

# SEARCH PROSPECTUS:

President



**CARLOW**  
UNIVERSITY

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## THE OPPORTUNITY

The Board of Trustees invites applications and nominations for the President of Carlow University. The Board seeks an entrepreneurial leader who will be creative, innovative and collaborative in

advancing the mission and vision of Carlow while strengthening the University's ability to serve its students. The new president is expected to assume office in Summer 2021.



## ABOUT CARLOW

[Carlow University](#) is a private, comprehensive, coeducational, Catholic university founded by the Sisters of Mercy, whose values and mission continue to resonate throughout campus. Carlow is an institution grounded in the liberal arts, and known for excellence in the health sciences while also offering strong professional programs. It is committed to engaging its students in a values-based process of life-long learning, scholarship, service, and research.

Carlow's mission is to offer transformational educational opportunities for a diverse community of learners and empower them to excel in their chosen work as compassionate, responsible leaders in the creation of a more just and merciful world. This is exemplified in the University's focus on instilling values related to social justice, anti-racism, service, and sustainability. Carlow is also known for its emphasis on student-centered instruction. While at Carlow, students develop into "career-ready ethical leaders," an important acknowledgement of the connection between the liberal arts and career preparation.

Among the University's many accolades, Carlow is regionally ranked by *U.S. News and World Report* and is also ranked for Social Mobility (#15 overall, #3 in the state of Pennsylvania) and Veterans (#45 overall). Carlow has been named a "Military Friendly College" by MilitaryFriendly.com and was recently named one of *Money Magazine's* "Best Value Colleges." It also earned *Washington Monthly's* highest ranking in the region as a "Best Bang for your Buck." Carlow has been recognized as a College of Distinction, Pennsylvania College of Distinction, and Catholic College of Distinction for 2020-21.

In its most recent accreditation review by Middle States Commission on Higher Education, Carlow received exceedingly high marks, with 23 commendations and no recommendations.

# STRATEGIC PLAN

In October 2019, the University adopted a strategic plan for 2019 – 2025, *The Carlow Commitment*, which seeks to “unleash imagination: to transform lives in pursuit of a just and merciful world.” The ambitious plan seeks to accelerate growth, optimize learning, create collaborative environments, and build financial health. It is guided by four strategic principles: (1) invest in areas where Carlow can become a recognized leader in 3-5 years, (2) seek strategic partnerships to improve the institution’s ability to grow quickly, nimbly, and with high quality, (3) leverage the University’s unique heritage and traditions to differentiate, (4) focus delivery on the needs of the 2025 student.

*The Carlow Commitment* provides a roadmap to assure Carlow’s future, and many of the initiatives are underway. The creation of four new graduate health sciences programs, development of a Center for 21<sup>st</sup> Century Innovation and Hub for Workforce

Development, re-structuring of colleges and integration of liberal arts with professional programs, and ongoing improvements to infrastructure are investments in the future that will support new revenue growth and enhance Carlow’s position as a college of choice in the region.

An [Institutional Master Plan](#), aligned with the new strategic plan, is ready for approval by the city planning department. The plan includes building a new state-of-the-art facility to support interdisciplinary learning while also reinforcing Carlow’s brand as the leader in educating health and social science practitioners and elevating its presence in the Oakland Innovation District. The University is currently accepting proposals from developers to enter into a P3 Partnership in pursuit of this development.



## ACADEMIC PROGRAMS

Carlow's 108 full-time and 183 part-time faculty members are committed to preparing students to make a meaningful difference in the world. Of the full-time faculty, 40 percent are tenured, and 77 percent have earned their doctorate or terminal degree. The faculty are joined by a dedicated staff of 168 full-time and 41 part-time staff members who are equally devoted to serving student needs. With a strong student-faculty ratio (10:1 undergraduate) and class sizes of 15-20 students, Carlow students credit the strong and meaningful relationships they are able to build with members of the faculty and staff with making Carlow feel like a "home away from home" and a place where they are "empowered to find their voice."

In keeping with the institution's mission and commitment to academic excellence, the academic programs emphasize practice-focused liberal arts, social justice, and civic engagement. Recognized for educating traditional students and adult learners for a lifetime of learning and leadership, Carlow is committed to providing flexibility to students and offers programs on campus, online, and through a hybrid of both. The University offers more than 40 undergraduate, 33 masters, 2 doctoral, and 11 certificate programs through the College of Health and Wellness and the College of Arts and Sciences.

The [College of Health and Wellness](#) offers distinctive programs that provide students with strong academic and clinical backgrounds for professional roles in healthcare at the bachelor's, master's, and doctoral levels. The College offers a variety of degrees that include Nursing, Respiratory Care, Healthcare Data Analytics, Health Management, Physician Assistant, and Speech-Language Pathology.

Earlier this year, two colleges were consolidated to create the [College of Arts and Sciences](#) to foster more meaningful and integrated collaboration across the University. The new College offers programs in the arts, business, education, humanities, and social sciences, and supports all students through liberal arts courses offered in the general education curriculum. The six departments show a range of interdisciplinary inclusion and address the importance of liberal arts and profession studies: Art, Communication & English; Education & Liberal Studies; Analytical, Physical & Social Sciences; Business Management, Accounting & Ethics; Biological Sciences; and Psychology, Counseling & Criminology.



## ACADEMIC PROGRAMS (CONT.)

The undergraduate curriculum features the [Carlow COMPASS](#), a unique and innovative general education curriculum rooted in the liberal arts and the Catholic intellectual tradition. It serves as a navigational tool to guide students to their academic and professional goals. The curriculum is integrated with a student's major course of study, and emphasizes career-readiness and ethical leadership, and courses introduce, develop, and reinforce specific learning outcomes.

The undergraduate [Honors Program](#) provides highly motivated students with unique opportunities for shared intellectual experiences and individual academic development, and offers innovative and exciting ways to explore disciplinary and interdisciplinary topics. The program combines academic, cultural, and social experiences within a close-knit community of leaders and focuses on advanced courses and projects.

Available to all Carlow students, the [Center for Experiential Learning](#) provides opportunities that complement classroom learning with hands-on, real-world experiences that prepare students to

continue their success in the workplace, graduate studies, and in their communities. The University's location in Pittsburgh's Oakland neighborhood means that opportunities for experiential learning and internships are within walking distance. Professional experiences are also available in the city's corporate community, its many health care institutions, non-profit organizations, and a wide variety of arts and cultural organizations.

[The Campus Laboratory School of Carlow University](#) is a Catholic, independent, laboratory school for pre-k through grade eight, and a Montessori school for 3-, 4-, and 5-year-olds. With roots pre-dating the University, the Campus Lab School is one of the largest independent Catholic grade schools in greater Pittsburgh. The School is an operating unit of Carlow and underwent a restructuring and strategic planning process in the past year to mitigate and address financial challenges related to low enrollment, particularly hard-hit due to the pandemic. The School is a central learning site for Carlow's pre-service teachers and includes several innovative curriculum developments and grant-funded initiatives.



## INSTITUTES & CENTERS

Carlow is home to signature institutes and centers that exemplify the University's mission and provide opportunities for students, staff, faculty and community members to engage in service and research.

[The Social Justice Institutes \(SJI\)](#) provides opportunities and secures partnerships for community-based learning, and serves as a conduit for community engagement, research, and social justice work. Key programs have included: "Collateral Consequences of Student Contact with Police," a community event offered in collaboration with the Black Girls Equity Alliance and the ACLU; discussions on voter education and voter suppression; a recent presentation by Dr. Yusef Salaam, one of the members of the "Exonerated Five" formerly known as the "Central Park Five," attracted more than 700 attendees.

[The Atkins Center for Ethics \(ACE\)](#) is committed to promoting ethical reflections that build on the mission of the University. Their programs include a presidential lecture series; and recently, a panel discussion on "Riot Ethics: Protest, Property, and the Politics of Non-Violence," focused on how this summer's uprisings against police brutality, beginning in Minneapolis and Kenosha and spreading to all fifty states, have reignited the perennial debate regarding the ethics of protest, property destruction, and looting within non-violent political movements and the ethical implications.

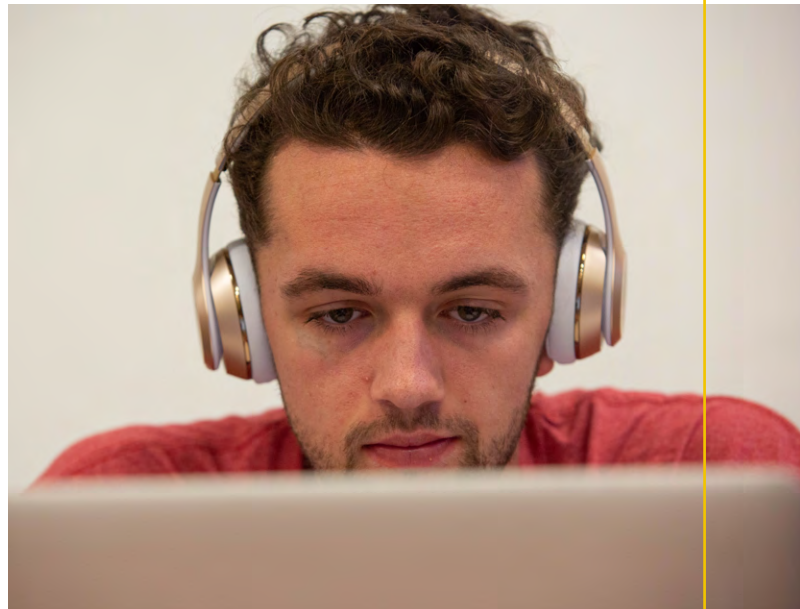
## STUDENTS

Carlow's nearly 2,000 students are comprised of 1,277 undergraduates (837 traditionally-aged and 440 adult undergraduates) and 699 graduate students (as of Fall 2020). Across the undergraduate student body, 84 percent are women, 27 percent are ethnic/racial minorities, 95 percent are from Pennsylvania, 31 percent (traditionally aged undergraduates) live on campus, and 42 percent receive Pell grants.

The retention rate for first-time, full-time degree seeking undergraduates who started in Fall 2019 and returned for Fall 2020 was 85.2 percent, up from 77.7

The mission of the [Center for Mercy Heritage & Service](#) is to embed in the members of the University community an appreciation of Carlow's Mercy heritage and core values and of their relevance to life and work. The Center is composed of three offices: Campus Ministry, which seeks to nurture community members on their individual faith journeys and provide worship opportunities for all faiths; the Office of Mercy Service, focused on providing service opportunities for all university constituents and instilling in students a life-long commitment to service; and the Office of Mercy Heritage which sponsors events which enable community members to interact with the Mercy heritage and core values of the university.

The new [Center for 21<sup>st</sup> Century Innovation and Hub for Workforce Development](#) combines the efforts of the hub for innovation and workforce development (established through a gift from the Richard King Mellon Foundation) with the early childhood apprenticeship hub to provide a single resource for exploring new academic programs, partnerships, and innovative pathways to meet the workforce needs of the greater Pittsburgh region.



percent in the prior year. The six-year graduation rate was 58 percent, which is fairly consistent with prior year rates. The undergraduate career placement rate was 98 percent with 92 percent for those seeking continuing education. Take a look at the [quick facts](#) for more details.



## STUDENT LIFE

Carlow has an active Campus Activities Board and Student Government Association and more than 20+ student-run service, academic, cultural, and recreation [clubs and organizations](#). With groups including the American Association for Men in Nursing, Black Student Union, Business Leaders of Carlow, *Carlow Chronicle*, Commuter Student Association, LGBT & Allies, Psychology Club, Strong Women-Strong Girls, Theatre Group, and more, students can find opportunities for leadership, service, and engagement at Carlow.

The [Carlow University Celtics](#) are affiliated with the National Association of Intercollegiate Athletics (NAIA) and the United States Collegiate Athletics Association (USCAA) and is a member of the NAIA's

River States Conference. Carlow's broad program of intercollegiate athletics includes women's and men's basketball; women's and men's track and field; women's and men's cross country; women's and men's soccer; women's and men's golf; women's and men's volleyball; women's softball and tennis; and coed cheerleading. While the volleyball teams play on campus at the recently renovated St. Joseph Athletic and Fitness Center, other teams play at nearby facilities.

The Celtic athletic program has been consistently named a "Five Star Champions of Character" institution by the NAIA, recognizing Carlow teams' conduct around respect, responsibility, integrity, servant leadership, and sportsmanship.

## CAMPUS FEATURES & LOCATIONS

The roughly 13 acres of Carlow's main campus are located three miles east of downtown Pittsburgh in bustling Oakland, considered the cultural, academic, and medical center of Pittsburgh. While providing a culturally diverse, urban setting, the extreme topography of the region divides the campus into a lower urban corridor (the [Oakland Innovation District](#)), and an upper elevation with a peaceful, secluded campus and the Sisters of Mercy convent. Nestled in the heart of Carlow's campus, are The Campus Laboratory School, which serves children in preschool through grade 8, and the Early Learning Center for children between the ages of 6 weeks and 3 years, which share space and facilities with the University.

The Oakland campus features beautiful green spaces, waterfalls, and outdoor art, as well as a newly renovated athletic and fitness center and the University Commons and library. Carlow also offers state-of-the-art lab spaces, including the Celtic Simulation Center for Innovative Learning (CSCIL), a simulated hospital environment; the CREATE Lab, a STEM education space (in a satellite center at Carnegie Mellon University); and chemistry, biology, and anatomy labs. See Carlow from a different perspective: [take a video tour](#).

Carlow offers courses at two additional locations in the region, in Greensburg and Cranberry townships, and a growing number of students are enrolled in online programs.

### PITTSBURGH

[Pittsburgh](#) is consistently ranked among the top places to live, work, and visit in the United States. Located in Western Pennsylvania, it is a vibrant, mid-sized city with the feel of a small town. Once a center for heavy industry, today's Pittsburgh is a city in transformation, home to miles of riverfront trails with fantastic urban views. Rich in arts and culture, Pittsburgh boasts an affordable standard of living, small business accelerators, top-notch health care facilities, and an [innovative business community](#).

Rated a top market for STEM professionals in 2018 by WalletHub, Pittsburgh's tech-related industries continue to grow, and is home to Amazon, Apple, Facebook, Google, Uber, and Zoom offices. It is also host to corporate headquarters for Fortune 500 companies and includes major employers such as Allegheny Health Network, BNY Mellon, Dollar Bank, GNC, Highmark, PNC Financial Services, and University of Pittsburgh Medical Center (UPMC).

## FINANCIAL MATTERS

Carlow's operating budget for this fiscal year is \$40.4 million on the revenue side with a forecasted deficit of \$3.1 million. The current S&P rating is BBB and the University has \$26.5 million in long-term debt. The endowment is valued at approximately \$36.6 million.

In the past 8 years, Carlow's endowment has grown by 100% and the University completed its first-ever comprehensive campaign which exceeded its goals. The University has successfully completed investments in several capital projects, including the LEED-certified [University Commons](#) (2015), the [St. Joseph Athletic & Fitness Center](#) (2019), and the state-of-the-art [Clinical Simulation Center](#) (2019).

## LEADERSHIP & GOVERNANCE

Carlow's Board of Trustees currently comprises 35 members, nine of whom have earned degrees from the University, and five who are Sisters of Mercy. The members bring expertise and perspective from a wide range of professions including government, health, technology, law, consulting, and business and entrepreneurial careers.

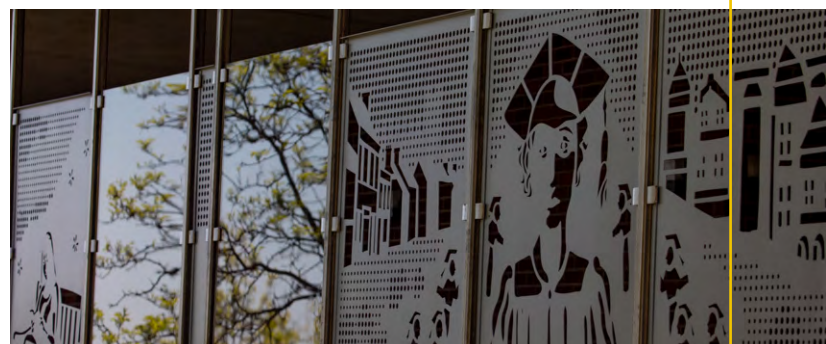
Carlow University is sponsored by the [Sisters of Mercy of the Americas](#) through the [Conference for Mercy Higher Education \(CMHE\)](#). The Conference, comprised of 17 Mercy-sponsored colleges and universities, works to reinforce the bonds of Mercy traditions and to strengthen the Catholic identity and Mercy charism of the institutions. The Conference recently created a [Covenant](#) to be signed by the presidents of each of its Mercy institutions. The Covenant describes the benefits offered by the CMHE to the University, as well as the commitment that presidents and their boards of trustees will continue to guide their colleges/universities in "modeling mercy and justice" and promoting "systemic change."

Dr. Suzanne Mellon, who announced her plans to retire on June 30, 2021, has served as the 10<sup>th</sup> President of Carlow University since 2013. She currently has nine direct reports: Provost/Vice President for Academic Affairs; Senior Vice President for Finance and Administration and Chief Financial Officer; Vice President for Student Affairs/Dean of Students; Vice President for Enrollment Management, Marketing, and Communications; Vice President for University Advancement; an endowed Special Assistant to the President for Mercy Heritage; Special Assistant to the President for Board and Governmental/Community Relations; Assistant

Vice President for Human Resources, Diversity and Inclusion; and an Executive Assistant.

Shared campus governance is an important and valued feature of Carlow, demonstrated through active and engaged faculty and staff bodies. A Staff Advisory Council of elected representatives meets regularly to identify issues to bring to the attention of the administration, and a representative member of this group sits on the President's Executive Council. Similarly, while all full-time members of the faculty make up the University Faculty Assembly, the Faculty Senate is a representative body of elected members that meet with the Provost twice monthly to share information and discuss matters of interest to the faculty. Representatives from both the Faculty Assembly and the Faculty Senate Leadership sit on the President's Executive Council.

Leaders from corporations, businesses, healthcare, and non-profit organizations in the greater Pittsburgh region are represented in the President's Advisory Council. The Council meets twice annually and provides strategic input and advice that enables Carlow to develop partnerships and contribute in creative ways to the challenges and opportunities of the region.



# LEADERSHIP AGENDA & DESIRED CHARACTERISTICS

## LEADERSHIP AGENDA

The next President of Carlow University will act astutely and creatively to address the challenges of leading an institution of higher education today. The President will strengthen the institution's ability to serve students long into the future, while simultaneously respecting the principles and values inherent in the University's founding by the Sisters of Mercy. The President will:

- Continue the innovation and transformation of graduate and undergraduate offerings to provide the career-preparation needed and desired by today's students; provide support for integrating the liberal arts and professional education throughout the curriculum and continue to build and applaud excellence among the faculty;
- Strengthen Carlow's finances, diversify revenue streams, and focus on the overall financial health of the University through a fresh examination of the operational and administrative business model and with a commitment to Carlow's distinctive mission and identity;
- Promote accountability to the principles of shared governance, using best practices and good faith, through active listening and transparency on the part of all stakeholders to build a shared vision for the future;
- Grow Carlow's annual fund and endowment by building the University's advancement operation and successful outcomes through outreach to and involvement of alumni, friends, foundations, and community partners;
- Further Carlow's already excellent reputation in the local community, the Greater Pittsburgh region, and nationally by deepening and broadening partnerships with corporations, nonprofits, and educational institutions, including the University's own laboratory school;
- Demonstrate a lived commitment to the University's anti-racist agenda, to social justice, and to serving the under-resourced; and
- Respect and promote Carlow's Catholic identity and Mercy mission, affirmed through signing the Mercy Covenant.

## DESIRED CHARACTERISTICS OF THE 11<sup>TH</sup> PRESIDENT

Carlow University seeks a visionary leader who will bring a combination of "intelligence, communication skills, business acumen, and heart" to the role. As a diverse community of learners, the University welcomes and encourages candidates of all racial, ethnic, and religious backgrounds to apply. The 11<sup>th</sup> President will:

- Demonstrate a record of innovation, entrepreneurialism, strategic-thinking, and collaboration; be able to lead successfully in response to rapid changes in higher education today;
- Bring considerable experience as a successful change agent, one who can work with a diverse group of stakeholders and inspire the community's agility;
- Demonstrate success during a career with progressively broadened operational and leadership responsibilities in higher education, or success in another industry, accompanied by deep knowledge of higher education today;
- Demonstrate the drive and fortitude to secure a thriving financial future for the University;
- Understand the need to balance presence and attentiveness to the campus community with the need to bring Carlow's messages to the outside world and to bring external resources to benefit the University;
- Honor and embrace the Sisters of Mercy's regard for dignity and compassion toward those who have been historically marginalized;
- Exhibit service leadership that puts students first; and
- Derive joy through participating in campus life.
- A terminal degree is required.



## APPLICATIONS, INQUIRIES & NOMINATIONS

Academic Search is assisting Carlow University in this national search. Confidential conversations about this exciting opportunity may be arranged by contacting consultants:

Jay Lemons

[Jay.Lemons@academicsearch.org](mailto:Jay.Lemons@academicsearch.org)

Sharon Herzberger

[Sharon.Herzberger@academicsearch.org](mailto:Sharon.Herzberger@academicsearch.org)

Jennifer Kooken

[Jennifer.Kooken@academicsearch.org](mailto:Jennifer.Kooken@academicsearch.org)

Applications, inquiries, and nominations may be sent to [CarlowPresident@academicsearch.org](mailto:CarlowPresident@academicsearch.org).

Applications should consist of a detailed letter of interest, a current curriculum vitae, and a list of five professional references with contact information and an explanation of the working relationship with each. References will not be contacted without

the explicit permission of the candidate. For full consideration, applications should be submitted by **February 8, 2021**.

Additional information about the institution can be found at <https://www.carlow.edu/>.

*Carlow University prohibits and will not engage in discrimination or harassment on the bases of race, color, religion, sexual orientation, handicap or disability, sex, age, pregnancy, ancestry, national origin, place of birth, genetic information, gender identification, veteran's status, or any other category protected by federal, state or local law.*

## MISSION, VISION, VALUES

### MISSION

Carlow University, rooted in its Catholic identity and embodying the heritage and values of the Sisters of Mercy, offers transformational educational opportunities for a diverse community of learners and empowers them to excel in their chosen work as compassionate, responsible leaders in the creation of a just and merciful world.

### VISION

Carlow University will be a preeminent, innovative, Catholic university, renowned for providing transformational learning experiences in which students realize their full potential and become career-ready ethical leaders committed to a just and merciful world.

### VALUES

*Mercy:* The identifying value of Carlow University is Mercy, encompassing all that we are and do as a University. Inspired by our God of Mercy, this value urges us to open our hearts to our students, our colleagues, and our world. In the tradition of action and contemplation, we seek practical ways of addressing need and we engage in reflection in order to understand and integrate our experiences. Education offers us the tools to address unjust structures and dehumanizing situations. Each discipline provides a lens through which we can envision our place in our own personal transformation and that of the global community.

*Hospitality:* In Hospitality we welcome the wholeness of each person, creating a space in our campus community for all individuals with their varied beliefs, cultures, orientations and abilities. Openness to the gifts and perspectives of all creates a community rich in diversity and committed to inclusion.

*Service:* The value of Service calls us beyond ourselves to prioritize the needs of others over our own self-interest. Our efforts to identify and respond to the needs we see around us lead us to interact with persons and institutions in ways which are transformational. Our spirit of compassion leads us to practical action on behalf of those in need.



*Discovery:* Through Discovery we open ourselves to the totality of our human experience, to the educational enterprise, to our relationship with the Divine, and to the wonders of the world in which we find ourselves. Discovery energizes our intellectual curiosity and desire for learning. It leads us ever deeper in the engagement with our chosen discipline and engenders a spirit of awe at the complexity and variety of creation.

*Sacredness of Creation:* This value leads us to a respect for each person and for all of creation. In gratitude for the beauty and variety of our world and its inhabitants, we commit to a culture of sustainability and to the preservation of a world where all are revered, and all may thrive.

## CARLOW UNIVERSITY HISTORY

In 1843, the Sisters of Mercy arrived in Pittsburgh from Carlow, Ireland, with a mission to serve the poor, the sick, and the uneducated. The order was founded in 1831 by Catherine McAuley, a woman who sought, through her service, to reveal the Mercy of God in our world. Her particular concern for women manifested itself in her efforts to help women to recognize their inherent dignity, to become self-directing and self-sustaining. Education was at the heart of this effort as was a desire to meet needs not being addressed by others.

In 1929, after establishing numerous schools, an orphanage, and the Mercy Hospital of Pittsburgh (now UPMC Mercy), the sisters founded Carlow University, as a women's college, under the name of Mount Mercy College. Men were first admitted following World War II, under the G.I. Bill, and coeducation evolved over the latter part of the 20th century. In 1969, Mount Mercy College was renamed Carlow College, and in recognition of its growing programs, was granted university status in 2004. Carlow continues to be responsive to the times, adding new and innovative programs, including high-demand doctoral degrees and online programs.

# ABOUT ACADEMIC SEARCH

Academic Search is assisting Carlow University in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute. For more information, visit [www.academicsearch.org](http://www.academicsearch.org).



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