



## **Position Specification**

Fairfield University

President

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Fairfield University invites nominations and applications for the position of University President. Ranked #2 among northern regional universities by *U.S. News and World Report*, Fairfield is a Jesuit university that prepares students for leadership and service in a constantly changing world. The private, co-educational University has more than 5,000 undergraduate and graduate students enrolled in its five schools and colleges: the College of Arts and Sciences, the Charles F. Dolan School of Business, the Marion Peckham Egan School of Nursing and Health Studies, the School of Engineering, and the Graduate School of Education and Allied Professions. Fairfield University is built upon the 450-year old Jesuit traditions of scholarship and service, and it is distinguished by a rigorous curriculum, close interaction among faculty and students, and a beautiful, 210-acre campus with views of the Long Island Sound. Fairfield's President serves as the chief advocate and leader of the University's mission and identity, and plays a key leadership role in the planning, development, assessment and improvement of all University operations, programs and policies.

### About Fairfield University

Founded in 1942, Fairfield University is a Catholic and Jesuit comprehensive university, one that holds the liberal arts as central to its institutional identity. As Catholic, the University carries forward a rigorous intellectual tradition in its teaching and research; as Jesuit, the University takes great pride in the Ignatian educational model that prizes *cura personalis* – the development of the whole person – as the foundation of just and vibrant communities.

As an undergraduate institution, Fairfield is committed to a collegiate experience for its full-time, traditionally-aged undergraduates based on a strong, integrated liberal arts curriculum in the setting of a mainly residential academic community. As a comprehensive university, Fairfield is enriched, both at the undergraduate and graduate levels, with professional schools dedicated to academic rigor, ethical practice, social justice, and service to the wider community, especially the poor and marginalized. The University strives to develop reflective, discerning, highly educated citizens who are deeply invested in the common good.

### Fairfield University Mission

Fairfield University, founded by the Society of Jesus, is a co-educational institution of higher learning whose primary objectives are to develop the creative intellectual potential of its students and to foster in them ethical and religious values and a sense of social responsibility. Jesuit Education, which began in 1547, is committed today to the service of faith, of which the promotion of justice is an absolute requirement.

Fairfield is Catholic in both tradition and spirit. It celebrates the God-given dignity of every human person. As a Catholic university, it welcomes those of all beliefs and traditions who share its concerns for scholarship, justice, truth and freedom, and it values the diversity which their membership brings to the university community.

Fairfield educates its students through a variety of scholarly and professional disciplines. All of its schools share a liberal and humanistic perspective and a commitment to excellence. Fairfield encourages a respect for all the disciplines – their similarities, their differences, and their interrelationships. In particular, in its undergraduate schools it provides all students with a broadly based general education curriculum with a special emphasis on the traditional humanities as a complement to the more specialized preparation in disciplines and professions provided by the major programs. Fairfield is also committed to the needs of society for liberally educated professionals. It meets the needs of its students to assume positions in this society through its undergraduate and graduate professional schools and programs.

A Fairfield education is a liberal education, characterized by its breadth and depth. It offers opportunities for individual and common reflection, and it provides training in such essential human skills as analysis, synthesis, and communication. The liberally educated person is able to assimilate and organize facts, to evaluate knowledge, to identify issues, to use appropriate methods of reasoning, and to convey conclusions persuasively in written and spoken word. Equally essential to liberal education is the development of the esthetic dimension of human nature, the power to imagine, to intuit, to create, and to appreciate. In its fullest sense, liberal education initiates students at a mature level into their culture, its past, its present and its future.

Fairfield recognizes that learning is a life-long process and sees the education which it provides as the foundation upon which its students may continue to build within their chosen areas of scholarly study or professional development. It also seeks to foster in its students a continuing intellectual curiosity and a desire for self-education which will extend to the broad range of areas to which they have been introduced in their studies.

As a community of scholars, Fairfield gladly joins in the broader task of expanding human knowledge and deepening human understanding, and to this end it encourages and supports the scholarly research and artistic production of its faculty and students.

Fairfield has a further obligation to the wider community of which it is a part, to share with its neighbors its resources and its special expertise for the betterment of the community as a whole. Faculty and students are encouraged to participate in the larger community through service and academic activities. But most of all, Fairfield serves the wider community by educating its students to be socially aware and morally responsible persons.

Fairfield University values each of its students as an individual with unique abilities and potentials, and it respects the personal and academic freedom of all its members. At the same time, it seeks to develop a greater sense of community within itself, a sense that all of its members belong to and are involved in the University, sharing common goals and a common commitment to truth and justice, and manifesting in their lives the common concern for others which is the obligation of all educated, mature human beings.

One of the 28 member institutions of the Association of Jesuit Colleges and Universities, Fairfield offers 43 undergraduate majors, 19 interdisciplinary minors, and 41 graduate programs. 271 full-time faculty and 326 part-time faculty teach across five distinct schools and colleges: the College of Arts and Sciences, the Charles F. Dolan School of Business, the Marion Peckham Egan School of Nursing and Health Studies, the School of Engineering, and the Graduate School of Education and Allied Professions. In response to market demand, the College of Arts and Sciences is undergoing a reorganization that will better meet the needs of its students and will give a distinct, vibrant and competitive identity to each of the core elements of the College. The creation of four schools within the College – Communication, Arts and Media; Humanities; Social Sciences; and Natural and Behavioral Sciences and Mathematics – will allow more discrete branding, attract new faculty and allow donors to be more targeted in their giving. Year after year, Fairfield programs receive noteworthy praise. Recent accolades include:

- Fairfield University was ranked #2 among northern regional universities by *U.S. News and World Report* (2016).
- Fairfield was named sixth among the “25 Great Colleges for Good Science Students” by *Time’s Money Magazine* (2016).
- Fairfield’s graduate accounting program was ranked #15 in the U.S. by *Accounting Degree Review* (2016).
- Fairfield was one of nine U.S. universities listed among 20 rising stars in global higher education according to *Times Higher Education* (2016). These 20 institutions were designated as a new generation of “challenger” universities that are “quickly rising in world rankings and have an opportunity to become globally renowned in the next 10 to 20 years.”
- Fairfield’s nursing program was ranked #10 of 508 programs in the U.S. by *USA Today* (2016).
- Fairfield was ranked among the 10 best U.S. colleges for a nursing degree by *USA Today* (2015).
- The Egan School of Nursing and Health Studies was ranked #9 in the U.S. for its hybrid RN to BSN program by the online publication *RNtoBSN* (2015).
- Fairfield was ranked #33 in the U.S. with respect to graduates who earn the highest salaries according to *Business Insider* (2015).
- Fairfield was ranked the #1 college/university in Connecticut with respect to average starting salary of graduates according to *SmartAsset* (2015).

In addition to the schools and colleges noted above, there are a number of centers and institutes that add distinctive value to the academic community. Among these is the Center for Catholic Studies, which supports the academic component of “mission and identity” education and programming on campus, and promotes an understanding of the Catholic intellectual tradition on campus. The Center for Faith and Public Life prepares students to be global citizens, generates research-based solutions to current social problems, and creates a public forum for dialogue on issues where faith and public life intersect. The Carl and Dorothy Bennett Center for Judaic Studies serves to enrich the intellectual, cultural and spiritual life of the University, to enhance the University library’s Judaic collection, and to support the undergraduate interdisciplinary program in Judaic Studies. The Humanities Institute, created by a National Endowment for the Humanities Challenge grant in 1983, is an endowed initiative established to ensure that the humanities will flourish at the heart of a Fairfield University education by supporting teacher-scholars in humanistic inquiry and cultivating innovative teaching in the humanities. The Center for Ignatian Spirituality offers spiritual direction in the Ignatian tradition and provides a lasting

infrastructure to serve as a repository and holder of the Jesuit values foundational to the Fairfield University culture.

### **Fairfield 2020: The Way Forward**

In January 2014, the University launched the Fairfield 2020 initiative. An intensive 17-month process with efforts and input from hundreds of members of the entire Fairfield community – students, faculty, staff, alumni and administrators – led to the unveiling of University’s new strategic plan, *Fairfield 2020: The Way Forward*. Through this deliberative process, the University identified six strategic goals, which together provide a framework for charting future course:

1. Growth and diversification of revenue streams.
2. Speed and innovation in operations, academics and student support.
3. A focus on excellence, outcomes and accountability for quality assurance and continuous improvement.
4. Financial sustainability and careful stewardship of assets.
5. Diversity, mission and engagement.
6. A renewed sense of collaboration and community.

When Fairfield’s Board of Trustees unanimously adopted its new strategic plan, it became clear that exciting changes were on the horizon. It became apparent at that time that Fairfield also needed a comprehensive plan for the campus to ensure that its physical and technological infrastructure supported and integrated with these initiatives. A multi-phased Master Plan – presented to and approved by the Board of Trustees in 2016 – did precisely that. The comprehensive 10-year Master Plan tied together the physical needs of the campus with the University’s fundraising and bonding capabilities so that the resulting plan preserved critical financial flexibility while delivering exciting new state-of-the-art living, learning and dining spaces to students.

The plan built upon significant enhancements made recently to athletics facilities – such as the new Rafferty Stadium, a refreshed baseball diamond, and significant renovations to the RecPlex – and adds completely updated technologies in all classrooms, enhanced wireless broadband across campus, new dining and gathering spaces, a new state-of-the-art health science facility, and new and renovated living space in the Quad area. Follow-up phases will provide for a brand new and significantly expanded home for the Dolan School of Business, as well as an 84,000 square-foot, indoor athletics and events space that would seat 3,500, and as many as 4,500 for Commencement exercises.

Building toward the Fairfield’s 75<sup>th</sup> anniversary in 2017, *Fairfield Rising* is the most comprehensive fundraising effort in the University’s history. Built upon the *Fairfield 2020* strategic plan, the \$160 million campaign seeks to raise \$50 million for student scholarship endowment, \$20 million for academic endowment, \$60 million for innovative, world-class academic facilities and vibrant centers for student life and wellness, and \$30 million for current use. It is anticipated that the University will reach its goal by June 30, 2017.

## The Campus – Fairfield, Connecticut



Only 50 miles from New York City, Fairfield University is situated on a beautiful, 210-acre campus with picturesque views of the Long Island Sound. Voted by *Money Magazine* in 2006 as the 9<sup>th</sup> “best place to live” in the U.S. and the best place to live in the Northeast, the town of Fairfield is set along the Gold Coast of Connecticut where breezy beaches, a thriving arts community, and premier restaurants abound. Family-oriented Fairfield also has top notch, high performing public schools with rich academic programs. Fairfield is easily accessible to I-95 and the Merritt Parkway and has three train stations on the Metro North line that extends from New Haven to New York City’s Grand Central Terminal.

### Fairfield At-A-Glance

Undergraduate Students:	3,982
Graduate Students:	1,141
Male:	41%
Female:	59%
Student Organizations:	90
Athletic Programs:	20
Total Faculty:	597
Student Faculty Ratio:	11 to 1
Full-time Faculty with PhDs:	90%
Freshman Retention Rate:	89%
4-year Graduation Rate:	79%
6-year Graduation Rate:	82%
Degrees Awarded:	45,000+
Endowment:	\$317 million
Total operating expenses:	\$184.4 million

### **Accreditation**

Fairfield University is fully accredited by the New England Association of Schools and Colleges, which accredits schools and colleges in the six New England states. In addition, many other Fairfield schools and programs have received accreditation. The Charles F. Dolan School of Business is accredited by the Association to Advance Collegiate Schools of Business (AACSB). The School of Engineering, as well as the programs in Computer Engineering, Electrical Engineering, Mechanical Engineering and Software Engineering, are accredited by the Accreditation Board for Engineering and Technology (ABET). The Marion Peckham Egan School of Nursing and Health Studies, as well as its undergraduate, graduate and doctoral programs, are accredited by the Commission on Collegiate Nursing Education. The Graduate School of Education and Allied Professions is accredited by the National Council for Accreditation of Teacher Education. Within the Graduate School of Education and Allied Professions, the Marriage and Family Therapy program is accredited by the Commission on Accreditation of Marriage and Family Therapy Education of the American Association for Marriage and Family Therapy; in addition, the Counselor Education programs are accredited by the Council for Accreditation of Counseling and Related Professions.

### **Fairfield's Next President**

Fairfield's next president will take on leadership of the University as it celebrates its 75<sup>th</sup> anniversary. The successful candidate must be a strong and effective leader who has managed both complexity and scale, and who has a strong appreciation for the values of a Jesuit and/or Catholic education. S/he should embody the University's mission of preparing students for leadership and service through broad intellectual inquiry, the pursuit of social justice, and cultivation of the whole person: body, mind and spirit.

The next president will be visionary, inspirational, and able to influence a wide range of constituents, both on and off campus. The ideal candidate will be a consensus builder and unifier who has a strong appreciation for shared governance and knowledge of academia, with an understanding of the changing landscape of higher education. Qualified candidates will believe in the value of a liberal arts education as a foundation for success post-graduation. The next president will be an unusually strong communicator, highly skilled manager, and experienced with fundraising. Supported by a dedicated Board of Trustees composed of highly successful leaders across a number of industries, Fairfield's next president will be well positioned to make a significant difference throughout the region and the nation.

Key priorities for the next president include (not in rank order):

- Articulate a clear, compelling vision for Fairfield, through the engagement of others;
- Support and maintain a strong senior leadership team;
- Promote and foster academic excellence, including the recruitment and retention of top quality faculty and students;
- Enhance Fairfield's identity as a Jesuit institution;
- Play a key role in raising funds;
- Ensure sound financial and operational management;
- Position University athletics to continue to enhance Fairfield's reputation;
- Engage Fairfield alumni and build strong relationships throughout the community;

- Foster a culture of open communication and transparency; and
- Enhance the diversity of the faculty, staff and students.

### **Key Competencies and Responsibilities**

**Strategic Vision:** The president will formulate and articulate a clear vision for the University, persuade a wide range of audiences of its value, and engage others in its implementation. S/he will recognize and cultivate innovation; respect and acknowledge creativity; appreciate change and the accompanying process; and possess the leadership competencies to propel the University forward, while understanding and building upon its rich traditions and special resources. The president will enhance the national reputation of the University and will have an innovative vision of the role of technology in teaching, learning, and operating the University. S/he must have the ability to inspire others and instill pride in all University stakeholders.

**Leadership:** The president will demonstrate an established record of effective, strong and collaborative leadership, and will be able to bring together students, faculty and staff to pursue an exciting future. S/he will be an accomplished, results-oriented administrator with a commitment to liberal arts education who has overseen complexity and scale. The president will have the intellectual breadth to appreciate the wide range of disciplines represented at Fairfield and will be able to motivate and inspire others to strive continuously for academic excellence. S/he will attract and retain outstanding faculty, staff and students and will recognize and reward exceptional performance. The president will have unquestioned, unassailable personal and professional integrity.

**Development and Fundraising:** The president will understand the importance of increasing the University's endowment to support its academic programs, its faculty and its student financial aid. S/he will lead the University's fundraising efforts to build the endowment, as well as to address the capital and operating needs of the University. The president will be highly effective at cultivating institutional support from foundations, corporations and governments, as well as individual support from alumni, parents and others committed to the University.

**Resource Management and Accountability:** The president will build, maintain and direct an effective and efficient administrative structure led by a high-quality leadership team. S/he will be fiscally astute and exercise consistent financial and business oversight with a focus on accountability appropriate to a university. The president will develop a resource base that enables the University to pursue groundbreaking opportunities. S/he will support leadership development at all academic and administrative levels and commit to a shared governance system, which includes active participation in academic policy decisions by faculty, staff and students.

**Building Relationships and Using Influence:** The president will build effective relationships inside and outside the University, with a broad range of constituents, including faculty, staff, administrators, students, parents, alumni, Board members, community leaders, donors, and potential donors. S/he will build a strong culture of openness and trust by leading with transparency and utilizing exceptional communication skills. The president must be approachable and take genuine pleasure in participating, as

time allows, in student life on campus. S/he will display respect for people from all backgrounds and organization levels by seeking and including different thinking styles, cultures, and backgrounds.

In addition to demonstrating the competencies above, candidates must possess a graduate degree, preferably a PhD, and be a recognized thought leader or contributor in his/her field of study or expertise.

### **Application Process**

The review of nominations and applications for the position will commence immediately, and continue until the position is filled. All candidate information will be held in strict confidence. Qualified applicants should forward an electronic version (Microsoft Word or Adobe PDF files preferred) of their curriculum vitae and an optional letter of interest to:

Jett Pihakis and Meredith Rosenberg  
Consultants to the Search Committee  
Russell Reynolds Associates  
[Fairfield.President@russellreynolds.com](mailto:Fairfield.President@russellreynolds.com)

For further information about Fairfield, visit <https://www.fairfield.edu/>.

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