This leadership profile is intended to provide information about Saint Leo and the position of President. It is designed to assist qualified individuals in assessing their interest in this position.
The Opportunity

Saint Leo University is one of American higher education’s true success stories. Established in 1889 by the Benedictine Order, the university has in recent years become a model for efficient, effective operations based on core principals of fidelity to mission, adherence to institutional values, accountability for execution, and commitment to vision and planning. The result is a remarkably strong balance sheet and an institutional culture so strong and positive that the university is listed on the Honor Roll of The Chronicle of Higher Education’s annual list of the best academic workplaces nationally.

To continue and to enhance this record of success, Saint Leo University seeks a president to lead this multi-faceted institution.

Saint Leo is an entirely autonomous institution governed by an independent board of trustees, to whom the president reports. The university is organized into six distinct units: University College, its traditional campus of approximately 2,350 traditional undergraduate students just north of Tampa, Florida; its graduate programs, currently totaling over 3,000 students; Center for Online Learning, a distance education program currently enrolling approximately 3,000 students (FTE); Military Centers, onsite locations on military bases enrolling approximately 4,000 students; Civilian Centers, largely on the campuses of community colleges, enrolling approximately 2,000 students; and Stand Alone Centers sited independently across the region and the country, currently enrolling 2,000 students. The university's budget exceeds $170 million and has in recent years generated surpluses exceeding $10 million per annum. The 134 full-time faculty members on the traditional campus are unionized, with a four-year CBA newly in place; the university's full-time, off-campus faculty benefit from the same arrangements made with the bargaining unit. The institution is dedicated to a process of “smart growth” based first and foremost on its commitment to students.

In short, Saint Leo is the very model of modern university business practices.

To lead the university to new heights based on its current, robust baseline, its new president must be steeped in the business of higher education. He or she must be a leader, a visionary with an operational bent, with a deep commitment to the university’s core values and the ability to galvanize its community around plans and aspirations for its future. To this end, he or she will be a person of faith with a significant exposure to and appreciation for Catholic, Benedictine values and traditions. Above all, he or she will be student-centric in all decision-making, focusing the institution’s assets on service to its many and diverse students and student bodies. An earned terminal degree is very highly desired.

Saint Leo University’s new president will inherit a university whose commitment to its students is in keeping with its rich history and whose business practices in many ways define the cutting edge of modern higher education leadership.

For information regarding how to make a nomination or express personal interest in this position, please see the section entitled “Procedure for Candidacy” near the end of this document.
Opportunities for Leadership

Among the many opportunities the new president will have to succeed, the following represent some of those by which his or her performance will be judged during the first few years of his or her tenure. They are presented here in no particular order of importance.

Maintain and enhance institutional momentum

Saint Leo University has made remarkable progress in recent years, in large part by creating and executing a business model built on the institution’s “Four Cornerstones”: Mission, Values, Vision and Planning, and Accountability for Execution. Saint Leo’s is a planful environment in which strategies are reviewed and revised annually, leading to operational and budget planning for each of the university’s six (soon to be seven) business units. All decisions are highly data-driven and inclusively reached. The goal is “smart growth” based on sound academic and economic principles. Every unit has and adheres to a business plan that includes five-year financial projections. The administrative leadership of the university meets quarterly to review progress and to plan for the future; this group enfranchises academic and faculty leadership, including at the department chair level.

Thanks in large measure to the care with which this planning and execution is conducted, the university has enjoyed consistent success, including 47% growth in the faculty and 18% growth in faculty salaries since 2008. The university regularly generates surpluses from its operating budget; that surplus was $8.5 million in FY2014. Because of this fiscal success, the university is able to set aside 2% of its annual budget to support new initiatives. The institution has created a portfolio of dashboards to measure its progress across its multiple business lines, and it constantly reviews outcomes in order to prioritize and to revise its plans in real time. It also inventories its culture bi-annually to ensure that the human dimension of its operations is receiving the same level of attention and nurturing as its fiscal bottom line. The new president will be able to take advantage of this strong planning framework to continually assess and maintain and then enhance the university’s momentum in the future.

Ensure academic excellence

While a sound approach to the business of the university is and will remain critical to its future success, that success will always be measured by the quality of the academic experience. Every unit of the university and its every delivery system are based upon the outstanding quality of the faculty and their determination to enhance student learning. The president will want to maintain this tenet as inviolate in every way and with every decision.

To ensure and enhance the level of academic excellence at Saint Leo, the president will want to continue to develop metrics and methodologies that measure the vitality and effectiveness of the university’s intellectual enterprise. Of particular import in the future will be the university’s capacity to identify and to invest in current and/or emerging programs of distinction that add value both to the student/faculty experience and to the Saint Leo brand.
Ensure financial viability

As is noted above, Saint Leo has enjoyed admirable success financially. At the same time, the higher education marketplace is nothing if not dynamic, constantly changing the opportunities and threats realized by individual institutions. The president will be constantly vigilant, especially in regard to changing circumstances that require adjustments to the university’s business model. That business model is predicated on “smart growth,” which takes into account the competitive pressures that emerge over time.

While the higher education marketplace is rapidly evolving and thus requires constant attention, there are at least three areas on which the university knows it must concentrate considerable effort in the foreseeable future.

- **Retention** – At present, Saint Leo’s 1st-to-2nd-year retention rate is 69.3%; its four-year graduation rate is 33%, and its six-year graduation rate is 46%. Both as an endorsement of the university’s quality and as a matter of financial stability, increases in retention across the board must be considered a priority for the next president.

- **Online education** – Competition in the online education space continues to increase, and the rate of that increase is liable to accelerate in upcoming years. That competition is likely both to erode enrollments and to drive down tuitions. Saint Leo must be prepared to maintain its leadership position in this space, especially by ensuring that it remains current with rapidly-evolving educational technologies.

- **Military** – While Saint Leo has been exceptionally successful serving our nation’s military, both on base and online, the current downsizing of both manpower and benefits has definitely impacted the university’s business in this area. As with online education, Saint Leo must remain invested in, informed of, and responsive to this changing environment.

Enhance the brand

Given its considerable success in recent years, it is perhaps remarkable that Saint Leo’s brand identity lags behind its actual accomplishments. This university is doing so many of the things with which institutions struggle in the current marketplace, one might assume that it would be more noted for its approach than is actually the case. The new president, then, will have the singular opportunity to raise significantly the institution’s profile both within and beyond higher education.

Of particular import in this regard is bringing the success and the quality of the institution far more visibly to the attention of prospective students, potential donors, and leaders across the local and regional community. The president will therefore be a tireless and effective advocate for Saint Leo across multiple constituencies and in a variety of diverse venues, including especially by being actively involved in appropriate higher education organizations and consortia.
Increase philanthropic support

While Saint Leo has been incredibly successful in nearly all of its endeavors in recent years, its work in the area of advancement has not progressed as rapidly as has much of the rest of the enterprise. This is especially true in the area of endowment. While the campus gleams with new, renovated, and well-maintained facilities, many of them the fruits of philanthropic investments by the university’s many friends and alumni, its endowment has not been a priority for fund raising to this point. The result, of course, is muted to a certain extent by the university’s considerable success at generating revenue from tuition, but the university’s long-term best interests will be best served by a substantial infusion of endowed support.

The new president will thus be an active, enthusiastic, and successful builder of relationships and converter of those relationships into investments, especially in the form of endowment. In this, he or she will have a robust resource in a relatively new vice president for advancement who has been with the institution for only one year and in that time has made considerable progress in moving forward the advancement program.

Qualities and Qualifications of the Ideal Candidate

Saint Leo University is, in many ways, the very model of the modern higher education enterprise. Its president will lead the university forward utilizing the same sound business principles and broadly inclusive approach that has served it so well to this point. To this end, the ideal candidate will demonstrate a thorough and actionable understanding of and engagement in the business of higher education as it has emerged and continues to emerge. He or she will have significant experience with strategic and operational planning, budgeting, revenue generation and enhancement, and the management of people and programs toward well-defined and broadly-embraced goals.

This having been said, the president of Saint Leo University will first and foremost be dedicated to the core mission and values of the university. To this end, he or she will be a person of faith with exposure to and appreciation for the Catholic, Benedictine traditions on which the university’s values are based. The president will support and nurture a system of shared governance and will protect academic freedom. Above all, he or she will be student-centric in all decision-making, focusing the institution’s assets on service to its many and diverse students and student bodies. An earned terminal degree is very highly desired.
Saint Leo’s president must be a leader with vision who ensures that the institution’s plans and strategies are executed at the highest and most productive level. He or she must be both visionary in regard to the future of higher education and of Saint Leo University and focused on the day-to-day performance of the institution. It would thus be ideal for the new president to possess line management experience in an institution of similar or greater complexity, preferably one whose student body and delivery modalities surpass the traditional and include emerging or underserved people and methodologies. The ideal candidate will demonstrate a thoughtful understanding of the current state of American higher education and creative, actionable ideas to address future challenges and opportunities.

Of particular import will be the new president’s personal and professional qualities, especially those that build community and consensus. The president must be an exceptional communicator, with a preference for an open, transparent style and extremely strong listening skills. He or she must possess outstanding interpersonal skills, including particularly the ability and enthusiasm for building lasting, sincere relationships that lead to support of the university. *Sine qua non* are the central qualities necessary for effective leadership of any similarly complex enterprise, including especially intelligence, emotional maturity, integrity, sound judgment, diplomacy, decisiveness, courage of convictions, tolerance for ambiguity, and a sense of humor.

**Saint Leo University – An Overview**

**Mission and values**

Saint Leo University is a Catholic, liberal arts-based university serving people of all faiths. Rooted in the 1,500-year-old Benedictine tradition, the university seeks balanced growth in mind, body, and spirit for all members of its community. At University Campus, at education centers, and through the Center for Online Learning, Saint Leo University offers a practical, effective model for life and leadership in a challenging world; a model based on a steadfast moral consciousness that recognizes the dignity, value, and gifts of all people. To accomplish its mission, the university community creates a student-centered environment in which the love of learning is of prime importance. Members of the community are expected to examine and express their own values, listen respectfully to and respond to the opinions of others, serve the community in which they live, welcome others into their lives, and care for all of God’s creations.

**Core values**

**Excellence**
Saint Leo University is an educational enterprise. All of us, individually and collectively, work hard to ensure that our students develop the character, learn the skills, and assimilate the knowledge essential to become morally responsible leaders. The success of our University depends upon a conscientious commitment to our mission, vision, and goals.

**Community**
Saint Leo University develops hospitable Christian learning communities everywhere we serve.
We foster a spirit of belonging, unity, and interdependence based on mutual trust and respect to create socially responsible environments that challenge all of us to listen, to learn, to change, and to serve.

**Respect**
Animated in the spirit of Jesus Christ, we value all individuals’ unique talents, respect their dignity, and strive to foster their commitment to excellence in our work. Our community’s strength depends on the unity and diversity of our people, on the free exchange of ideas, and on learning, living, and working harmoniously.

**Personal development**
Saint Leo University stresses the development of every person’s mind, spirit, and body for a balanced life. All members of the Saint Leo University community must demonstrate their commitment to personal development to help strengthen the character of our community.

**Responsible stewardship**
Our Creator blesses us with an abundance of resources. We foster a spirit of service to employ our resources for University and community development. We must be resourceful. We must optimize and apply all of the resources of our community to fulfill Saint Leo University’s mission and goals.

**Integrity**
The commitment of Saint Leo University to excellence demands that its members live its mission and deliver on its promise. The faculty, staff, and students pledge to be honest, just, and consistent in word and deed.

**University accreditation**
Saint Leo University is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award the associate, bachelor’s, master’s, specialist, and doctoral degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call (404) 679-4500 for questions about the accreditation of Saint Leo University. Saint Leo University’s School of Business received initial accreditation by the International Assembly for Collegiate Business Education (IACBE) in September 1999. Saint Leo University’s degree program in social work is accredited by the Commission on Accreditation of the Council on Social Work Education (BSW level). Saint Leo University’s undergraduate Sport Business program and MBA Sport Business Concentration are accredited by the Commission on Sport Management Accreditation (COSMA). Saint Leo University has Teacher Education Programs approval by the State of Florida Department of Education.

**Schools and programs**
Students at Saint Leo may choose from more than forty academic programs including associate, bachelor’s, master’s, and doctoral degree programs, along with pre-professional and accelerated-learning programs, and an undergraduate Honors Program.
Saint Leo University

President

School of Arts and Sciences
Biology
Global Studies
Liberal Studies
Medical Technology
Psychology
Religion

School of Education and Social Services
English
History
Mathematics
Political Science
Sociology

Criminal Justice
Elementary Education (K-6)
Human Services
Middle Grades Education (5-9)
Secondary Education
Social Work

Donald R. Tapia School of Business
Accounting
Computer Information Systems
Health Care Management
International Hospitality and Tourism Management
Marketing

Business Administration
Computer Science
Human Resource Management
Management
Multimedia Management

Communication Management
Economics
Human Resource Management
Management
Sport Business

University degree programs
Associate of Arts
Bachelor of Science
Master of Arts in Theology
Master of Education
Master of Science in Critical Incident Management
Master of Science in Cybersecurity
Master of Science in Instructional Design
One-Year International & Experiential MBA

Bachelor of Arts
Bachelor of Social Work
Master of Business Administration
Master of Science in Criminal Justice
Master of Science in Critical Incident Management
Master of Science in Cybersecurity
Education Specialist

Bachelor of Applied Science
Master of Accounting

Faculty and staff
Total Full-Time Faculty
Total Faculty
Total Full-Time Staff
Total Part-Time Staff
Student-Faculty Ratio (UC)

238
1,367
971
52
15:1

Saint Leo, Florida - A welcoming community

Saint Leo University is a regionally accredited, liberal-arts-based institution known for an inclusive Catholic heritage, enduring values, and capacity for innovation. The school was
chartered in 1889 by Catholic Benedictine monks in rural Pasco County, FL, making Saint Leo the first Catholic college in the state. Over its 125-year history, Saint Leo has provided access to education to people of all faiths, emphasizing the Benedictine philosophy of balanced growth of mind, body, and spirit.

Today the university welcomes learners from all generations and backgrounds, from civilian occupations and the armed forces, and from all 50 states and more than 60 nations. Saint Leo’s 16,000 undergraduate and graduate students may elect to study at the beautiful University Campus in Florida, at more than 40 teaching locations in seven states, or online from other locations. The university’s degree programs range from the associate to the doctorate. Throughout these rich offerings, Saint Leo develops principled leaders for a challenging world.

The Saint Leo campus is beautiful with Spanish Mission architecture, rolling hills, breathtaking views of Lake Jovita, and sunshine. The campus offers many opportunities for intellectual exchange between faculty and students, for community engagement and leadership, for a wide array of activities in nearly sixty clubs and organizations.

Approximately 355 student-athletes participate in NCAA Division II sports at the university. Saint Leo is a member of the Sunshine State Conference. Men’s sports include baseball, basketball, cross country, golf, lacrosse, soccer, swimming, tennis, and track. Women’s sports include basketball, cross country, golf, lacrosse, soccer, softball, swimming, tennis, track, and volleyball.

Explore Tampa Bay, Florida

As one of the top universities in Tampa, Saint Leo University stands at a crossroads. It combines a beautiful university campus with rolling hills, orange groves, clear-water lakes near the historic small town of Dade City and a 30-minute drive from downtown Tampa, FL.
Procedure for Candidacy

Recruitment will continue until an appointment is made. Nominations, applications, and letters of interest (including a cover letter and resume) should be submitted via email to StLeoPresident@wittkieffer.com. For fullest consideration, candidate materials should be received by October 31, 2014. Candidates invited for preliminary interviews will be informed the week of November 17, and those interviews will take place on December 2 and 3, 2014. Finalists will visit the campus during January 2015.

Material that cannot be emailed may be sent to:

President
Saint Leo University
c/o WITT/KIEFFER
Attention: Dennis M. Barden and Karen L. Goldstein
2015 Spring Road, Suite 510
Oak Brook, IL 60523

Confidential inquiries and questions concerning this search may be directed to the consultants supporting this search at 630-575-6152.

Saint Leo University has a strong commitment to principles of equal employment opportunity and equal access to education. Saint Leo University does not discriminate on the basis of age, color, disability, ethnic origin, nationality, genetic information, gender, race, religion, or veteran status, or any other category protected by federal, state, or local law in its educational programs, admissions policies, financial aid, employment, or other school administered programs.
The policy is enforced by Saint Leo University and by applicable laws such as Title IX of the Education Amendments of 1972, Title VI and Title IX of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, and the Florida Civil Rights Act of 1992.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Saint Leo University documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.
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