The Board of Trustees at La Salle University has announced the search for its 29th President.

Committed to its Catholic Lasallian values;
inspired by its mission to educate, especially those of modest means;
enriched by its diversity; dedicated to service;
tenacious about the quality of its academic program;
and motivated by the prospects for change;

La Salle University stands on the brink of significant institutional renewal.
Guided since its founding by the Brothers of the Christian Schools (sometimes referred to here as the Christian Brothers), La Salle has been served by a distinguished lineage of Presidents. The University will continue to invite and warmly welcome Christian Brother candidates for the presidency, but, for the first time in La Salle’s history, lay Catholics and Catholics from religious orders other than the Brothers of the Christian Schools are also being encouraged to consider this uncommonly attractive opportunity for university leadership.

The new president will succeed Brother Michael J. McGinniss, F.S.C., Ph.D., who will retire on June 30, 2014, after 15 years of impressive accomplishments. Building on La Salle’s achievements, the next President will be expected to develop the University’s fundamental sense of community, cast a transformative vision for the University’s future, take a prominent place in the urban renewal of Greater Philadelphia, and nurture the full potential of La Salle’s people and programs through leadership and entrepreneurism.

**M I S S I O N**

La Salle University, dedicated in the traditions of the Christian Brothers to excellence in teaching and to concern for both ultimate values and for the individual values of its students, is a private, Roman Catholic university committed to providing a liberal education of both general and specialized studies.

As a Catholic university, La Salle strives to offer, through effective teaching, quality education founded on the idea that one’s intellectual and spiritual development go hand in hand, complementing and fulfilling each other. The University has, as its basic purpose, the free search for truth by teaching its students the basic skills, knowledge, and values that they will need for a life of human dignity. The programs of the University also aim to prepare students for informed service and progressive leadership in their communities and to fulfill the immediate and long-term goals of their lives.

**A T A G L A N C E**

La Salle University is an educational community shaped by its Catholic and Lasallian heritage and rooted in its 150-year tradition in Philadelphia. The University is committed to pursuing excellence in teaching and learning, fostering a sense of community, cultivating close mentoring relationships between students, faculty, and staff, and providing a global perspective. The integration of these values into all aspects of campus life helps students to be prepared for successful careers and fulfilling lives after graduation.

**Students**

Total enrollment: 6,400
- Undergraduate day: 3,400
- Undergraduate evening: 1,000
- Graduate and doctoral: 2,000

States represented in student body: 43 plus Washington, D.C.
Countries represented: 53
Ethnic diversity: 34%
Students from Pennsylvania, Delaware, and New Jersey: 85%
Students from outside the tri-state region: 15%
Undergraduate day students who are the first in their families to attend college: 33%
Students living on campus: 55%
La Salle graduates employed or in graduate school within one year of graduation: 92%

**Employees (faculty and staff):** 1,500

**Tuition and financial aid**

2013–14 tuition and fees: $38,000
Average room and board: $12,000
Financial aid discount rate: 40.4%
97% of 2013 incoming freshmen received institutional aid
$18 million: total amount of University-funded grants and scholarships to 2013 incoming freshmen
$22,112: average institutional grant and scholarship to 2013 incoming freshmen
$64 million: total amount of University-funded grants and scholarships to undergraduate students in 2013–14
ABOUT LA SALLE UNIVERSITY

Distinguished History

For 150 years, the Brothers of the Christian Schools and their lay associates at La Salle have made a quality education accessible to thousands of students from the Philadelphia region and beyond. The University strives to “meet students where they are” by offering challenging academic programs, experienced faculty, and caring support.

La Salle University was established in 1863 through the legacy of St. John Baptist de La Salle, the patron saint of teachers, who founded the Christian Brothers teaching order in 17th-century France. The Christian Brothers, known for their dedication to teaching and devotion to students, operate more than 1,000 educational institutions worldwide that educate more than 900,000 students. La Salle University is one of six Lasallian colleges or universities in the United States.

While La Salle is owned and governed under Pennsylvania non-profit law by a self-perpetuating Board of Trustees, the University maintains a close relationship with the Brothers of the Christian Schools. This special relationship is expressed in both the University by-laws, as well as in a Covenant of Sponsorship Relationship with the Christian Brothers. It is clear from both of these documents that the wisdom, traditions, and teaching of St. John Baptist de La Salle have and will continue to guide the Trustees in defining the mission and vision for La Salle.

Among Philadelphia schools, only the University of Pennsylvania has been granting baccalaureate degrees for more consecutive years than La Salle. La Salle became fully co-educational in 1970, and it was granted university status by the Commonwealth of Pennsylvania in 1984.

Rich Academic Experience

Within its three schools—Arts and Sciences, Business, and Nursing and Health Sciences—as well as its College of Professional and Continuing Studies, La Salle offers 50 undergraduate majors, 24 graduate programs, and three doctoral programs.

La Salle is home to several innovative academic programs that blend theory and practice:

- Honors Program, a rigorous learning community that encourages critical thinking and intellectual curiosity and is widely regarded as a national model
- Business Scholars Co-op Program, a four-year program in which high-achieving business students complete two full-time, paid co-op work experiences
- Bachelor of Science in Public Health, a professionally focused program that promotes students’ understanding of the health and safety of communities both locally and globally
- Leadership and Global Understanding, a minor program that prepares students to become engaged citizens by integrating service-learning, community service, and international and intercultural studies
- Summit Program, an academic preparation program that provides structured support and resources for targeted first-year students as they transition from high school to college
La Salle’s faculty are highly regarded as both excellent teachers and distinguished scholars. More than 90 percent of La Salle’s professors hold a Ph.D. or the highest degree offered in their field, and within their ranks are published authors, renowned speakers, and sought-after expert commentators. Faculty also get to know their students outside of the classroom, include them in their research activities, and build mentoring relationships that often endure long after graduation. The University’s personalized approach is reflected in La Salle’s student-to-faculty ratio of 14:1 and average class size of 20 students.

La Salle University is accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools and the Pennsylvania Department of Education. Its School of Business is accredited by the Association to Advance Collegiate Schools of Business (AACSB), a designation held by less than 5 percent of business schools worldwide. The University is ranked by U.S. News and World Report among the top 30 schools in the North Region and among the top 10 Catholic schools in the region.

Vibrant Student Life

Outside of the classroom, campus life is enriched by student involvement in more than 100 clubs and organizations dedicated to performing arts, multicultural interests, media, student governance, academic pursuits, and community service. La Salle’s active, involved student body creates a dynamic community that lives and learns together. Students can opt to live in residential learning communities devoted to their interest in social justice and exploring Philadelphia; cheer on La Salle sports teams as part of the Explorer Entourage; hone their journalistic skills at The Collegian, the student-run newspaper, or La Salle TV; contribute to the Catholic life of the University through campus ministry activities; and perform in and provide technical support for productions of The Masque, the student theater program.
Athletic Excellence

La Salle student-athletes distinguish themselves in the classroom as well as in athletic competition. The University features 22 Division I sports, as well as 18 club and four intramural athletic teams. The men’s basketball team appeared in the Sweet Sixteen of the NCAA Tournament in 2013, and the women’s soccer team earned a berth in the NCAA Tournament in 2011 and 2012. In 2012–13, seven student-athletes were named Academic or Scholar All-Americans in their respective sports, and the graduation rate of La Salle’s student-athletes is higher than the NCAA Division I average.

Commitment to Community

Service to the community is an intrinsic part of life at La Salle. To celebrate the University’s 150th anniversary, more than 1,000 students, alumni, faculty, and staff volunteered for a Lasallian Day of Service at dozens of sites in Philadelphia and around the country. In total, La Salle students volunteering through community outreach programs and service-learning courses contributed more than 67,000 hours of community service last year. That contribution equals more than $1.3 million in in-kind support to the community, according to the U.S. government rate to calculate the value of volunteer service.

For its commitment to service, La Salle has earned the Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching, a recognition that has been bestowed on less than 1 percent of higher education institutions in the United States. For the last 12 years, the National Consortium for Academics and Sports has recognized the Athletic Department’s community service and youth outreach program, Project Teamwork, for its volunteer efforts, including its work with the Big Brothers/Big Sisters program and local elementary schools. La Salle has also been named to the President’s Higher Education Community Service Honor Roll for seven consecutive years.
Beautiful Urban Campus Setting

The University’s main campus is situated on 133 acres in Northwest Philadelphia, six miles from the cultural, historic, and social attractions of Center City. Classes and programs are also offered at La Salle’s Bucks County Center in Newtown, Pa., and Montgomery County Center in Plymouth Meeting, Pa., as well as in international locations in Basel, Switzerland, and Prague, Czech Republic.

Over the past several years, La Salle has completed an extensive campus expansion and development initiative. In 2007, the University acquired the former site of Germantown Hospital, now known as West Campus, which houses the School of Nursing and Health Sciences and administrative offices for University Advancement, Finance and Administration, and the College of Professional and Continuing Studies. Plans are being finalized for a new School of Business building on West Campus as well. The Shoppes at La Salle, a retail center that includes The Fresh Grocer supermarket and Beneficial Bank, opened to the community in 2009. After a renovation and expansion project, Holroyd Hall reopened in 2009 as a state-of-the-art facility for science and technology education.

Alumni Success

La Salle’s 48,000 alumni include a Deputy U.S. Secretary of State, the former President and CEO of The Associated Press, the Mid-Atlantic Regional CEO of Citizens Bank, CEOs and CFOs of regional, national, and international firms, bestselling authors, state legislators, and other leaders in the fields of law, accounting, finance, education, health care, and technology. La Salle School of Business alumni can be found in senior management roles in 50 of the 100 largest firms in the Philadelphia region. Sixty-five graduates have been named Fulbright Scholars, including four in 2013, and 11 graduates have been honored with Emmy Awards.

Notable La Salle Alumni:

Reginald Browne, ’93, Senior Managing Director, Cantor Fitzgerald LP
William J. Burns Jr., ’78, Deputy U.S. Secretary of State
Tom Curley, ’70, former President and CEO of The Associated Press
Tom Gola, ’55, former NBA player and Philadelphia politician
Matthew Quick, ’96, author of The Silver Linings Playbook
Cheryl Reeve, ’88, MBA ’90, head coach of WNBA’s Minnesota Lynx
EXPLORE PHILADELPHIA

Philadelphia is a hub for history, the arts, sports, dining, shopping, and other educational, social, and cultural offerings. The city’s neighborhoods each have their own distinct character and attractions, from the cobblestone streets and historic sites of Old City, to the priceless art collections in the Parkway Museums District, to the high-energy sports complexes of South Philly.

The city of Philadelphia also serves as an extended classroom for La Salle students. Their interactions with the city’s people and places—in internships and co-ops, in community outreach programs, and in visits to the city’s distinctive historical and cultural attractions—complement their studies and enrich their overall experience. Many courses use the city’s resources and neighborhoods to introduce students to the challenges and opportunities that come with living in an urban environment. These courses have explored themes of local food sustainability, immigration, diversity, Philadelphia history, community journalism, the environment, and the prison system.

La Salle has been an active participant in the economic development of its surrounding neighborhood. Most notably, the University was a key partner in a retail development adjacent to campus that brought the first supermarket to the neighborhood in more than 40 years. There exists significant opportunity for La Salle to further partner with the city to contribute to the life of the city, its residents, and its institutions.

Additional information is available at www.lasalle.edu.
La Salle seeks a president who will bring creative leadership and a determined management style to address the opportunities and challenges facing the University. New leadership’s ability to bring clear observational and careful listening skills to the early days of this presidency will provide a basis for the direct establishment of a solid roadmap for La Salle’s immediate future.

La Salle University has effectively blended the complex aspects of a comprehensive urban Catholic university, while being grounded in the strength of its Lasallian mission, the warmth of its campus community, and the concern for many who may not otherwise have access to higher education. Sustaining the University’s current strengths will be essential, but the agenda for the next President moves quickly beyond the status quo. La Salle has identified opportunities for new leadership that include:

**Modeling the Lasallian Tradition**

The centrality of La Salle’s Catholic heritage will require that the new president understand and model the values of the Brothers of the Christian Schools, demonstrating a deep personal commitment to service, community, academic excellence, and personal relationships. While not necessarily a Christian Brother, the next La Salle President must possess a strong “Catholic heart,” as evidenced from all aspects of his or her religious, professional, and civic life experiences.

La Salle’s President will also uphold the freedom of inquiry that is central to the Catholic intellectual tradition. The principles of academic freedom have always been fundamental to the practices of teaching and learning on the La Salle campuses and the values of the Lasallian tradition.
Creating a Fresh Vision

The current long-range plan for La Salle will close in 2015, shortly after the new President’s arrival. Everyone anticipates early initiation of a strategic planning process that will create a fresh institutional vision and inspire confidence. To be effective, the President must lead open and inclusive planning conversations in order to create greater coherence around La Salle’s most significant priorities, the action plan needed to address those priorities, and the resources needed in support of the action plan.

A new President must bring strong communication skills, well-defined interpersonal sensitivities, a transparent leadership style, and appreciation of the La Salle educational model. Handled with these skills, the strategic visioning process will allow Trustees, faculty, staff, students, and alumni to develop a shared understanding of both the issues that deserve primary attention and the most effective means of dealing with them. The substance of La Salle’s next strategic planning effort must carefully and precisely balance the University’s aspirations against its available resources, while considering action that will reflect the “prudent risk.”

Also timely in a planning context is La Salle’s 10-year accreditation visit, scheduled by Middle States for 2016. While preparation of the La Salle self-study is already underway, a new President’s vision will be helpful in bridging the self-study’s plan for La Salle’s future with that of the strategic vision. For both to be successful, they must be related in purpose and direction.

Enhancing Resources

When building the next strategic plan, it will be critical to integrate the availability of financial resources around the plan’s objectives, thereby identifying the timing and the priority of new initiatives. Two critical revenue streams will require the new President’s engagement:

- **Stimulating Philanthropy**—La Salle has averaged approximately $10 million a year in philanthropic support over the last decade. Unrestricted annual giving totaled just more than $2 million last year, when approximately 12 percent of all alumni made a gift to La Salle. In addition, restricted gifts to La Salle’s athletic program totaled more than $500,000. La Salle recently launched a targeted campaign to complete financing ($35 million) for a new School of Business building. Twenty million will come from a bond secured last fall; more than $8.5 million in gifts and pledges have been secured toward the balance in the quiet phase of the effort.

Stimulating La Salle’s philanthropic culture and growing its gift revenues will be critical ingredients in the University’s welfare. Endowment growth will help to ensure La Salle’s long-term sustainability. The new President should expect to be judged on future enhancements and measurable outcomes in the advancement program. Communicating the La Salle story, vigorously engaging external constituencies, and setting advancement expectations are all opportunities awaiting the next President. To capitalize on these opportunities, the President must fully accept his/her role as the chief fundraiser for La Salle University.

La Salle’s alumni family provides an important and integral component for these efforts. A more strategic and coordinated approach to engaging alumni and friends of the University across all areas of the La Salle program will enable improved relations and measurably better results. “Friend raising” cannot be overlooked in this critical aspect of La Salle’s outreach.

- **Enabling Enrollment Outcomes**—Regardless of fundraising successes, the University will continue to be primarily dependent on tuition as the main source of revenues, well into the foreseeable future. A new President must be comfortable analyzing and further
refining the admission and financial aid variables that impact the total enrollment program.

Freshman enrollment targets have been achieved or exceeded in all but one of the prior six admission cycles. A planned enrollment decrease in 2013 has resulted in 7 percent fewer freshmen at La Salle than four years ago. At the same time, the University has experienced a drop in its graduate enrollments and an increase in student aid awarded. As a result, budget shortfalls based on total net tuition revenue have occurred. Undergraduate admission is currently managed by the University’s Admission Office, while the Provost’s Office coordinates graduate admission efforts that are carried out by individual schools within the University.

Attracting and retaining higher numbers of La Salle students each year is increasingly complex. Expanding the geographical draw, annual pricing and financial aid decisions, and a need to “brand” La Salle’s distinctiveness more effectively all contribute to this complexity. With ongoing pressure to meet budgeted enrollment goals, there is a need to sharpen the University’s competitive edge. The President’s involvement in conceptualizing stronger outreach is an important item on the leadership agenda.

Building Financial Equilibrium

While consistently trying to do “more with less,” La Salle has sustained a meaningful educational program for its students. The rising impact of across-the-board freezes and/or budget reductions calls more sharply into focus the need for a larger strategic plan that sets priorities and may require major resource reallocation. La Salle’s financial condition impacts all of the items on this agenda.

With an operating budget of $135 million and an endowment of $75 million, the business model at La Salle has been driven by an overriding objective of living within the University’s means. While continuing a conservative approach to fiscal matters, La Salle’s dependence on tuition and fees as a percentage of operating revenues (87 percent) exposes a narrow margin for financial error.

The President will be asked to oversee the development of reliable operating budgets, smart academic business models, and pricing strategies that will retain La Salle’s commitment to its needy students. Strong financial stewardship will be necessary to build financial equilibrium.
Partnering with Trustees

The Board of Trustees is deeply committed to La Salle’s mission, and its members are generous with their time, energy, and resources. New leadership will have the opportunity to forge a fresh partnership with the Board, and Trustees are desirous of an open, transparent, and collaborative relationship with the President. Such a partnership will enable the Board to be effective, while allowing the President to offer the campus community a better understanding of the Board’s work. Serving as a clear communication conduit, the new President can help the entire La Salle family engage around best governance practices. The resulting understanding and trust will allow the President to build consensus around planning objectives, strengthen support for new initiatives, and develop a common understanding around La Salle’s potential for future achievement.

La Salle’s Board consists of up to 40 members, at least eight of whom must be Christian Brothers and four who must be La Salle graduates (including one who must be a Director of the Alumni Association). Trustees serve a five-year term and may be re-elected for a successive five years, and the Board Chair is a layperson. There are currently 37 members of the Board.

Building Relationships in Philadelphia

Expanding the involvement that La Salle has established with its surrounding neighborhood and in the Greater Philadelphia area is also important. Developing additional partnerships with schools, government, corporations, nonprofit groups, and other colleges and universities will be mutually beneficial to La Salle and the community. The President who works to enhance La Salle’s role in a region vital with commerce, the arts, and recreation will strengthen the University’s appeal and stature.

Especially deserving of attention is the immediate La Salle neighborhood, an area reflecting rich diversity but limited economic development. Handled with professional and personal sensitivity, La Salle’s resources can continue to have a major impact on the local area’s welfare. The Nonprofit Center in the La Salle School of Business provides a unique network of interests and contacts that could lend traction to a new President’s initiatives in this area.

Sustaining the La Salle University Community

Open dialogue and a commitment to teaching, learning, and educational purpose will help to strengthen the sense of community that the campus has long valued. By communicating clearly, collaborating effectively, and engaging in transparent decision-making, La Salle’s President can sustain a sense of community on campus.

The new President must be comfortable with the intimacy and personality of a residential campus and should be visible, approachable, and a participative member of the campus family. This personal style will be particularly important to La Salle students, who, while social-media savvy and often communicating electronically, still value an accessible presidential presence throughout their campus.

The President will also be asked to engage his/her leadership team by exhibiting a management style that draws this team into collaborative discussion about the issues impacting the University’s welfare. The President’s skill at delegating, empowering, evaluating, and holding accountable the members of his/her cabinet will become increasingly important at La Salle. By enabling a cohesive leadership team, the sense of community and future accomplishments among those for whom the team is responsible will be accelerated and celebrated.
DESIRED PRESIDENTIAL ATTRIBUTES

The next President will model leadership that is reflective of Lasallian values. Should the next President not be a member of the Brothers of the Christian Schools, it remains imperative that the person demonstrate a deep appreciation of and an eager willingness to understand, support, and promote enthusiastically La Salle’s special mission as a Catholic, Lasallian institution of higher education.

He/she will bring integrity of the highest order to every aspect of his/her personal and professional life, an uncompromised work ethic, high energy, and a sense of humor. The successful candidate will have demonstrated an ability to build agreement around strategic ideas and the courage to make difficult decisions. While a thorough understanding of higher education is important and significant academic experiences are desired, La Salle recognizes that there can be many pathways to the successful presidency. The search committee will welcome interest from candidates who are outside the academy, but specific attributes continue to be important. The La Salle President will be:

- A visionary leader, who will transform La Salle and inspire others to engage in that effort while advancing the University’s Lasallian values and Catholic identity;
- A strategic thinker and planner, who will identify existing strengths, nurture creative priorities, build consensus around future objectives, and implement appropriate change;
- A person who values teaching, learning, and scholarship and who will consistently reinforce the centrality of the academic program at La Salle;
- An effective fundraiser, able to stimulate a more robust culture of philanthropy at La Salle and generate increased contributions;
- A person of financial acumen, who will balance ambition with the realism of finite resources while strengthening La Salle’s overall financial condition with his/her business savvy;
- A person knowledgeable about the intricacies of enrollment management, the sophistication of educational marketing, and the importance of academic branding;
- A gifted communicator, who will build relationships with ease, become engaged with all La Salle constituencies, and be an influential partner in Greater Philadelphia;
- A person of intercultural competence, committed to diversity in its many forms;
- An enthusiastic presence throughout the campus community, visibly engaged in the student-centeredness of all programs;
- A person who understands the importance of an ongoing affirming relationship with the Brothers of the Christian Schools, and especially those residing on La Salle’s campus;
- A strong manager, able to empower the senior leadership team;
- A creative administrator, who understands connections between curriculum and the 21st century learner, the national issues facing private higher education, the importance of best governance practices, and the complexities of a comprehensive university.

The La Salle Art Museum is home to the only permanent display of paintings, drawings, and sculptures dating from the Renaissance to the present on a university campus in Philadelphia.
The La Salle Presidential Search Committee will be accepting nominations and evaluating application materials on a rolling basis throughout the fall of 2013 and will begin to narrow the candidate pool in early January. Although applications will be accepted until the time that a new President is selected, candidates should submit materials no later than 5 p.m. on Friday, Jan. 3, 2014, for the most favorable consideration. The new president will be invited to begin work on or about July 1, 2014.

Dr. Thomas B. Courtice of AGB Search is assisting with this search. Nominators and prospective candidates may contact him at tbc@agbsearch.com or at 614.395.3229. Application materials should be submitted to:

Mr. James V. Morris, Chair, Search Committee
LaSallePres@agbsearch.com

Materials should include a letter of candidacy that reflects on the Agenda for New Leadership at La Salle, a complete CV or résumé, and the names and contact information (phone and e-mail) for three references, none of whom will be contacted until a later stage of the search nor without the formal permission of the candidate. All inquiries and applications will be received and evaluated in full confidence.

La Salle welcomes applicants from all backgrounds who can contribute to our unique educational mission.