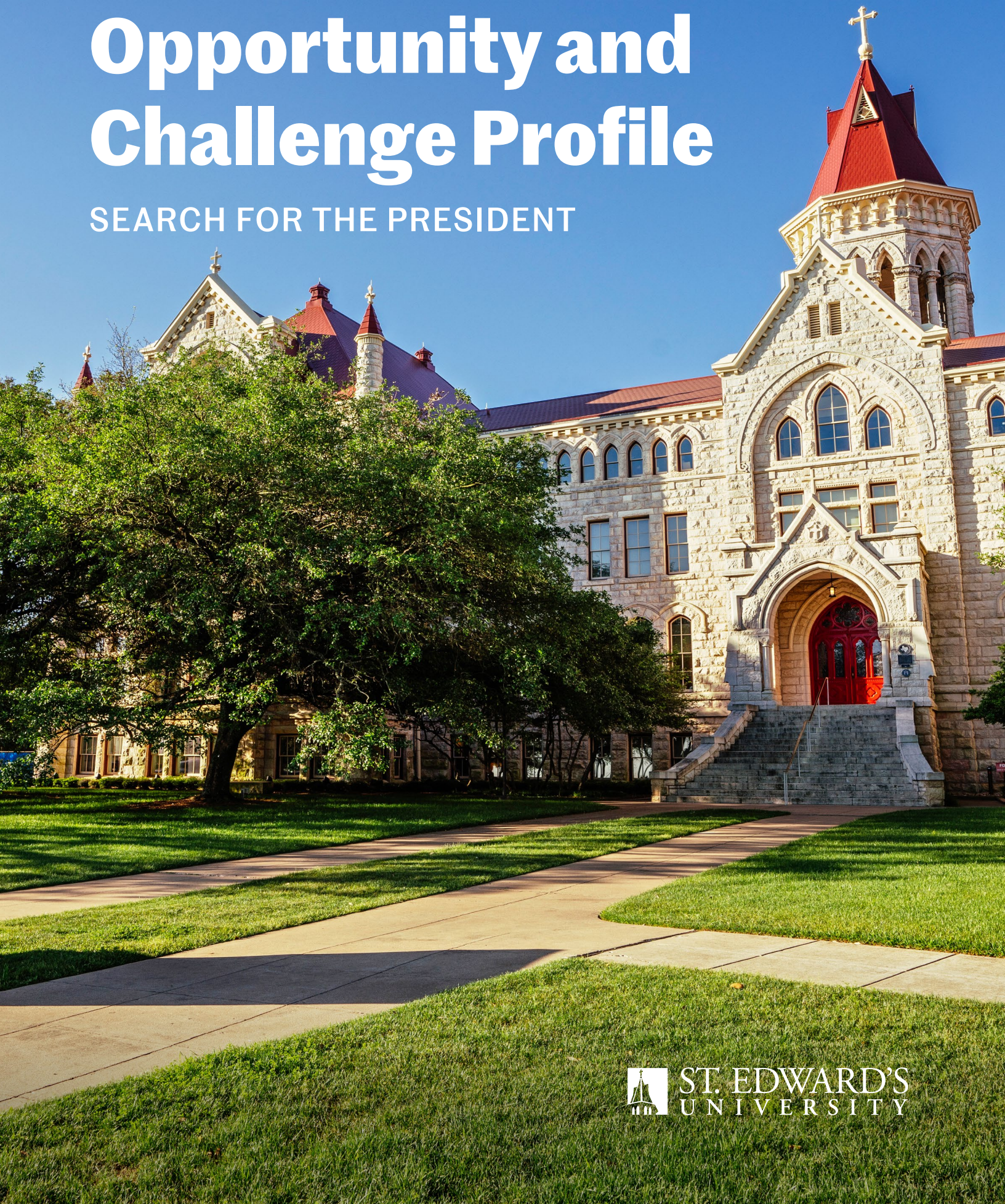


Opportunity and Challenge Profile

SEARCH FOR THE PRESIDENT



ST. EDWARD'S
UNIVERSITY



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Introduction

St. Edward's University, a nationally ranked, independent, Catholic university characterized by its commitment to the Holy Cross educational mission, seeks an innovative and visionary leader who will inspire the university as it continues on its upward trajectory of excellence in Austin, Texas, one of the most dynamic cities in the United States. The president will lead a university committed to educating the hearts and minds of students so they are prepared to make a difference in the world, pursuing social justice in furtherance of its Holy Cross tradition, and advancing its liberal arts and professional and graduate programs.



Over the last two decades, St. Edward's experienced a steady and impressive transformation, guided by the commitment of the Brothers of the Holy Cross to shape an inclusive community devoted to the betterment of all. The university moved up rapidly in the *U.S. News & World Report* rankings, this year ranking #8 among regional universities in the West. Since 2008, our students have won almost 200 prestigious awards and scholarships, including 68 Fulbrights, and a Truman Scholarship. The university was also the top producer of Fulbright students in 2015-2016 and 2018-2019, and for 11 consecutive years the university has been a top producer of Fulbrights. The profile of the student body has been strengthened, with over half of incoming freshmen now ranked in the top 25% of their high school class.

Every year, significant numbers of students from across the disciplines are accepted into the most prestigious graduate and professional schools. Students who choose to pursue careers in business are joining major corporations such as Microsoft, Google, Apple, Goldman Sachs and KPMG. Through the global education program initiated in 2008, students can choose to study at more than 20 partner institutions in 17 countries, often with the aid of scholarships. The number of ranked faculty has also experienced considerable growth, and with the improvement in teaching and research, students have excelled in the classroom and after graduation.

During the last two decades, the university's graduation rate has risen 25 points, the number of full-time undergraduates has doubled, and the number of living alumni, 65% of whom have graduated since 2000, has almost tripled. Our campus has been modernized, beautified and expanded: 27 buildings have been built new or fully renovated, over a thousand trees have been planted, and the Wild Basin Wilderness Preserve has been annexed for environmental and scientific research. The campus development was guided by our campus master plan, and approximately \$400 million has been invested in campus expansion, modernization and beautification. Our endowment has grown to \$114 million from \$33 million, and our fundraising is poised to soon exceed \$200 million.

As a result of the Brothers' profound and indelible influence, St. Edward's is one community united by the university's mission, despite any differences of opinion or belief, origin or status, with a deep commitment to diversity. Having qualified as a Hispanic Serving Institute (HSI) for more than three decades, St. Edward's serves nearly 4,000 students, of whom 45% identify as Hispanic and 38% identify as white. St. Edward's University offers over 50 undergraduate majors and eight graduate programs in its five schools: Arts and Humanities; Human Development and Education; Behavioral and Social Sciences; Natural Sciences; and The Bill Munday School of Business. St. Edward's encourages service and an international perspective, helping students clarify their personal values and recognize their responsibility to the world community.

These improvements over the past two decades are not coincidental; they are the result of careful planning, strong leadership, and a campus culture that is conducive to higher education and committed to innovation and excellence, all in the pursuit of social justice. In 2019, St. Edward's was one of only four Texas universities in the top 20 of Best Regional Universities in the West in the *U.S. News & World Report* ranking. So, after 20 years of growth and development, retiring president George E. Martin, Ph.D. will leave the university well-poised for its next chapter and well-positioned to thrive in the dynamic landscape of higher education.

St. Edward's University offers a distinct educational opportunity that combines a vibrant and diverse community of learners of all ages and of varied cultural, religious, educational, and economic backgrounds and dedicated faculty and staff committed to student success and academic excellence in one of the fastest growing cities of America. Austin is well-known as a hotbed for technology, startups and innovation. Facebook, Google, Apple and 17 companies on the Inc. 5000 list have a large presence in Austin, and it boasts 1.7 times the national average of startups. It is the host of Austin City Limits and South by South West (SXSW), worldwide known music, art and technology events and home for over 6,000 nonprofits. Austin is also a great place to work, live and play, regularly appearing on lists of "best places to live" in the U.S. It's a welcoming environment with 300-plus days of sunshine, 200-plus parks, three lakes and an average temperature of 71 degrees in November. The "live music capital of the world," Austin also features a bustling culinary scene including internationally acclaimed restaurants, an endless array of food trucks, and some of the best barbecue and Tex-Mex in the country. This translates directly into a high quality of life for the entire community. Opportunities abound for St. Edward's students who enjoy the advantages of small classes and personal attention coupled with the cutting-edge technology, excellent internships, study abroad and service-learning opportunities, and exciting career prospects that Austin offers.

With its beautiful, state-of-the-art campus on a hilltop overlooking downtown Austin, its strong academic offerings and its national recognition for a focus on mission-centered education, St. Edward's is preparing an increasingly diverse and academically talented student body to thrive in this challenging new century. Embracing the university's Catholic, Holy Cross tradition, the next president will champion the St. Edward's identity as a leading private university with growing professional programs and celebrate its personalized educational experience that emphasizes critical thinking and social justice. A successful president will strengthen the university's ties with the Austin community, capitalizing on the numerous opportunities for students and faculty to engage with the ever-expanding civic and business sectors. Given the challenges currently facing higher education, the next president will be an experienced administrator, well versed in enrollment management and the financing of a tuition-driven institution. They must also be a visible spokesperson for the university and principled leader of a cabinet that supports a culture of collaboration and shared governance.

The Board of Trustees has chartered a search committee to conduct the search for the next president of St. Edward's. The committee has been working with Isaacson, Miller, a national executive search firm, in this important endeavor. A list of the desired qualifications and characteristics for the president can be found at the conclusion of this document. All confidential applications, inquiries and nominations should be directed to the parties listed at the conclusion.

Application Deadline: End of the summer 2020



Opportunities and Challenges

St. Edward's is well positioned to continue its upward trajectory as an institution dedicated to liberal arts and its strategic expansion of professional and graduate programs. Guided by the pillars of Strategic Plan 2022, and translating its mission to the contemporary world, the next president will undertake the following opportunities and challenges:

Inspire the future of St. Edward's that is both rooted in its Holy Cross tradition and continues to anticipate the needs of a changing world

The next president will champion St. Edward's mission-centered approach to education and broadcast the positive impact graduates have on their community to both internal and external stakeholders. Continuing in the tradition set by President Martin, the president will ensure that the university stays rooted in its values, applying them to meet the changing needs of students, faculty and staff in the present and future. In accordance with its Catholic, Holy Cross values, St. Edward's will continue to cultivate student experiences that educate both the mind and the heart, and the president will be seen as an integral part of the life of the campus, visible and accessible to students, faculty and alumni alike. The president will ensure that the hallmarks of a St. Edward's education, which include small class sizes, ability for students and faculty to engage intellectually, academic excellence, curricula that reflect the Holy Cross values, and experiential and service learning are enhanced and nurtured. The president will be an advocate



spokesperson for St. Edward's and able to make the case that a St. Edward's degree is truly distinct and results in graduates who are lifelong learners and responsible, contributing citizens in their workplace, their local community and the world.

Further strengthen the university's financial stability while balancing the increasing costs of higher education and affordability and access

Like many private universities today, St. Edward's is tuition-dependent and increasingly concerned about the rising costs of education. However, the agility of St. Edward's in responding to challenges of the past has created a sense of innovation and willingness to experiment that permeates every aspect of university life. Within this context, the next president, in close collaboration with the Board of Trustees and the senior leadership team, must develop a financial model for the future that balances the need to increase and fund academic success while still supporting the university's commitment to access, notably for the university's many first-generation college students. The next president must anticipate these developments and position and market the university's undergraduate and graduate programs accordingly, thereby increasing enrollments, building new revenue streams and targeting strategic growth in all programs, while maintaining high academic quality and access.

Strengthen the St. Edward's commitment to diversity and create a more inclusive community for all

Diversity is central to St. Edward's and the Holy Cross mission. As one of the leading private and faith-based Hispanic-Serving Institutions in the country, the university's work in support of its diversity, equity and inclusion initiatives, not just for race, but also for religion, socio-economic background, gender and sexual orientation, is critical. Faculty, staff and students are eager to make the campus more inclusive, to delve more deeply into issues surrounding inclusivity, and to nurture living and learning environments and opportunities that embrace students from all backgrounds and expressions of identity. The next president must personally commit to, actively lead and continue the efforts of St. Edward's to include all of its community in its traditions, and to create a welcoming environment that continues to be actively open to all and embrace the dignity of all.

Continue to leverage the community of Austin as a strategic advantage for St. Edward's

While St. Edward's enjoys many benefits that Austin's ever-expanding civic and business sector affords, there is still more work to be done to raise the visibility of the university and to create even deeper connections to the city and all it offers. The next president will lead the effort to make more strategic partnerships and connections with leadership in Austin to forge greater engagement and more visibility for its faculty and students, particularly in areas that speak to the mission of St. Edward's. By creating distinctive, local partnerships, St. Edward's will enhance not just its academic experiences and its reputation but, as a result, increase leadership prospects for graduates. A successful president will make the case to Austin that strong ties to a private, faith-based institution dedicated to social justice and responsive to the changing needs of the community is just as important to the city as its connection with a larger public research institution.

Be an inspirational and collaborative leader for the St. Edward's community

People are at the heart of St. Edward's University, and the commitment to the Holy Cross mission is a palpable force on campus. The community is proud of its ability to be innovative and stay ahead of trends in higher education. Going forward, the university's financial stability and small size will continue to allow it to be nimble in how it supports those on the hilltop and takes advantage of opportunities to connect and serve the wider community. As the next president and the Board consider the future of St. Edward's, the president will need to ensure that the faculty, staff and students are fully engaged in discussions and informed about how and when decisions are made. This will be particularly important as the university works to meet the challenges posed by the changing demographics of higher education and what that will mean for enrollment and academic programs and structures. The faculty, staff and students must know that the president and the administrative team have a vivid and clear understanding of the demands and stresses of the work they do to support students. With continuing dialogue, the president's leadership team and the community will generate ideas, break down silos, learn from one another and work together to benefit the institution.

Increase the endowment and continue the philanthropic support for the university

President Martin enjoyed much success in garnering financial support for St. Edward's during his tenure, with much of the funds put toward capital infrastructure. The next president's task will be to diversify the university's funding base to further increase the endowment and fund academic programs and student experiences. To succeed, the president must bring an enthusiasm for fundraising and passion for the mission. The president will work closely with the vice president for University Advancement to enhance and expand engagement opportunities at all levels of giving. The president must also empower deans and other

senior leaders to participate in fundraising and thus build capacity to touch more alumni and members of the St. Edward's community.

Partner with an engaged and supportive Board to secure the future of St. Edward's

The members of the St. Edward's University Board of Trustees are passionate about St. Edward's and the Holy Cross mission and identity. They are generous with their energy, passions and resources and know how to support the president. The Board also understands the need to make tough decisions and take decisive actions when needed. However, most of the trustees have served with only one president. The new president must get to know the individual board members and develop positive and productive working relationships with them, engaging them in collaborative decision making and strategic planning to best advance the goals and interests of the university. The president will ensure the Board is equipped with the information it needs about both the university and the competitive landscape in higher education to allow it to deliberately consider all opportunities and ensure the university's future.

St. Edward's History and Mission

St. Edward's University was founded in 1885 by the Congregation of Holy Cross. It traces its roots back to St. Edward's Academy which was started by the Reverend Edward Sorin, CSC, superior general of the Congregation of Holy Cross, who also founded the University of Notre Dame in South Bend, Indiana. And, 135 years later, St. Edward's remains true to the same mission and values upon which it was founded — educating all who seek to realize their full potential, regardless of social standing, spiritual path or ability to pay. The university is guided by in the Congregation of Holy Cross's distinguishing characteristics: the courage to take risks; an international perspective; and the commitment to provide educational opportunities for students of varied cultural, religious, educational and economic backgrounds. St. Edward's expresses its Catholic identity by communicating the dignity of the human person as created in the image of God, by stressing the obligation of all people to pursue a more just world, and by providing opportunities for religious studies and participation in campus ministry. St. Edward's provides an environment in which freely chosen beliefs can be deepened and expressed and all individuals are welcomed and valued.

The university's undergraduate programs achieve a balance among the humanities, the sciences and the professions. These programs seek to make graduates competent in a chosen discipline, help them understand and appreciate the contributions of other disciplines, and prepare them to further their life goals. Graduate and professional development programs enhance students' knowledge and skills in order to equip them to take advantage of more challenging employment opportunities.

Graduates in all programs should be prepared, through training in critical and creative thinking as well as moral reasoning, to analyze problems, propose solutions and make responsible decisions. They should be able to express themselves articulately in both oral and written form. They are encouraged to develop an understanding of the human person that is derived from reason and open to faith.

The university promotes excellence in teaching and learning in an environment that encompasses innovative pedagogy in the curriculum and co-curriculum as well as engagement with the broader community. A caring faculty and staff, recognizing that learning is a lifelong process, teach the skills needed to be independent and productive. They encourage individuals to confront the critical issues of society and to seek justice and peace. Students are helped to understand themselves, clarify their personal values and recognize their call to service.



St. Edward's Today

In 1999, under what was then its new leader, President Martin, St. Edward's embarked on a strategic plan, outlining an ambitious agenda for academic excellence, enrollment growth, and recruiting and retaining the best students, faculty and staff. Twenty years later the university has experienced unprecedented success thanks to that initial strategic plan and subsequent planning priorities. Enrollment steadily increased, with the freshman class more than doubling in size and now averaging an SAT score almost 70 points higher than in 1999. Alongside academic and enrollment growth, the university's master plan guided St. Edward's in constructing new facilities while maintaining the overall architectural character of campus. In the tradition of its Holy Cross founders, St. Edward's also expanded its presence around the world, giving students the opportunity to experience education through a vast and diverse array of lenses and established international partnerships with 24 universities in 17 countries and 5 continents, including its flagship partner, Université Catholique de l'Ouest (UCO), in Angers, France.

These changes have not only transformed the campus and the student experience, but have also created a sense of innovation and willingness to experiment that permeates every aspect of university life. St. Edward's is now guided by Strategic Plan 2022 that pledges that every student will explore transformational pathways to knowledge, experience, understanding and achievement.

The plan identifies the following four areas of growth (see stedwards.edu/about-st-edwards-university/strategic-plan-2022 for more information). They are:

- **Holy Cross Community:** Anchored in Holy Cross, Catholic values, we will cultivate student experiences that educate both the mind and the heart.
- **Student Experience:** Challenge all students to pursue educational pathways that foster their success.
- **Austin Connections:** Enrich the student educational experience by deepening the relationship between the university and the Austin community.
- **Institutional Transformation:** Stimulate innovation, collaboration and informed risk-taking throughout the institution.



Academics

St. Edward's University is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award bachelor's and master's degrees. Academic offerings are organized into five schools: the School of Arts and Humanities, the School of Behavioral and Social Sciences, the Bill Munday School of Business, the School of Human Development and Education, and the School of Natural Sciences. Undergraduates have over 50 majors to choose from, and 90 percent of undergraduates participate in experiential learning before graduation. Upon graduation, 87 percent of undergraduate alumni are employed full- or part-time or enrolled in advanced education.

School of Arts and Humanities

The diverse programs in the School of Arts and Humanities empower students to transcend traditional boundaries of thought and action. Arts and Humanities students become lifelong learners dedicated to personal growth, intellectual curiosity and creative passion. Students' work in their major will go beyond the classroom, preparing them for success in their career through internships and real-world experiences. The eight departments are: Communication; Language, Literatures and Cultures; Literature, Writing and Rhetoric; Performing Arts; Philosophy; Religious and Theological Studies; Visual Studies; and University Studies.

School of Behavioral and Social Sciences

The School of Behavioral and Social Sciences maintains programs that provide the knowledge, perspective, and practical skills needed to pursue excellence in the fields of human behavior, social science, government and history. Its curricula merge theory with practice to create high-impact programs with resonance. It supports subject exploration through research, classroom activities and community engagement. In addition, each major incorporates opportunities to study outside of the classroom, such as internships and study abroad opportunities. The school is organized into five departments: Criminal Justice; History; Political Science, Global Studies, Environmental Science and Policy; Psychology and Behavioral Neuroscience; and Sociology and Social Work.

The Bill Munday School of Business

The Bill Munday School of Business delivers an impactful education that connects students with the marketplace and prepares them for today's dynamic business environment. Austin drives the model for engagement and everything the school does — from curriculum to research to community events — reflects five pillars in the local business scene:

- Entrepreneurial thinking
- Social enterprise
- Innovation management
- Global collaboration
- Business analytics

The school is organized into four departments: Accounting; Finance and Economics; Management; and Marketing and Entrepreneurship. In each of the degree programs, students gain the skills to think critically and engage locally. And thanks to partnerships developed in Austin's business community, students can use the capital city as their laboratory to experience, learn and grow as business professionals.

School of Human Development and Education

Grounded in the St. Edward's tradition of scholarship, mentorship, community engagement and academic excellence, the School of Human Development and Education encompasses four departments: Teacher Education, Kinesiology, Graduate Human Development Programs, and the Office of Adult Continuing Studies. The programs cultivate future educators, kinesiology professionals, accomplished leaders, professional counselors and empowered adult learners to their fullest potential.

School of Natural Sciences

The School of Natural Sciences at St. Edward's University encompasses the traditional natural sciences, computational sciences, clinical laboratory science, and bioinformatics, an interdisciplinary research area at the intersection of biology, mathematics and computer science. Natural Science programs reflect the mission of St. Edward's University and provide in-depth knowledge of scientific fields while taking into consideration broader aspects of the liberal arts education. The curriculum places a strong emphasis on collaborative, hands-on learning. Classwork and research are conducted in world-class classrooms, labs and in the Wild Basin Creative Research Center. The Institute for Interdisciplinary Science (i4), an educational and professional framework, aids in building cross-sector partnerships and interdisciplinary collaborations through funding mechanisms for the school's faculty and students. In addition, study abroad opportunities have been integrated into programs so students can explore the world without extending their degree completion timelines.

Graduate Programs

Catering to the needs of a diverse graduate school population, the university's graduate programs are delivered in different formats. The majority of graduate programs are offered as "evening" or part-time programs: Master of Accounting (MACT), Master of Science in Leadership and Change (MSLC), and Master of Arts in Counseling (MAC). Other programs are offered as low-residency "weekend" programs: the Master of Business Administration (MBA) and Master of Arts in College Student Development (MACSD). St. Edward's now offers two programs online, the Master of Science in Digital Marketing and Analytics (MSDMA) and its new Doctorate (Ed.D.) of Education of Leadership in Higher Education.

In addition to the schools, the academic environment is enriched by a number of university centers:

The Kozmetsky Center of Excellence in Global Finance

The Kozmetsky Center aims to enrich the intellectual life of St. Edward's and to serve as a resource for informing the broader public on critical issues. The center facilitates discussions among experts, students, faculty and the broader public. Past speakers have included American and foreign diplomats, policy makers, university scholars, and leaders of the business, nonprofit and cultural communities.

Global Business Institute for Societal Responsibility

The Global Business Institute takes an innovative approach to study abroad by finding business projects with a social justice focus in other countries. Each year, students, faculty and alumni travel to a different part of the world and work together to create socially responsible and viable solutions to problems there.

Center for Ethics and Leadership

The Center for Ethics and Leadership challenges students, faculty and staff to answer important questions about ethics and leadership, rooted in the university's Holy Cross heritage and its commitment to the dignity of all individuals. The center hosts discussion groups, public dialogues and invited speakers.

Center for Religion and Culture

The Center for Religion and Culture provides a forum in which faculty, staff and students can study how religion informs one's global understanding along cultural, intellectual, artistic and political lines.

Center for Teaching Excellence

The Center for Teaching Excellence fosters a diversity of teaching and learning styles. Through the center, faculty members come together to share ideas and strategies for successful teaching. The center assists faculty in developing courses, offers resources for teachers and collaborates with professors to use technology in the classroom.

St. Edward's University Wild Basin Creative Research Center

Founded in 1974 to protect 227 acres of pristine Texas hill country in Austin, Wild Basin has been part of St. Edward's University since 2009. Its species-rich oak and juniper woodlands are a living laboratory used by students and faculty across all academic disciplines.

Center for Applied Learning and Social Impact

The Center for Applied Learning and Social Impact builds on the university's success in preparing students for prestigious fellowships such as the Fulbright. To this end, the center increases student participation in



meaningful opportunities such as undergraduate research and creative expression, global experiences and sustained service.

Holy Cross Institute at St. Edward's

St. Edward's is home to the Holy Cross Institute, which unites and energizes Holy Cross educators around the country and the globe through leadership training. The institute fosters spiritual development, research, scholarship and transformative educational opportunities for students.

National Recognition

Since early 2000, St. Edward's has been consistently recognized nationally for its academic programs, service-learning, and commitment to supporting its diverse student body. Accolades include being named a *U.S. News & World Report* "Best College: Western Region" 17 years in a row; No. 8 "Best College" and No. 4 "Best College for Veterans" in 2020. It is listed among *Hispanic Outlook in Higher Education Magazine's* "Best Schools for Hispanic Students" and repeatedly recognized in the top 25 institutions for Hispanic Association of Colleges and Universities' National Internship Program and undergraduate teaching excellence. Additionally, St. Edward's was selected as one of 12 founding institutions for the national project Foundations of Excellence in the First Year of College, based on programs and practices that provide a superior first-year experience for students. St. Edward's also made the cut for two new guidebooks, *Colleges of Distinction* and *Colleges with a Conscience*.



Students also receive high marks for academic success. Since 2008 students received almost 180 national and international fellowships, scholarships and awards. For the last 11 years the university has been a top producer of Fulbright U.S. Students with 68 Fulbright winners since 2008. St. Edward's earned the No. 1 top-producer distinction in 2015–2016 and 2018–2019 for Fulbright Student winners. View more facts, figures and accolades at stedwards.edu/about-st-edwards-university/facts-awards.

Faculty and Staff

The university's success would not be possible without the devoted faculty and staff of St. Edward's. As of Fall 2019 there are 386 faculty, 177 full-time and 209 part-time. The full-time faculty teach a 4-4 load. A 15:1 student-faculty ratio allows for close mentorship and counseling. As of Fall 2019 there are 476 staff, 460 full-time and 16 part-time.

Numerous faculty members have been recognized for their commitment to scholarship and teaching. Notable accolades include the following:

- Dean Glenda Ballard is the recipient of the Council of Deans of Education's Leadership Award for 2019–2020 in recognition of outstanding leadership in Texas.

- Writer-in-Residence Carrie Fountain was named a 2019 Texas Poet Laureate.
- Associate Professor of Entrepreneurship, Associate Dean of Academic Programs and MBA Program Director, David Altounian was awarded the 2018 Volunteers of the Year in the Global Technology and Innovation category by The Greater Chamber of Commerce.
- Professor of Photocommunications Joe Vitone had 64 prints of his Family Records portraits acquired by Smithsonian Institution National Museum of American History. He also had a solo exhibit of the same show at the Texas State Capitol Visitor Center.
- The Munday School of Business faculty members Kathleen and Ralph Wilburn received the Faculty Lifetime Achievement Award from The Institute for Business & Financial Research. This is only the third such award that has been given in the 15 years of the organization's existence. This special recognition award is presented to academics, who, over their lifetime, have made creative, education and professional contributions of outstanding significance to business education.
- In early February 2020, St. Edward's University received a National Science Foundation grant of \$1,181,600 (total award over 5 years) from the Noyce Teacher Scholarship Program. The grant is led by PI Steven Fletcher, and Co-PIs Gary Morris, Santiago Toledo Carrion, Mitch Phillipson, Glenda Ballard.

Students

Rooted in its Catholic, Holy Cross heritage, St. Edward's University supports students of all faiths and backgrounds. Everyone is welcomed and encouraged to grow in their own beliefs and values, supported by Campus Ministry, co-curricular activities and an accepting community. With representation from 45 states and 57 countries, St. Edward's enrolled 3,976 students in the Fall 2019 (3,388 undergraduates, 533 graduate students, and 55 adult learners), 64% identifying as female and 36% as male. Eighty percent of freshmen earned academic scholarships in 2019–2020, and 36% of students received an income-based Pell grant. St. Edward's is designated as a Hispanic Serving Institution by the Department of Education; in Fall 2019, 45% of the student body identified as Hispanic, 38% as white, 6% as international and 4% black or African American.

The university's College Assistance Migrant Program (CAMP) provides the sons and daughters of migrant workers free tuition, room, board, tutoring and counseling. It is the longest-operating CAMP program in the country. Currently, it serves approximately 100 students per year, with 35 new CAMP students selected each year to bring their passions, talents and desires to make a difference to the hilltop. Since its inception in 1972, CAMP at St. Edward's has produced 2,800 graduates, maintaining an average freshman retention rate of 92% and a 65% graduation rate — rates well above the national average for all students.

Another revered program at St. Edward's University is the university's McNair Scholars Program for first-generation, low-income students. McNair at St. Edward's recently celebrated its 16th anniversary and the successes of its scholars, who have earned 17 PhD's and over 80 other graduate degrees. Currently, 22 McNair alumni are in doctoral programs, and another 10 in master's programs.

A close-knit community, students at St. Edward's gravitate to the personalized education opportunities and many co-curricular and service-oriented projects. In addition to a robust student government association, there are 100-plus student organizations on the hilltop. Facilitated through the Office of Campus Ministry, many students also participate in S.E.R.V.E. (St. Edward's Reflect Volunteer Engage). This program coordinates service opportunities, including one-day events, and ongoing weekly commitments, at locations like the Central Texas Food Bank, Casa Marianella, River City Youth Foundation and Keep Austin Beautiful. Athletics are offered for all students, with sports at the intramural, club and collegiate level, competing among 19 NCAA Division II teams in the Lone Star Conference.

Students are supported in an inclusive community with resources that seek to foster the health and wellness of the whole person. Following a massive renovation that was completed in 2020, the renovated Recreation and Athletic Center (RAC) is home to campus wellbeing and fitness initiatives and a hub for student activities. The university's vibrant campus life is only enhanced by its growing residential community — nearly 50% of undergraduates live on campus, many in award-winning new and refurbished buildings.

The Hilltop Campus

St. Edward's sits on a hilltop overlooking one of the most vibrant views of downtown in all of Austin. The 160-acre campus is shaded by heritage trees along pedestrian-friendly pathways and plentiful green space. Since 1999, the campus has grown dramatically under the guidance of a master plan that complements historic structures with stunning new architecture. Since 1999, the university has invested \$400 million in facilities and land, resulting in a remarkable transformation with 15 new/remodeled buildings, including five academic homes, a library, six residence halls, a student apartment complex, and a student center.

Sustainability is an important part of the campus growth at St. Edward's. Green practices include eco-friendly building construction and landscaping, recycling and composting, and student involvement in organizations such as Students for Sustainability and a student-run garden. St. Edward's was chosen among colleges and universities worldwide for *The Princeton Review's* Guide to Green Colleges in 2015, 2017, 2018 and 2019. And since 2015, St. Edward's University has been named a Tree Campus USA institution every year.

Finances and Enrollment

The university has been successful in growing enrollment over the last two decades, particularly in the undergraduate student body. This has been achieved through careful planning and execution. Facilities have been built and expanded and the campus is up to date in terms of technology, the library and learning spaces, classrooms, residence halls, dining facilities, and opportunities for student engagement. The university has also been able to maintain a balanced operating budget for almost 40 years. In fiscal year 2019–2020, the university had just over \$121 million in net tuition revenue and total university assets exceed \$400 million.

Advancement and Alumni

St. Edward's University Alumni Association is a network of 30,000 Hilltoppers. Given the enrollment growth of St. Edward's over the past two decades, almost 65% of alumni have graduated during that time period. The university has done much to cultivate them and keep them engaged, but alumni giving rates are currently 6.5% percent so there is opportunity to engage them more fully in the philanthropic goals, particularly as they get further out from graduation. St. Edward's has been very successful in raising money to support the expansion of facilities and programs from many individuals who support the university and are eager to be a part of its future. Fundraising has grown year over year and nearly \$200 million has been raised since 2000 in support of the annual fund. Additionally, for the first time in the university's history, the endowment has surpassed the \$100 million mark, reaching \$114 million as of June 30, 2019. The Board has carefully and astutely managed the endowment's growth over the last 15 years and has recently made the decision to move to an outsourced chief investment officer in alignment with what is largely considered to be state-of-the-art by endowment managers.



Governance

As a private Catholic university, St. Edward's University is governed by an engaged and supportive Board of Trustees composed of 26 members with the president and student, staff, faculty and alumni representative serving in an ex officio capacity. The Board is also fortunate to include several brothers who are members of the Congregation of Holy Cross. The board is responsible for establishing the general, educational and financial policies and procedures that govern university operations.

Faculty and shared governance are important traditions at St. Edward's. All faculty are members of the Faculty Collegium that meets once a semester and is the forum for faculty to be informed of developments on campus and for discussion of issues of interest or concern. Most faculty business is conducted by the Faculty Senate. The senate is elected, with representation from each school, undergraduate and graduate, and the library, as well as some members elected at large. There is also a Staff Council that works with the university leadership to make sure the needs of the many talented and dedicated staff members are considered in decision making and planning.



Connections to Austin

Austin is a hub for talent and innovation, and it's one of the nation's fastest-growing cities. This makes it a terrific place to go to college. St. Edward's has cultivated partnerships with some of Austin's biggest names in business and its most respected nonprofits which allow students to benefit from the city's diverse internship, research and service opportunities. Students have been able to do fieldwork with The Nature Conservancy, intern at the Texas State Capitol, and every summer, a group of students is awarded paid internships at local nonprofits, funded by H-E-B grocery and Enterprise Rent-A-Car. Throughout the year the university collaborates with organizations such as the Austin Chamber of Commerce, Diocese of Austin and Hispanic Bar Association to host events, seminars and collaborative opportunities for students, faculty and staff.

The university's schools continue to explore ways to enhance partnerships with Austin, and The Bill Munday School of Business and the School of Natural Sciences provide seats for seven students at Capital Factory each semester, giving them access to some of the city's top entrepreneurs, investors and startup resources. The Bill Munday School of Business also partners with Univision Austin to give students access to POSSIBLE ATX, a one-day bilingual entrepreneurship event. Education students in the School of Human Development and Education lead programs for kids in Breakthrough Central Texas, which supports students from low-income families who will be the first in their families to graduate from college.

The Role of the President

As the chief executive and administrative officer of the university, the president reports to the Board of Trustees, and together they set vision and priorities that provide direction for the future of St. Edward's in accordance with the tradition of the Congregation of Holy Cross. The president champions the quality and the impact of the hilltop experience; engages in collaborative leadership and shared governance; stewards the financial resources and enrollment growth of the university; fosters existing and new relationships with the Austin community; and makes the case for the importance and relevance of a private liberal arts education rooted in social justice as well as professional programs that support career progression and vocational development.

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 Cabinet and include the Provost; Chief of Staff, Liaison to the Board of Trustees and Sustainability Coordinator; Vice President for Marketing and Communications; Vice President for University Advancement; Vice President for Student Affairs and Title IX Coordinator; Vice President for Finance and Administration; Vice President for Enrollment Management; Vice President for Institutional Effectiveness and Planning and Chief Data Officer; Vice President for Information Technology; Associate Vice President for the Center for Applied Learning, Social Impact, and Global Initiatives; and Director of Campus Ministry.

Professional and Personal Qualifications of the President

The Search Committee and Board of Trustees welcome all individuals for consideration. The president will have a steadfast, deep and true commitment to the St. Edward's University Holy Cross mission and be an advocate for the value of its liberal arts tradition and commitment to social justice.

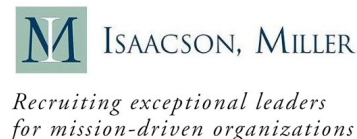
Other desired qualifications and characteristics include:

- The ability and enthusiasm to be “a witness and servant” to the mission of Holy Cross and to embrace the values of Catholic higher education, including social responsibility, inclusion and service;
- Appropriate academic credentials and a record of teaching and scholarship and/or a track record of success as a senior administrator;
- Strong management, planning and financial skills; an astute understanding of university finances and the relationships among academic priorities; experience setting and overseeing budgets;
- A managerial style that is personable, consensus-building and inclusive; personal qualities that ensure transparency in governance and the highest standards of honesty and integrity;
- Entrepreneurial spirit, not risk averse, capable of making strong, quick strategic decisions when needed;
- An understanding and demonstrated commitment to university life; eagerness to be an active and visible member of the campus community with students, faculty and staff;
- Experience with the cultivation, successful solicitation and stewardship of donors;

- A thorough understanding of the goals and values of a liberal arts education in the 21st century and how it supports and intersects pre-professional programs;
- Knowledge of current and emerging trends and challenges in the higher education landscape;
- A keen analytical mind and the capacity to quickly and creatively identify opportunities for collaboration;
- Excellent communication skills; the ability to energize and inspire faculty, parents, students, staff and alumni; a personal commitment to the education of an ethnically and culturally diverse student body, and a record of recruiting and supporting faculty and administrators to advance the diversity of the institution;
- Evidence of successful interactions with a Board of Trustees;
- A strong sense of confidence and the wisdom and courage to make difficult choices when needed;
- Energy, passion, flexibility and an abiding sense of humor.

Applications, Inquiries and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals and CVs with cover letters should be sent via the Isaacson, Miller website for this search: imsearch.com/7337. Electronic submission of materials is strongly encouraged.



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Equal Opportunity Employer:

St. Edward's University, as an equal opportunity/affirmative action employer, complies with all applicable federal and state laws regarding nondiscrimination and affirmative action. The university is committed to a policy of equal opportunity for all persons and does not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion or veteran status in employment, educational programs and activities, and admissions.

Background Checks:

A background check is required for finalist(s) under consideration for this position.