LEADERSHIP PROFILE
Spring 2015

Prepared by:
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John M. and Mary Jo Boler School of Business
THE OPPORTUNITY

Established in 1886, John Carroll University is a private, co-educational, Catholic and Jesuit university providing programs in the liberal arts, sciences and business at the undergraduate level and in selected areas at the master’s level. The University is located in University Heights, an eastern suburb of Cleveland, Ohio, and consists of two schools: the College of Arts and Sciences and the John M. and Mary Jo Boler School of Business. The University supports a full-time faculty of 193 and enrolls approximately 3,100 undergraduate and 575 graduate students.

True to its vision and mission, the University is dedicated to graduating individuals of intellect and character who lead and serve by engaging the world around them and around the globe. John Carroll University strives to create an environment of inquiry, a rigorous approach to scholarship, a culture of service, a campus committed to social justice, and an inclusive community where differing points of view and experiences are valued as opportunities for mutual learning.

John Carroll is one of 28 Jesuit colleges and universities in the U.S. and one of 500 Jesuit educational institutions worldwide. In the 2015 U.S. News & World Report annual guide, “America’s Best Colleges,” John Carroll University ranked seventh overall and sixth for best value among Midwestern Universities – Master’s I. JCU also ranked fourth among Midwestern – Master’s I institutions in retention and average graduation rates. The University has achieved similarly high rankings for 26 consecutive years. In addition, John Carroll ranks among Kiplinger’s Top 100 Best Values in Private Colleges for 2014. JCU is one of only five Ohio schools in the “private school” category and ranks 92nd in the nation.
THE JOHN M. AND MARY JO BOLER SCHOOL OF BUSINESS

Mission Statement:
The Boler School of Business develops and inspires tomorrow’s leaders through educational excellence in the Jesuit tradition.

Vision Statement:
To be recognized as one of the best Catholic business schools in the country through developing outstanding socially responsible leaders.

The Boler School of Business carries out its mission by:

- Striving to foster the ongoing development of the highest standards of personal integrity among all members of its community.
- Promoting the achievement of educational excellence through a challenging course of studies.
- Emphasizing development and implementation of innovative techniques that keep it at the forefront of the dynamic business education environment.
- Nurturing the intellectual, personal, and moral development of each student and inspiring each to become a person for others.
- Committing to incorporate an international dimension into its teaching, research, and service programs.
- Encouraging all of its constituents to develop a sense of belonging and responsibility within the community, to respect and care for one another, and to take actions that they believe promote the common good.
- Treating faculty scholarship as an essential part of the process that couples lifelong learning with teaching excellence.

Founded in 1945, the John M. and Mary Jo Boler School of Business (Boler School) is among only one percent of business schools worldwide that hold the Association to
Advance Collegiate Schools of Business (AACSB) accreditation at both the undergraduate and graduate levels as well as the separate AACSB accounting accreditation. The Boler School awards the degrees of Bachelor of Science in Business Administration, Bachelor of Science in Economics, the Master of Business Administration, the Master of Science in Accountancy, the Master of Science in Laboratory Administration (designed in partnership with the Cleveland Clinic), and offers a five-year BS-MBA program. In addition, the Boler School offers jointly with the College of Arts and Sciences master’s degrees in Non-profit Administration and Communication Management. The School supports 33 full-time faculty and three Executives-in–Residence, and enrolls approximately 460 undergraduate and 115 graduate students.

All John Carroll undergraduate students begin their studies in the College of Arts and Sciences in order to fulfill the University Core Curriculum in the Liberal Arts. The curriculum ensures that the University’s nine academic learning goals are met—not superficially, but in multiple places and times throughout the student’s undergraduate years so that the skills, knowledge, competencies, and values they seek to instill are reiterated, deepened, and actualized. Undergraduate students may apply for admission to the Boler School upon completion of 45 semester hours of college credit.

The Boler School is organized into three departments: Accountancy; Economics and Finance; and Management, Marketing and Logistics, and offers majors in the following areas: Accountancy, Business Logistics, Economics, Finance, Management, Marketing, and Human Resource Management. The Boler School offers jointly with the College of Arts and Sciences an Entrepreneurship minor and a major in International Business with Language and Culture. The Boler School also offers second semester sophomores the opportunity to enroll in a semester-long program at Regent’s College in London.

The Boler School houses four additional assets:
• The Edward M. Muldoon Center for Entrepreneurship includes both an academic arm and the Entrepreneurs Association (EA), a professional group with 200 members. Eighty percent of the members are principal shareholders of private companies with average revenues of over $16 million. The balance of the members are professionals and Boler School faculty.

• The Boler Professional Development Program is a four-year program dedicated to preparing Boler students for their future careers. The Program follows a professional readiness timeline, providing students with step-by-step career building experiences such as: Professional branding, resume writing, interviewing, and professional networking. The Parker Hannifin Foundation recently awarded an $850,000 grant to this program.

• The Center for Leadership Skills Development (CLSD) hosts a number of initiatives, including the Leadership Speaker Series held each semester.

• The Ginn Institute for Corporate Social Responsibility connects students with the Greater Cleveland community through internship opportunities and on-campus speaking engagements regarding how businesses contribute to the quality of life.

Of the Boler School’s 33 budgeted full-time lines, 21 are currently tenured; seven are on probationary tracks; and five have term appointments. Eleven are at the rank of full professor, nine are associate professors, 12 are assistant professors, and one is an instructor. Twenty-four of the faculty are male, and 9 are female. Faculty of color represents 24.2 percent of the total in the Boler School. Nearly 25 percent of tenured and tenure-track faculty hold a chair, professorship, scholar or fellow position.

The Boler School has the advantage of an endowment to support faculty research and travel, curriculum development, programming and student scholarships. Endowment market value as of May 2014 is $35.5 million.

Bloomberg BusinessWeek 2014 “Best Undergraduate Business Schools” issue ranks the Boler School’s undergraduate business program fifth overall in Ohio and 77th overall in the nation. The Boler School undergraduate program also received an ‘A’ from Bloomberg BusinessWeek for teaching quality. The Accountancy Program ranked 31st
in the nation in the U.S. News and World Report’s 2015 “Best Undergraduate Business Programs” specialty rankings. The Accountancy students routinely rank first or second among Ohio schools in CPA exam pass rates, and in 2012 ranked tenth nationally among medium sized programs. Around 40 Accountancy majors will be participating in full-time internships during the Spring and Summer 2015 semesters, primarily with large, international CPA firms.

Over one-quarter of John Carroll University’s 41,869 alumni are graduates of the Boler School and close to 55 percent live in Northeast Ohio. Two hundred fifty-two (252) Boler School grads serve as CEOs of public and private corporations like Goodyear, Crown Battery Manufacturing, FirstMerit Corporation, The Boler Company, The QUIKRETE Companies, Inc., Swagelok, Howard Hanna Real Estate, Vulcan Materials and Discount Drug Mart.

More information about JCU’s alumni can be found in the JCU magazine.

THE ROLE OF THE DEAN

The Dean will join John Carroll University at a critical and exciting juncture as the University examines and makes manifest its commitment to academic excellence and the centrality of its academic mission. The Dean serves as the chief academic officer of the Boler School and is responsible for both its long-term strategic goals and all day-to-day activities within the School. More broadly, the Dean is a University citizen with the responsibility for working collaboratively to develop and execute University strategic priorities. The Dean reports to the Provost/Academic Vice President and serves as a member of her leadership team. Also reporting to the Provost/Academic Vice President is:

- Dean of the College of Arts and Sciences
- Vice-President of Mission and Identity
- Vice-President of Student Affairs
- Two Associate Academic Vice Presidents
- Associate Dean of the College of Arts and Sciences for Student Services and Academic Advising
- Assistant Provost, Diversity and Inclusion
The Executive Committee assists the Dean in managing the Boler School. It consists of the Boler Dean, the three department chairpersons, the Director of the Muldoon Center, the Boler Assistant Dean, the Boler Associate Dean (Director of the Graduate Business Programs) and the Boler Associate Dean (Faculty and Students). Additionally, several faculty committees are instrumental in guiding planning and policy decisions in the Boler School.

The Dean’s duties currently include:

• Providing leadership and vision for the mission of the Boler School; working with faculty and staff to create an academic, cultural and physical environment conducive to scholarship, intellectual vitality and learning; establishing and nurturing a supportive work environment; and fostering an active faculty mentoring program.

• Promoting the Vision, Mission and Values of the University and the School, and working with other University administrators to assure the well-being and success of John Carroll University.

• Collaborating with the Dean of the College of Arts and Sciences on academic programming of mutual interest.

• Managing relationships with AACS and ensuring effective maintenance of accreditation processes.

• Overseeing the design, development, delivery, and assessment of the School’s undergraduate and graduate academic degree and non-degree programs.

• Recruiting and retaining a highly qualified diverse faculty.
• Leading and managing the School’s faculty, including recommending appointment, tenure, promotion, termination and salary and merit increases. Supervising the Dean’s office staff members.

• Proposing and efficiently managing the School’s budget.

• Actively participating in the fund-raising process with a centralized University advancement office to seek and secure external funding for the School to support its many programs and activities and assisting faculty in obtaining external grants and research support.

• Promoting the School externally to a broad range of constituents and potential partners.

• Partnering with the University’s enrollment and integrated marketing and communications offices to develop effective enrollment strategies for an increasingly competitive and rapidly changing environment.

LEADERSHIP CHALLENGES AND OPPORTUNITIES

Under the leadership of Rev. Robert Niehoff, S.J., John Carroll University is currently in a strong position to pursue new strategic goals. The University has maintained a stable financial position and moved a number of initiatives forward after weathering several years of national and regional demographic and economic challenges. In spring 2013, the faculty approved a thoroughly revised core curriculum stressing interdisciplinarity, diversity, and University mission; planning for new courses and developing assessment processes are well underway for implementation in fall 2015.

Overall undergraduate enrollment has remained near 3,000 students with a goal to move toward 3,200 in the years ahead. Various new enrollment efforts are underway to help JCU expand beyond its traditional regional focus. In fall 2014, John Carroll University welcomed the largest class of incoming students in a decade for the second consecutive year. The Class of 2018 is composed of almost 800 students from 327 high schools, 24 states, the District of Columbia, and 14 foreign countries. Furthermore, 38
percent of the class is from outside Ohio, the highest percentage of out-of-state students in JCU history. In 2014, over 33 percent of the JCU sophomore class was admitted into the Boler School, an increase from a 25 percent share admitted in 2008.

John Carroll University’s endowment is over $198 million and annual gifts exceeded $19.5 million in 2014 from alumni, corporations, foundations, and parents/friends. The University enjoys excellent physical facilities, has been effective in balancing net tuition revenue with enrollment targets, and has implemented disciplined measures to reduce or contain costs. It is currently involved in The Forever Carroll capital campaign to attract new resources for investment in student financial aid and more competitive scholarships, faculty programs and development, and mission-focused initiatives. As of January 2015, the campaign has received $85 million in commitments, with a goal of $100 million.

The University looks forward to welcoming a Dean of the Boler School who will join a senior management team and faculty committed to assuring the centrality of the academic mission, to raising the University’s profile and visibility, to building on strengths and enhancing academic quality through assessment and planning, and to serving as a model for Jesuit liberal arts education.

The Dean will be asked to address the following leadership issues:

- **Leadership and communication:** The new Dean will be expected to exhibit a collaborative leadership style that engages Boler faculty in formulating a vision and plan for the School, and in working toward the implementation of that vision; the ability to build on the current strengths of the faculty and programs while encouraging movement toward a stronger future; the ability to partner with other institutional leaders in shaping the direction of the University; the ability to advocate for the primacy of academic excellence as the foundation for strategic planning.

- **Strategic planning and implementation:** The new Dean will be expected to lead the faculty through the strategic planning project recently undertaken by the Boler School. This will involve navigating the faculty from the visionary to strategic planning phase, and then lead in the successful implementation of the
The strategic plan clearly defines the mission and vision of the Boler School, along with key short-term and long-term initiatives.

- **Accreditation:** The next AACSB maintenance of accreditation visit is scheduled for 2018. The new Dean will be expected to fully understand the AACSB accreditation standards and ensure that the Boler School takes the necessary steps to maintain accreditation. In addition, the new Dean will be expected to understand and assist administration in meeting the regional accreditation standards at the University level.

- **Community building:** The School and University seek a Dean who will lead and contribute to productive dialogue around the role of excellent business education in a Master’s comprehensive Jesuit Catholic institution with a strong liberal arts core. With a thoroughly revised core curriculum, the community seeks a Dean who will use the opportunity to build and strengthen internal and external relationships, minimize impediments to collaboration across the University, and engage faculty, staff and others in initiatives that encourage community building.

- **External visibility:** The new Dean will be expected to identify and capitalize on local, national and global opportunities to market the School and the University. John Carroll University has been playing an increasingly visible role in the region as it seeks to fulfill its mission, build its resource base, and enrich the student experience. More faculty and students are involved in growing connections to the community. Cleveland’s health care community represents an intriguing and rich opportunity for cross-fertilization of ideas and programs. In addition, nine Fortune 500 companies are headquartered in Northeast Ohio, and over five hundred local businesses are owned by John Carroll alumni.

- **Securing resources to support faculty recruitment and development:** The new Dean will be expected to find creative ways to continue supporting professional growth for faculty and staff, and to meet AACSB expectations by maintaining appropriate faculty qualification ratios, and raise the School’s profile and visibility. The Boler School will have the opportunity over the next five years to recruit and hire new faculty. These strategic hires should serve to develop areas
of strength within the School and to increase faculty diversity, reflecting a commitment to the University as a whole. Teaching excellence is a top priority, and the University has historically allocated resources to improve teaching and support professional development. At the same time, the School offers reduced teaching loads for faculty who are active researchers.

• **Governance:** The new Dean will be expected to be an advocate of the Boler School, and for academic affairs within the University – amplifying faculty of the Boler School’s voice and allowing for meaningful participation in strategic planning and decision making. Thus, the Dean will be expected to be a partner in continuing to build trust and mutual respect between faculty and administration, and develop a governance style that is adaptive and fully consultative.

**PROFESSIONAL QUALIFICATIONS AND PERSONAL CHARACTERISTICS**

The ideal candidate will have the following professional qualifications and personal characteristics:

• **Preferred academic accomplishments:** An earned terminal degree and the teaching and scholarship credentials to qualify for rank as full professor. Candidates without the terminal degree but with experience in a leadership role that exemplifies the aspirations, standards of excellence and achievement, and values of the Boler School will be considered.

• **Management:** Experience in an administrative role in higher education, such as department chair, program director, dean or associate dean, or significant experience in academic governance; experience with AACSB and regional institutional accreditation; the ability to steward resources and manage budgets responsibly; the ability to distinguish between leadership and management.

• **Academic decision-making:** Experience with the critical decision-making areas of academic planning, faculty promotion and tenure, and program prioritization
and resource allocation, all in a context of constrained resources; the ability to attract and retain an outstanding faculty.

• **Curriculum design:** Understanding of and vision for contemporary program design for AACSB-accredited business schools; experience with program development and an awareness of trends in global education.

• **Issues in higher education:** Familiarity with issues in higher education in general, and Jesuit Catholic higher education in particular.

• **Mission:** Commitment to the Jesuit Catholic mission of John Carroll University and ability to provide leadership for the mission of the Boler School.

• **Resource development and outreach:** The vision, enthusiasm and aptitude to cultivate and leverage relationships with the Northeast Ohio business community, alumni/ae, volunteers, and constituencies beyond the region that will raise visibility and develop strategic partnerships with outside institutions for John Carroll and the Boler School; the ability to participate materially in fundraising and lead efforts to exceed the School’s capital campaign goal; the ability to cultivate, attract and support strategic, dedicated membership for the School’s Business Advisory Council.

• **Personal qualities:** Commitment to diversity and inclusion; superb communication and relationship-building skills; the ability to engage and inspire others around the missions of the University and Boler School; the ability to forge effective relationships across disciplinary and organizational boundaries; patience and fortitude; the ability to both listen and hear; a sense of humor.

**PROCEDURE FOR CANDIDACY**

Credential review will begin on March 9, 2015. Nominations or letters of application including curriculum vitae and contact information for five professional references should be sent to:
Dean, Boler School of Business
John Carroll University
c/o WITT/KIEFFER
Attention: Lucy Leske
2015 Spring Road, Suite 510
Oak Brook, IL  60523
JCUDean@wittkieffer.com

John Carroll is an affirmative action equal opportunity employer.
The University is committed to diversity in the work place and strongly encourages applications from women and minorities.

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from John Carroll University documents and personal interviews and is believed to be reliable. Naturally, while every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.
John Carroll University
Vision, Mission, Core Values and Strategic Initiatives Statement

Vision:
John Carroll University will graduate individuals of intellect and character who lead and serve by engaging the world around them and around the globe.

Mission:
As a Jesuit Catholic university, John Carroll inspires individuals to excel in learning, leadership, and service in the region and in the world.

Core Values:
The University’s core values include a commitment to learning in order to create:

- An environment of inquiry which embraces Jesuit Catholic education as a search for truth where faith and reason complement each other in learning. In pursuit of our educational mission, the University welcomes the perspectives and participation in our mission of faculty, staff, students and alumni of all faiths and of no faith.

- A rigorous approach to scholarship that instills in our graduates the knowledge, eloquence, sensitivity and commitment to embrace and to live humane values.

- A campus committed to the intellectual, spiritual, emotional and physical development of each student.

- An inclusive community where differing points of view and experience are valued as opportunities for mutual learning.

- A culture of service and excellence that permeates every program and office.

- A commitment to sharing our gifts in service to each other and the community.
• A campus that responds to demographic, economic and social challenges.

• An appreciation that our personal and collective choices can build a more just world.

Strategic Initiatives:
The following initiatives are essential to the University being recognized as a center of learning and service:

• Create a diverse community of faculty, staff, alumni and friends dedicated to advancing the University’s vision, mission and core values.

• Create a learning community of outstanding teacher-scholars characterized by the commitment to student achievement.

• Create a talented cohort of service-oriented staff committed to achieving and being recognized as a center of learning and service.

• Recruit, enroll, retain and graduate a talented, diverse student body prepared for today’s global reality and committed to learning, leadership and service that will engage the world.

• Secure resources necessary to foster an extraordinary learning experience and promote John Carroll’s mission as a Jesuit Catholic university.

• Assist in responding to demographic, economic and social challenges in our region in order to support investment and employment opportunities and build confidence in our shared future.
APPENDIX B

JOHN CARROLL UNIVERSITY: AN OVERVIEW
One of 28 Jesuit colleges and universities in the U.S. and 500 Jesuit educational institutions worldwide, John Carroll University is committed to inspiring individuals to excel in learning, leadership, and service in the region and in the world. Established in 1886 and located in the eastern Cleveland suburb of University Heights, Ohio, John Carroll is a private, co-educational, Catholic and Jesuit university. John Carroll offers programs in the liberal arts, sciences, and business at the undergraduate level and in selected areas at the master’s level. The University consists of two schools: the College of Arts and Sciences and the John M. and Mary Jo Boler School of Business. The University employs a full-time faculty of 193 and enrolls approximately 3,100 undergraduate and 575 graduate students.

Rooted in the wisdom of our 450-year-old Jesuit heritage and responsive to the ever-changing needs of contemporary global society, John Carroll University provides an educational experience beneficial to both the individual and to society at large. The distinctiveness of Jesuit education lies in its holistic approach to learning attending to the education of the entire person, this intellectual tradition prioritizes academic excellence, while simultaneously helping individuals find meaning and purpose in their lives. Committed to this vision, John Carroll University offers rigorous academic programs that emphasize engaged learning, spiritual formation, and personal growth. A John Carroll Jesuit education provides students the opportunity to develop as total human persons (cura personalis). John Carroll’s curricular and co-curricular programs produce graduates broadly trained in the liberal arts who are aware of the complex challenges of the modern world and are committed to working towards a more just and humane future.

The John M. and Mary Jo Boler School of Business was established in 1945 and named the John M. and Mary Jo Boler School in 1994. The Boler School awards the degrees of Bachelor of Science in Business Administration, Bachelor of Science in Economics, the Master of Business Administration, the Master of Science in Accountancy, the Master of Science in Laboratory Administration (designed in partnership with the Cleveland Clinic), and offers a five-year BS-MBA program. In addition, the Boler School offers
jointly with the College of Arts and Sciences master’s degrees in Non-profit Administration and Communication Management. The Boler School is among only one percent of business schools worldwide that hold AACSB accreditation at both the undergraduate and graduate levels as well as the separate AACSB accounting accreditation. The Boler School supports 33 full-time faculty and three Executives-in-Residence, and enrolls approximately 460 undergraduate and 115 graduate students.

The College of Arts and Sciences supports 17 academic departments, more than 40 undergraduate major programs, over 20 graduate degree and certificate programs, and exciting interdisciplinary initiatives. The College has 154 full-time faculty lines and budgets of approximately $20 million.

Recent Accomplishments and Achievements:

• The Parker Hannifin Foundation awarded an $850,000 grant to support the Professional Development Program in the Boler School of Business. The Professional Development Program includes networking and mentoring opportunities, which foster maturity and growth among JCU students. The Professional Development Program will help provide JCU students with a competitive advantage upon graduation and entry into the workforce.

• The U.S. Department of Education awarded the Boler School of Business an Undergraduate International Studies and Foreign Language Program (UISFL) grant. The University is one of only 31 institutions nationwide to receive this award. The $82,000 grant represents the first year of an expected two-year commitment that will provide funds for faculty and course development, and expand the number of internships related to the JCU International Business with Language and Culture program.

• In Fall 2015, the University launches a new interdisciplinary, integrative learning curriculum. This curriculum ensures that the University’s nine academic learning goals are met—not superficially, but in multiple places and times throughout the student’s undergraduate years. The faculty is working to implement the curriculum, including the development of integrated coursework that combines multiple content areas and requires students to hone critical thinking and problem-solving skills across disciplines.
• The McGregor Fund awarded the College of Arts and Sciences a $236,000 grant to support a three-year (2011-14) curriculum development project - Engaging the World: Educating for Contemporary Global Citizenship. The grant enhances teaching and learning about globalization processes by strengthening faculty expertise and supporting new course development.

• In 2014, the College of Arts and Sciences received a $147,933 Career Ready Internship grant from Great Lakes Higher Education Guaranty Corporation for the 2014–15 academic year. The funds are being used to establish 38 new, paid internships in healthcare for juniors and seniors who receive financial aid.

National Rankings
• The John M. and Mary Jo Boler School of Business ranked 5th overall in Ohio and 77th in the nation in the Bloomberg BusinessWeek 2014 “Best Undergraduate Business Schools” issue ranks.

• The Entrepreneurship and Accountancy programs ranked #23 and #31, respectively, in the nation in the U.S. News and World Report’s 2015 “Best Undergraduate Business Programs” specialty rankings.

• JCU ranked in the 2014 “Best Colleges” edition of U.S. News & World Report as:
  - #7 among Midwestern Master’s I institutions (26th consecutive year as one of the region’s top ten institutions in this category).
  - One of 20 schools in the nation recognized for their stellar service-learning programs.

• JCU ranked among Kiplinger’s Top 100 Best Values in Private Colleges for 2014.
  - One of only five Ohio schools in the “private school” category.
  - #92 in the United States.

• JCU was named to the President’s Community Service Honor Roll for the 7th consecutive year in 2014.

• JCU ranked #28 nationally among master’s universities by Washington Monthly for contribution to the public good.

• JCU ranked in the top 30 nationwide on the Military Times’ “Best for Vets: Colleges 2015” four-year school list. John Carroll is the #1 Ohio school, the #5 private school, and #29 overall on the list of 100 colleges and universities.
Expert Faculty
Students learn from distinguished faculty who are experts in their respective fields. Our student/faculty ratio is 14:1. Ninety-six percent of our 193 full-time teaching faculty members hold doctoral degrees or the terminal degree in their field; several are Fulbright Fellows or NSF recipients. Most faculty members are active scholars who author books, book chapters, and journal articles. Many are on the editorial boards of important journals in their fields.

Successful Students
Eighty-six percent of John Carroll freshmen return as sophomores. Sixty-six percent receive their bachelor’s degrees in four years (compared with 52% of other four-year private schools in Ohio and 33% of four-year public schools in Ohio). John Carroll students and graduates are in demand; students are engaged in valuable internships at the “Big Four” accounting firms, at the Cleveland Clinic Foundation, at news and media outlets (e.g., the NBC/JCU Tim Russert “Meet the Press” Fellowship), and at Fortune 500 companies.

Enrollment Facts
Overall undergraduate enrollment has remained near 3,000 students with a goal to move toward 3,200 in the years ahead. Various new enrollment efforts (several of which are noted below) are underway to help JCU expand beyond its traditional regional focus. In fall 2014, John Carroll University welcomed the largest class of incoming students in a decade for the second consecutive year. The nearly 800 students that make up the Class of 2018 come from 327 high schools across 24 states, the District of Columbia, and 14 foreign countries. Furthermore, 38 percent of the class hails from outside Ohio, the highest percentage of out-of-state students in our history.

Facilities
John Carroll University’s campus comprises 26 buildings on 60 landscaped acres situated in suburban University Heights, east of Cleveland, Ohio. The predominantly neo-Gothic structures provide over 1,540,000 gross square feet of space. The North Quad Historic District, which includes seven buildings constructed between 1935 and 1963, is listed on the National Register of Historic Places. A number of campus initiatives promoting sustainability and new technologies are underway. Notable
among them is the recent renovation of Murphy Hall, which is expected to achieve LEED certification.

Campus classrooms support a variety of pedagogies. The Dolan Center for Science and Technology affords laboratories for teaching and laboratory research. Numerous collaborative work and performance spaces are also available on campus.

**Finances**
Operating Budget (FY14-15) • $84 million (net of financial aid)
Endowment (05/2014) • $198 million
Total Debt (05/2014) • $58 million
Gift Support (cash) (FY13-14) • $7.8 million
Financial Aid Budget (FY13-14) • $59 million

_Tuition, room and board and fees for the 2014-2015 academic year:_
Tuition • $34,600
Room & Board • $10,500
Fees • $1,200
Total • $46,300

**Greater Cleveland**
The JCU campus is situated in University Heights, Ohio, an attractive residential suburb 10 miles east of downtown Cleveland (metropolitan area population 1.38 million).

Located on the shores of Lake Erie, Cleveland is the heart of a thriving metropolitan area.

Home to the Cleveland Orchestra, the Cleveland Museum of Art, the Rock and Roll Hall of Fame and Museum, a number of theatre ensembles, including the Cleveland Play House and Great Lakes Shakespeare Festival, dance companies, and a thriving film scene, Cleveland is a cultural magnet. Its lively theatre district at Playhouse Square is the country’s largest performing arts complex outside of New York City. Cleveland is also a sports town, with Major League Baseball (the Cleveland Indians), NFL Football (the Cleveland Browns), and NBA Basketball (the Cleveland Cavaliers).
Cleveland has the largest city park system in the U.S. and offers picnicking, hiking, bike trails, horseback riding, winter sports, and more. The Cuyahoga Valley National Park, located between Cleveland and Akron, features a wide variety of natural, cultural, and historical resources. Cleveland is a three hours’ drive from Niagara Falls and an easy half-day from Toronto. Chicago to the west and New York City to the east are both a day’s drive.

*For additional information about Cleveland, please visit the following links:*

- Destination Cleveland
- Downtown Cleveland Alliance
- Cleveland+
- Cleveland makes Fodor’s must-see travel list for 2015
- Cleveland makes Travel + Leisure’s list of the best places to visit in 2015

*For Further Information*

*For additional information about John Carroll University, please visit the following links:*

- JCU at a Glance
- University Mission
- Academics
- Boler School of Business
- College and Arts & Sciences
- Office of the President
- Annual Report
- Fact Book 2014-2015
Witt/Kieffer is the nation’s leading executive search firm dedicated to serving education, health care, and not-for-profit communities nationwide. Our mission is to identify outstanding leadership solutions for organizations committed to improving the quality of life. Witt/Kieffer has served more than 800 colleges and universities, as well as community, cultural, and service organizations. We focus on searches for presidents/chancellors; provosts; vice presidents for advancement, finance, student affairs, enrollment management, and technology; deans; and directors of major service/academic units.