



An Invitation to Apply for the Position of
PRESIDENT

Seton Hall University
South Orange, New Jersey

THE SEARCH

A home for the mind, the heart and the spirit.

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

Seton Hall University invites nominations and applications for the position of President. Seton Hall is an independent, diocesan, Roman Catholic, doctoral/research university offering bachelor's, master's and doctoral degrees to a diverse population of 5,300 undergraduates and 4,500 graduate students. It is the oldest Catholic, diocesan university in the United States. Associated with the Archdiocese of Newark, over 40 priests live and work on campus. As of the end of fiscal year 2009, the University had a total endowment of \$173 million. The 2009-2010 operating budget is \$230 million and the University employs a total of 452 full-time faculty members with the sufficient support of staff and administrators. Seton Hall seeks an experienced Roman Catholic priest with a commitment to the University's continued growth and development as a nationally prominent institution of higher education and to its Catholic mission.

One of the nation's leading Catholic universities, Seton Hall prepares students intellectually and ethically to be servant leaders, both in and outside of the workplace. With courses in eight schools and colleges, Seton Hall seeks to offer undergraduate students a comprehensive curriculum that is forward-looking but also grounded in the fundamental questions central but not exclusive to the Catholic intellectual tradition. The average undergraduate class size is 25 with a 14:1 student/faculty ratio. Seton Hall also provides graduate students with the opportunity to study and perform research in an environment that combines the intimacy and support of a smaller school with the resources of a major research university.

The President, together with the Board of Regents, will advance the agenda and strategic vision of the institution, embracing its core mission, enhancing its sense of community and overall intellectual environment, and providing financial leadership and operating management at the highest possible

levels. As the chief executive officer and primary ambassador for Seton Hall, the President will enhance understanding of and support for the University among key external audiences. He will also continue to strengthen relationships with the Catholic community, donors and alumni, as well as with other local, regional and national constituents.

The successful candidate will be a priest who is a proven leader, recognized equally for his commitment to the Catholic faith and for the broader mission of higher education in general. A history of leading large, complex organizations is desired, ideally in higher education institutions. An earned doctorate or other terminal degree is preferred, as is a record of scholarship and publication. A diverse group of priest applicants is sought.

The Board of Regents has named a Presidential Search Committee composed of representatives from the Board, the faculty, the priest community, alumni and the student body. Isaacson, Miller, a national executive search firm, has been retained to assist in the recruitment of the new president. Applications, nominations and inquiries should be directed in confidence to the firm as indicated at the end of this document.

BACKGROUND

From its founding in 1856 as Seton Hall College to the present day, Seton Hall has been dedicated to supporting the vision of its founder, Bishop James Roosevelt Bayley: providing “a home for the mind, the heart, and the spirit.” Its Catholic identity has made the University a home that is open to people of all faiths, creeds and ethnic backgrounds. The seeds of diversity at Seton Hall were planted during its first twelve years, when it enrolled more than 500 freshmen from 17 states and 6 foreign countries. The University continues to reflect the growing ethnic scope of its students and the increasing diversity of the Church and the society it serves.

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

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

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

Academic growth and physical development continued throughout the 1990s into the new millennium. The Law School's state-of-the-art, \$37 million facility in downtown Newark opened its doors in 1991. The \$20 million Walsh Library opened in 1994 and its first-class study and research resources marked the beginning of a technological transformation on campus. The John C. Whitehead School of Diplo-

macy and International Relations was founded in 1997 as the result of an alliance with the United Nations Association of the United States of America.

Seton Hall's two newest buildings are Jubilee Hall, completed in the mid 1990's, and the renovated and expanded McNulty Hall, now the Science and Technology Center, completed in 2007. The Science and Technology Center encompasses over 100,000 square feet of state-of-the-art research, teaching, office and conference spaces. These cutting-edge facilities exemplify Seton Hall's continued commitment to undergraduate and graduate education, as well as the expanding role of information technology and science in higher education. All academic space in the University is wireless.

LOCATION AND CAMPUS



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

ENROLLMENT

Seton Hall enrolled approximately 1150 freshmen for the academic year 2009-2010; the total undergraduate enrollment is about 5,300 students. Seton Hall celebrates the diversity of its student body, with approximately 32 percent of students coming from underrepresented minority groups. The student body is increasingly geographically diverse, with over a quarter of undergraduates coming from out of state. Seton Hall is also expanding its international reach, with students from 63 countries. The average range of the combined three-exam SAT score for freshmen is 1600 -1700, and the first-year retention rate is 83 percent. In addition to high-quality academic programs, students and families are attracted to Seton Hall because of its strong ethical values and its commitment to social justice and responsible citizenship.

Seton Hall University offers a comprehensive program of financial aid. Currently, about 70 percent of full-time undergraduate students receive aid or university awards to help defer the cost of tuition. In the fall of 2008, the average aid package was \$13,500, including an average of \$6,000 in grants and scholarships.

Seton Hall is committed to distributing financial aid more strategically to continue to attract a well-prepared and diverse student body while simultaneously reducing the discount rate, which currently stands at approximately 25 percent of the tuition revenue budget. .

ACADEMIC LIFE

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



Seton Hall offers courses in a broad range of disciplines within eight schools and colleges: The College of Arts and Sciences, the College of Education and Human Services, the College of Nursing, the John C. Whitehead School of Diplomacy and International Relations, the Stillman School of Business, the School of Law (graduate only), Immaculate Conception Seminary School of Theology and the School of Health and Medical Science (graduate and post graduate). SHMS offers post medical residencies and fellowships in medical specialties at inner city and surrounding Catholic hospitals. Seton Hall University offers 90 advanced degrees, as well as certificate and adult education programs at both the master's and doctoral levels.

Within these schools and colleges are programs that are nationally ranked and/or accredited. The Stillman School of Business, for example, has been ranked among the top ten undergraduate business programs at Catholic Colleges and Universities and among the top 100 of all undergraduate business programs by *U.S. News and World Report*. Seton Hall's School of Law has achieved national distinction in the areas of health and pharmaceutical law, intellectual property law, public interest and government service, and international and corporate practice, and is consistently ranked by *U.S. News and World Report* among the top law schools in the country.

In the five years since the Middle States accreditation visit in 2004, when the visiting team concluded that "Seton Hall is a far better institution, academically" than it was ten years earlier, a number of dramatic changes have occurred which have bolstered that estimation. Chief among them, and a fitting tribute to the University's sesquicentennial celebrated in 2006, was the faculty's response to the current President's challenge in 2001 to devise a "signature Seton Hall educational experience" with a new Core Curriculum that draws together the University's academic mission and its Catholic identity. A unique feature of undergraduate study at Seton Hall, the Core Curriculum comprises three signature courses rooted in questions central but not exclusive to the Catholic intellectual tradition and a set of universal proficiencies.

FACULTY

The faculty of the University is marked by exceptional credentials, award-winning scholarship, and cultural diversity. There are more than 400 full-time faculty, 87 percent of whom have terminal degrees from top-tier colleges and universities in the United States and abroad. Slightly over 50 percent of the faculty is tenured. In the past year alone, members of the faculty have received Fulbright, US Department of Education, and National Institute of Health awards. There are Fellows from the American Bar Foundation and Gibbons, governmental appointees to the New Jersey Historical Commission, and representatives to the executive committees of numerous state and national academic associations. Prestigious foundations, including Luce, Robert Wood Johnson, Switzer, and Snyder, have awarded and recognized the faculty's research and teaching. Artists and performers are also active in juried exhibits and productions. Diversity is a mark of this unique academic community: nearly 50 percent of the faculty is female and 17 percent is from historically underrepresented social groups.

A review of press and periodical literature reveals an impressive level of faculty scholarship, due, in part, to faculty development, which includes incentive programs and teaching reductions for those conducting research. The faculty secured nine million dollars in external grants in academic year 2008-2009. In addition to research, the faculty is committed to the use of technology for teaching and learning, as evidenced by over ten years of achievement in academic technology and alternative learning modalities. Besides outstanding credentials, scholarly activity and a commitment to teaching excellence, the faculty enjoy a warm sense of collegiality and mutual respect.



IMMACULATE CONCEPTION SEMINARY

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

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

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

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

STUDENT LIFE

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

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

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

Approximately 80 percent of freshmen live on campus and take advantage of the programming and convenience of residence life. The University also has a large and engaged commuter population that is supported by the Commuter Council. Early in September, almost 100 culturally and ethnically diverse clubs and organizations participate in the Involvement Fair, where students meet members of many active student groups. These include Greek organizations; University-sponsored organizations, such as FOCUS (Fellowship of Catholic University Students), whose missionaries help students live their Catholic faith; DOVE (Division of Volunteer Efforts), which promotes community service opportunities; ROTC; and other groups that help make the student experience a unique and rich one.

ATHLETICS



The Department of Athletics and Recreational Services supports the University mission by providing programs that reflect the highest academic, moral, ethical and athletic standards.

Seton Hall's athletic programs have played a prominent role on the national scene for more than a century. Today, Seton Hall sponsors 17 men's and women's NCAA Division I programs, which compete in the largest and most competitive conference in the nation, the BIG EAST. Perhaps best known for its success on the basketball court, Seton Hall has also seen national achievement in baseball, softball, men's soccer and track & field.

In this decade alone, Seton Hall has won BIG EAST titles in baseball, golf and softball. Pirates' athletics teams have qualified for national post-season tournaments 21 times, including five each in men's soccer and men's basketball. Receiving individual accolades, Seton Hall athletes have earned All-America recognition 28 times, including 23 times from acclaimed track & field programs.

A program steeped in tradition, Seton Hall has been playing basketball for 106 years, winning a national championship in 1953, making an NCAA Final Four appearance in 1989 and taking home two BIG EAST titles along the way. In 2007, the men's basketball program named the state-of-the-art Prudential Center as its new home arena, further boosting the Pirates' credentials as a viable national contender.

Dedicated to vitalizing the lives of its student-athletes, Seton Hall Athletics offers top-notch academic and life skills programming through the Office of Academic Support Services. Proving that Seton Hall student-athletes are multi-dimensional, athletic success has been complemented by the 16 Pirate student-athletes who have earned academic All-American distinction in the past nine years.

Seton Hall is not just known for its varsity athletics programs, but also for the Department of Athletics and Recreational Services' efforts to sponsor club sports, an array of intramural activities for all students and a myriad of recreational opportunities for physical fitness at its facilities for the University community.

STRATEGIC PLAN

With the successful completion of the 2003 *Sesquicentennial Strategic Plan*, the University has embarked on the development of a new strategic plan. In early 2008, a steering committee appointed by the Provost established a set of subcommittees focused on Academics, Mission and Identity, Advancement and Outreach, Campus Life, Student Characteristics, and Finance and Resources. Their membership was drawn from all constituencies.

In fall 2008, these subcommittees offered material to the Strategic Plan Steering Committee to forge a single University document. A draft from the Steering Committee was presented to the Board of Regents in December 2008, and received a supportive reception for its emerging themes, including an increased focus on academics. The draft of this plan is expected to reach a stage suitable for formal approval by the Board of Regents by the end of 2009. This new plan affords the most appropriate vehicle for addressing the issues that have emerged at the University over the last few years, as well as those resulting from extensive self-reflection that has been both accreditation-driven and specifically organized for the new Strategic Plan.

FINANCES AND DEVELOPMENT

Seton Hall University is financially sound, although tuition dependent. The operating budget is \$230 million, and the current endowment of approximately \$173 million has grown more than threefold since 1995. The University has enjoyed balanced budgets for many years, the result of careful planning and responsible stewardship.

In 2007, the entire University community celebrated the success of the Ever Forward capital campaign, which exceeded its goal of \$150 million, and the prospect of completing the many initiatives it made possible. A newly renovated \$35 million Science and Technology Center now provides enhanced laboratory and classroom space and the Immaculate Conception Chapel, built in 1863,

underwent a \$5 million structural and artistic restoration befitting its historical and spiritual significance. Despite the success of its most recent capital campaign, Seton Hall faces a continuing challenge to include a greater percentage of its alumni in direct support of the University.

ALUMNI

The University has 80,000 alumni. The majority of these (nearly 52,000) reside in New Jersey and its neighboring states. Those living outside this region are consistently engaged through a national network comprised of 14 active chapters. Seton Hall is currently undertaking a focused campaign to expand this network.

Over 3,000 alumni now serve as volunteers. These recruit students, advise academic programs, and serve on University boards and committees. Alumni often identify with Seton Hall through its athletics programs and through affinity groups related to their student and academic experiences. Alumni were exceptionally generous in the Ever Forward capital campaign.

STAFF

Seton Hall support staff are covered by one of two collective bargaining agreements. Individuals in the Department of Facilities Engineering are members of the International Union of Operating Engineers, Local 68. Clerical support staff are members of the Office and Professional Employees International Union, Local 153. The unions are certified by the National Labor Relations Board to bargain on behalf of their members.

LEADERSHIP AND GOVERNANCE

Seton Hall University has two governing boards: the Board of Trustees and the Board of Regents. The Board of Trustees is comprised of 16 members and stands in the place of the original incorporators. The Archbishop of Newark serves as the president of the Trustees. The Trustees have five reserved powers, including preserving the Catholic identity of the University and having final authority to approve the sale of any University real estate.

The Board of Regents has 39 members and the authority to govern the University under the law. The Regents maintain the exclusive hiring authority of the president.

Reporting to the President is the Executive Cabinet: Provost, Executive Vice President for Administration, Vice President for Finance and Information Technology, Vice President for Student Affairs, Vice President for Advancement and Vice President & General Counsel. The President's leadership team is comprised of experienced and dedicated professionals with a commitment to the University's Catholic, educational mission.

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

OPPORTUNITIES AND CHALLENGES FOR THE NEW PRESIDENT

Seton Hall University has made remarkable strides over the course of the current President's long and successful tenure as president. The University's next leader will inherit an institution with a reputation for excellence in Catholic higher education, and in a strong financial position. The new president will continue to build a faculty that represents excellence in both teaching and scholarship; further enhance the University's profile and reputation; and continue to build on the unique opportunities for expansion of programs, facilities and involvement in the surrounding community of South Orange, Newark, and beyond. Seton Hall today is a vibrant university community with a proud history, adept at change and ambitious for an even brighter future.

Additional tasks that will shape the agenda of the new president include:

- Further supporting and embedding Catholic identity and mission into university culture and academic life. The president will be expected to build and sustain the culture of the institution, articulating and personifying the values derived from its Catholic heritage. The new president will continue to encourage the exploration of the Catholic intellectual tradition and of its implications for the many academic disciplines pursued at the University. He will promote openness to God's call in support of the overall mission of forming students as servant leaders for today's world. He will continue to strengthen the University's relationship with the Archdiocese of Newark.
- Enhancing the intellectual atmosphere of the campus and the academic rigor of the curriculum. The president will lead efforts to demonstrate continually to students, families and the broader public the positive outcomes of a Seton Hall education. He will also work to improve the climate of intellectual life on campus, and enhance the teaching and research of the University. The new president must facilitate the steady and increasing investment in faculty and academic infrastructure that will be required to meet these goals. The University must continue to invest in faculty compensation for both full-time and part-time instructors in order to be fair and competitive.
- Acknowledging and respecting the unique status of both Immaculate Conception Seminary and Saint Andrew's College Seminary. The new president will honor the canonical and spiritual role that the Archbishop of Newark exercises with regard to these institutions.
- Managing and planning for the financial and operational health of the University. Strengthening of finances, continued focus on enrollment, and development of infrastructure have been noteworthy achievements of the last president. Continued successful management, thoughtful planning, and comprehensive fundraising in these areas will be an essential part of the new president's work.
- Expanding the University's engagement with the philanthropic community. The new president will be challenged to plan a strategy that will develop new relationships to meet the future needs of a tuition-dependent university that seeks to further diversify revenue streams. The next president has an extraordinary opportunity to build on existing alumni engagement efforts to inspire them to become more informed about, as well as more involved and invested in Seton Hall.
- Advancing faculty development, collaboration and excellence. Faculty are eager to partner with the president and provost to advance interdepartmental collaboration, strengthen aca-

demic programs, create more research opportunities for undergraduates, enhance faculty development, and expand graduate education, as well as evaluate prospects for online, distance and continuing education. These initiatives are recognized for their potential to help Seton Hall fulfill its mission of serving diverse populations and for the opportunities they present for revenue generation and diversification.

- Positioning the University strategically to meet future demographic challenges in an uncertain economy. The next president will further stabilize and grow enrollment while advancing an upward trend in student selectivity and diversity.
- Increasing the University's standing in the international community. Seton Hall is increasingly becoming a destination for international students, as well as an intersection point for a global dialogue on major issues of the day. The next president will foster an international presence for the University and its programs.
- Identifying further improvements in quality of life for students, faculty and staff. The president will need to plan strategically for programmatic and operational issues surrounding life inside and outside the classroom, such as the use of technology to enhance teaching and learning, development of student organizations and opportunities, and oversight of security and campus communications functions.
- Cultivating and maintaining positive relationships with the civic community at large. Seton Hall stands as one of the preeminent academic institutions in the state of New Jersey and the president must continue to build relationships on a state-wide and national level. The University's location in a neighborhood setting generates the usual "town/gown" issues faced by many educational institutions. The new president will be responsible for continuing to partner with our neighbors. He must also address the challenge of meeting the advancing needs of a growing University in a space-constrained environment.
- Supporting the Seton Hall athletic program and its continued success at the Conference and National levels. SHU athletics are a source of pride and school spirit for students, alumni, faculty and staff. The next president will recognize the many contributions of the athletic programs and its student athletes. He will serve as an advocate for intercollegiate athletics and the integral role it plays in the overall SHU experience.
- Supporting and expanding the Servant-Leadership focus of the University. The greater Newark area presents many opportunities for student and faculty engagement in civic life. When students give their time and effort to improve the lives of their neighbors, they reinforce the University's mission and gain opportunities for pre-professional development in many disciplines.

THE IDEAL CANDIDATE

Seton Hall University seeks a collaborative, energetic Roman Catholic priest and leader with the ability to inspire students, faculty, staff, and alumni around a shared vision for the future. The new president will build on the excellent work of the recent strategic planning effort by developing, articulating and promoting that vision while generating the resources to implement it. Desired skills, experience, and qualifications include:

- A commitment to embrace and embody the Catholic mission of the University and, in collaboration with the Board of Trustees and Board of Regents, to promote priorities in line with this mission;
- Appropriate academic credentials, preferably a terminal degree, and a record of teaching and scholarship that would qualify the candidate for appointment as a tenured professor;
- A track record of success as a senior administrator with responsibility for a diverse portfolio; experience leading an academic community through a time of significant evolution and growth;
- Excellent communication skills; the ability to energize and inspire faculty, parents, students, staff, benefactors, and alumni;
- 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; the energy and drive to promote and advance the academic strength of the institution;
- Knowledge of a broad array of intellectual disciplines and programs, as well as a demonstrated ability to work across diverse constituencies, helping them to realize their common and distinct institutional goals;
- A thorough understanding of the goals and values of a comprehensive liberal arts education in the 21st century, and how it supports and intersects with professional preparation;
- A keen analytic mind and the capacity to identify quickly and creatively opportunities for collaboration;
- A personal commitment to the education of a diverse student body and a record of recruiting and supporting faculty and administrators to advance the diversity of the institution;
- A recognition of the unique role and contribution of seminarians in the life of the University;
- A track record of success in budget management and fiscal accountability;
- Evidence of successful interactions with governing and advisory boards;
- Confidence and courage to make difficult choices in an environment where there are multiple, competing demands;
- Energy, passion, flexibility, and an abiding sense of humor.

TO APPLY

Inquiries, nominations and applications should be sent with a cover letter to:

David A. Haley, Vice President and Director
Denise O'Grady Gaffney, Vice President and Director
Bernard R. Jones, Associate
Isaacson, Miller
334 Boylston Street
Boston, Massachusetts 02116

Email: 3906@imsearch.com

Electronic submission of application materials is strongly encouraged.

Seton Hall University is an affirmative action/equal opportunity employer

More information on Seton Hall University can be found at <http://www.shu.edu>