

# PRESIDENTIAL — SEARCH — LEADERSHIP PROFILE

✠ John Carroll  
UNIVERSITY











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# JOHN CARROLL UNIVERSITY PRESIDENTIAL SEARCH EXECUTIVE SUMMARY

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## JOHN CARROLL UNIVERSITY SEEKS A STRATEGIC, GROWTH-ORIENTED, AND MISSION-DRIVEN LEADER TO SERVE AS ITS 27<sup>TH</sup> PRESIDENT

Founded in 1886 by the Society of Jesus as St. Ignatius College, John Carroll University (JCU) has spent more than a century forming scholars, leaders, and people of conscience. Rooted in the Jesuit Catholic tradition and named for the first bishop of the United States, the university has long embraced a mission of academic excellence, leadership development, and service to the common good.

Located in suburban Cleveland, John Carroll serves 3,000 undergraduate and 500 graduate students across 70+ programs. With a curriculum grounded in the Jesuit values of intellect, character, leadership, and service, JCU offers an education that emphasizes *cura personalis*—care for the whole person—and prepares students to thrive in an increasingly complex world.

JCU is consistently ranked among the top universities with strong outcomes reflected in impressive retention and four-year graduation rates. Its reputation for academic excellence, innovative

teaching, and leadership preparation spans three colleges: the College of Arts and Sciences, the Boler College of Business, and the College of Health. Located in Cleveland, Ohio—one of the country's most dynamic economies—the university offers rich opportunities for engaged learning, internships, and mentorship across Cleveland's robust business, nonprofit, and healthcare sectors. It is further strengthened by a passionate and accomplished global alumni network.

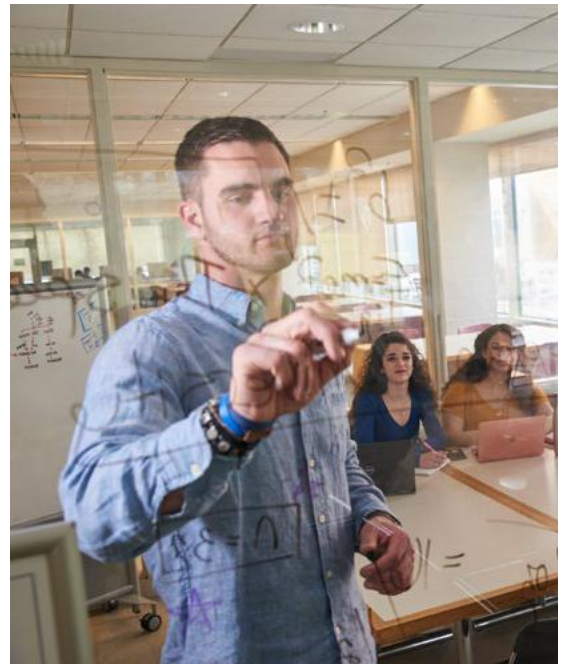
After a decade of dedicated leadership—including five years as president—Dr. Alan R. Miciak will retire at the conclusion of the 2026 academic year. His successor will step into a university with an already extensive national reach, and will have the opportunity to continue growing the institution's brand as a means to expand its geographic reach. The next president will be called to build on this foundation of success, leading with vision, mission-centered conviction, and a collaborative spirit during one of the most exciting chapters in John Carroll's storied history.

Recruitment for this position will continue until the position is filled. For more information about how to apply, submit nominations, or learn more about the role, please read the "Apply or Nominate a Candidate" section on page 36 of this document.









# ABOUT JOHN CARROLL UNIVERSITY

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At John Carroll University, education is about more than academics; it's a holistic, transformative journey rooted in Jesuit values and a deep commitment to forming leaders ready to serve and shape the world. For over a century, JCU has blended rigorous academics with purpose-driven learning all within the greater Cleveland area, one of the nation's emerging centers for innovation. Since 1886, John Carroll University has stood as a beacon of Jesuit academic excellence, forming students of intellect, character, leadership, and service. [Read more about JCU's history here.](#)

Today, John Carroll University is a dynamic, forward-moving institution that remains firmly rooted in its Jesuit mission. With nearly 3,000 undergraduate and over 500 graduate students, we offer a close-knit, purpose-driven community grounded in academic excellence, ethical leadership, and the personal formation that defines Jesuit education. This commitment is reflected in our three colleges, each with distinct strengths and a shared dedication to developing the whole person:

- [College of Arts and Sciences](#) – The intellectual heart of the university, offering a wide range of disciplines in the humanities, social sciences, and natural sciences.
- [Boyer College of Business](#) – A nationally recognized business school that integrates ethics, leadership, and innovation into its programs.
- [College of Health](#) – A destination for preparing students in the health sciences and related fields, powered by partnerships established with Cleveland's nationally leading hospital groups.

With more than 98% of faculty holding the highest degree in their field, John Carroll delivers a student-

centered education that's rooted in academic excellence. With a legacy of transformative leadership and a clear vision for the future, this is a pivotal and exciting moment in the university's history—one defined by progress, purpose, and promise.

## UNIVERSITY POINTS OF PRIDE

### Momentum & Growth

The university is welcoming its largest first-year class since 2019, a result of strategic enrollment efforts, expanded marketing reach, and a sustainable approach to long-term growth.

### Mission-Driven Education

One of 27 Jesuit colleges in the U.S., JCU prepares students to lead with intellect, character, leadership, and service.

### Academic Excellence

Top-ranked in the Midwest, JCU has strong four-year graduation and retention rates and a commitment to integrated, high-impact learning.

### Career Readiness

Nationally recognized for preparing students for success after graduation, JCU offers advising, internships, dedicated mentorship, and real-world career opportunities.

### Affordability & Access

95% of students receive aid; JCU awards generous merit scholarships—up to \$30,000 annually—at the time of admission.

### Service & Impact

Students complete more than 138,000 hours of community service each year, reflecting a deep commitment to others.





## #4

MBA Program in Ohio  
*Fortune Magazine,*  
2024

## #3

Most Innovative  
University  
*U.S. News & World*  
*Report, 2025*

## #

College  
Station in  
*International*  
*Broad*  
*Champion*

## TOP 2%

The Boler College of Business is  
among the top 2% of business  
programs in the world thanks  
to its dual accreditation in both  
business and accounting  
*Advance Collegiate Schools of*  
*Business (AACSB)*

## TOP 7%

Of four-year universities  
in the country  
*Wall Street Journal, 2025*







# #1

Radio  
the World  
al Student  
casting  
ship, 2024

# #12

In the country  
for community  
engagement

*The Princeton Review,*  
2024

# TOP 10

Cleveland named a top  
10 city for new college  
graduates and place to  
start a career

*ADP Research Institute,*  
2024

# ONE OF THE BEST

Ranked as one of  
*The Princeton*  
*Review's Best*  
**390 Colleges,**  
2025

# COLLEGIATE PURPLE STAR CAMPUS

*Ohio Department of*  
*Education, 2024*











## MISSION

John Carroll University draws strength and inspiration from the nearly 500-year tradition of Jesuit education—rooted in academic excellence, service, and the formation of individuals who lead with purpose and integrity.

Guided by the vision of Saint Ignatius of Loyola and the global legacy of the Society of Jesus, John Carroll is a Jesuit Catholic university committed to fostering the human search for truth, meaning, and justice.

This mission is not simply a set of values, it is a call to action. John Carroll invites students to become men and women for and with others: individuals who use their talents in service to the common good and stand in solidarity with those on the margins. Through community-engaged learning, immersion

experiences, leadership development, and everyday acts of reflection and compassion, the mission comes alive in classrooms, throughout campus life, and in the lives students go on to lead.

The university's Jesuit character is not only foundational but also forward-looking, and it fosters a diverse, inclusive, and mission-driven campus culture where students, faculty, and staff are empowered to grow intellectually, professionally, and personally. Through the Office of University Mission and Identity, the campus community engages in programs, workshops, and initiatives that bring Ignatian values to life—connecting faith and justice to the university's everyday work.

To learn more about how John Carroll lives out its Jesuit mission, visit [jcu.edu/mission](https://jcu.edu/mission).



# STUDENT EXPERIENCE

At John Carroll University, the student experience is more than academic—it is a transformational journey grounded in Jesuit values that educate the whole person: mind, body, and spirit. The university takes pride in its vibrant, dynamic community and the unmatched opportunities it offers for growth, connection, and success.

John Carroll is deeply committed to transforming the student experience through bold investments totaling over \$100 million in campus infrastructure, residential life, athletics, and global programs. These enhancements ensure that every student thrives in an inspiring, supportive environment designed to prepare them for lifelong achievement.

## RESIDENTIAL LIFE AND CAMPUS COMMUNITY

John Carroll's residential community is a cornerstone of the student experience. Approximately 80% of undergraduates live on or near campus. With seven residence halls, 36 off-campus duplexes and houses, and six university-owned apartments, students enjoy modern, comfortable, and progressive living options designed to foster lasting friendships and a strong sense of belonging.

The university recently introduced a four-year residential requirement for students living more than 35 miles from campus—reinforced by the fact that 91% of students say living on campus strengthens their connection to the JCU community. First-year and sophomore students are housed in renovated, air-conditioned residence halls, while juniors and seniors have access to apartments, houses, and upper-class halls—including the new Gateway North project, which will add 96 apartment units with two-, three-, and four-bedroom layouts.

## STUDENT ORGANIZATIONS AND LEADERSHIP

Student involvement thrives at John Carroll, with more than 100 student-led organizations, including 13 multicultural groups, fraternities, sororities, and the Mosaic Initiative, which celebrates diversity and fosters belonging for students of all backgrounds. These organizations offer meaningful opportunities for leadership, service, and connection, helping students build lasting skills and relationships.



**91%**

of students say living on campus strengthens their sense of belonging

**138,000+**

service hours completed by students each year—a true commitment to others

**RANKED #12**

in the nation for community engagement by The Princeton Review

**100+**

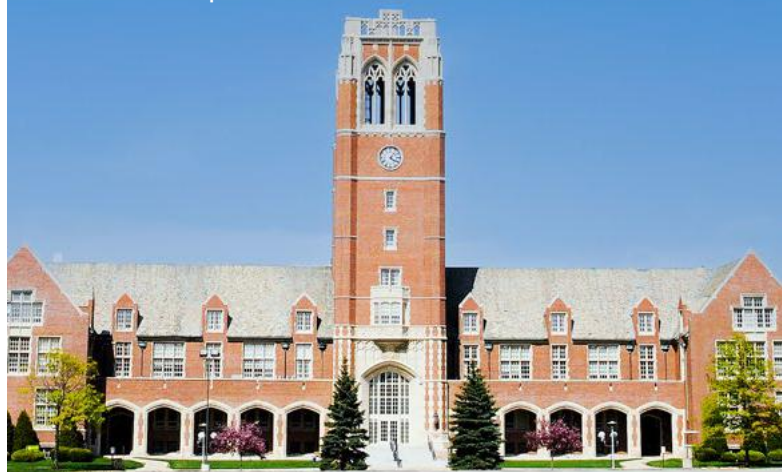
student-led organizations, including cultural groups, faith communities, and Greek life

**45+**

study abroad and exchange programs on five continents, with destinations like France, Japan, and Spain

**13**

multicultural student organizations that create a welcoming, inclusive campus environment







## ATHLETICS

John Carroll's 25 NCAA Division III varsity teams are a source of tremendous pride. With more than 200 league titles, 10 consecutive conference men's all-sports trophies, and consistent top-40 finishes in the Learfield Directors' Cup, Blue Streak student-athletes exemplify excellence on and off the field.

In 2024, the university joined the North Coast Athletic Conference (NCAC)—a strategic move aligned with the aspirations of peer institutions that expands competitive opportunities and conference rivalries. In the 2024–25 academic year alone, 190 student-athletes earned All-Conference academic honors with a GPA of 3.5 or higher.

Additionally, John Carroll has seen multiple women's teams — including Basketball, Cross Country, Lacrosse, Soccer, and Track & Field — compete at the NCAA Championship level, and its women's programs are poised for continued success as the university joins the NCAC.

John Carroll's legacy of leadership is especially strong in football, highlighted by Hall of Fame Coach Don Shula '51 and numerous alumni serving as NFL executives and players. A Blue Streak has participated in every Super Bowl since 2017.

JCU continues to expand athletic opportunities, including the addition of women's wrestling (2023) and women's field hockey (2026)—underscoring its commitment to leadership, equity, and growth through sport.



## COMMUNITY ENGAGEMENT

Community engagement is deeply woven into the fabric of the John Carroll experience, led by the award-winning Center for Service and Social Action (CSSA). Each year, students contribute more than 138,000 service hours in partnership with over 75 non-profit organizations—from schools and hospitals to faith-based programs and neighborhood outreach centers.

In recognition of this commitment, *The Princeton Review* ranked John Carroll #12 in the nation for community engagement in 2024. Through meaningful service, students are empowered to live lives of purpose, justice, and impact—both in Cleveland and around the world.

## GLOBAL LEARNING

John Carroll's place in the global Jesuit network connects students to transformative experiences worldwide. With more than 45 study abroad and exchange programs across five continents, students engage with diverse cultures and global challenges in destinations such as France, Japan, Spain, England, and Italy.

These experiences broaden perspectives and build global awareness—preparing students to lead with curiosity, empathy, and confidence in a connected world.







## CLEVELAND: AN EXTENSION OF CAMPUS

At John Carroll University, learning doesn't stop at the edge of campus—it extends into Cleveland, a dynamic city that offers students the best of both worlds. Just 10 miles from JCU, greater Cleveland is home to 10 Fortune 500 companies, making it an ideal launchpad for internships, networking, and careers after graduation.

Beyond abundant professional opportunities, the city shines as a hub of culture, nature, and entertainment. From its nationally ranked food scene and iconic Playhouse Square theater district to easy access to the scenic Cuyahoga Valley National Park, Cleveland provides a vibrant backdrop for weekend adventures and hands-on learning. Affordable, welcoming, and full of momentum, Cleveland is an essential extension of the JCU experience.



**PROGRESSIVE**

500+ JOHN CARROLL  
ALUMNI LEAD OR OWN  
COMPANIES IN THE GREATER  
CLEVELAND AREA AND  
DEDICATED ALUMNI PLAY  
INFLUENTIAL ROLES AT TOP  
EMPLOYERS SUCH AS:



**GOODYEAR**



**TRANS**DIGM  
GROUP INC.





## BELONGING & INCLUSION

91%

of students say living on campus strengthens their sense of belonging

13

multicultural student organizations create a welcoming, inclusive environment

## ENGAGEMENT & LEADERSHIP

100+

student-led organizations offer opportunities for involvement, leadership, and connection

30+

cultural groups, faith-based communities, fraternities, and sororities provide diverse avenues for student engagement

## SERVICE & IMPACT

138,000+

service hours completed annually by students and members of the JCU community

75+

local and global nonprofit partners engaged annually through student service and outreach

## GLOBAL LEARNING

45+

study abroad and exchange programs across five continents

IMMERSIONS

Students participate in international immersion and service experiences in locations such as Guatemala, El Salvador, and the Dominican Republic





# FACULTY AND ACADEMICS

At John Carroll, academics are paired with a genuine commitment to student growth, interdisciplinary opportunities, and a focus on social justice and global awareness. The faculty—who fully embody the Jesuit value of accompaniment—are dedicated teacher-scholars who bring deep expertise and passion to the classroom. With a student-faculty ratio of 13:1 and an average class size of 21, students benefit from personalized attention and meaningful mentorship throughout their journey.

Nearly all full-time faculty hold terminal degrees and most are tenured, demonstrating a strong foundation of academic leadership. These scholars foster intellectual honesty, respect diverse perspectives, and challenge students to think critically within a supportive, Jesuit-inspired environment that encourages engagement with justice and equity.

All students engage in a core curriculum designed to develop flexible, creative, and reflective thinkers ready to lead in today's complex world. This approach ensures students gain deep knowledge in their fields alongside a broad understanding of history, culture, and social responsibility.

John Carroll offers purposeful programs for students seeking academic rigor and leadership growth. The Honors Program challenges students through advanced coursework and research. The Arrupe Scholars Program prepares socially conscious leaders dedicated to justice, and the Leadership Scholars Program cultivates agents of meaningful change on campus and beyond.

Faculty and staff prioritize accompaniment and mentorship, guiding students academically and professionally. Strong connections with the Cleveland business community provide elite internships and real-world experiences that prepare students for successful, ethical leadership.

John Carroll University is accredited by the Higher Learning Commission and continues to advance scholarship and innovation with a clear focus on addressing social and ethical challenges.











# ACADEMIC INNOVATION

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Academic innovation at John Carroll University is rooted in its Jesuit Catholic mission—a mission that shapes not only what is taught but how students are mentored and supported throughout their journey.

The Core Curriculum forms the foundation of a John Carroll education, preparing students with the ethical grounding and intellectual versatility needed to lead in today's complex world. Through 49 credits across disciplines such as philosophy, religious studies, history, and social justice, students develop critical thinking, moral reasoning, and the ability to navigate high-pressure decisions with clarity and conscience—skills essential in fields ranging from business to healthcare and beyond.

Transformational learning at John Carroll is personal. Guided by the concept of *cura personalis*—care for the whole person—the academic experience emphasizes intentional relationships with faculty, staff, and peers. Students are not expected to navigate their academic paths alone; rather, they are accompanied by mentors who help them reflect, explore, and grow throughout their time at the university.

Students engage in four key areas of academic development:

- **Curriculum** – Integrated core courses and academic majors grounded in Jesuit values
- **Research** – Opportunities for faculty-mentored inquiry and deeper exploration
- **Enrichment** – Internships, study abroad programs, professional development, and learning communities
- **Outreach** – Connections to alumni, community partners, and clinical placements that extend learning beyond campus

What distinguishes John Carroll University is not only the range of academic opportunities but the intentional, relationship-driven support that guides students through their educational experience. This high-touch approach ensures graduates leave with more than a degree—they emerge with a strong sense of purpose, compassion, and the preparation to lead lives of meaningful impact.





# RESEARCH

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John Carroll University is proud to offer robust opportunities for undergraduate research and creative scholarship from the very start of a student's academic journey. Through the Summer Undergraduate Research Fellowship (SURF) program, students engage in full-time, faculty-mentored research for 10 weeks, earning a competitive stipend funded by the Colleran-Weaver Endowment. SURF empowers undergraduates to immerse themselves in original research and present their findings at the annual DISCOVER symposium—setting a foundation for academic excellence and professional growth.

Our faculty members regularly conduct groundbreaking research and are published in some of the most prestigious academic journals in their fields, ensuring that students learn from scholars who are leaders in their disciplines. John Carroll's generous endowment supports summer scholarships and artistic initiatives, enriching campus life and providing financial aid to nurture diverse talents. Importantly, all students have the unique opportunity to work one-on-one with professors beginning their very first year, fostering close mentorships that drive intellectual curiosity and real-world learning.

These experiences exemplify John Carroll's Jesuit tradition of academic rigor, personalized education, and a deep commitment to forming leaders who make meaningful impacts in their communities and beyond.







## RESEARCH BY NUMBERS

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### \$3 MILLION +

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Over \$3 million in external research funding was secured in 2023, marking a 35% increase since 2019 and reflecting growing momentum in faculty grants and student-faculty research collaborations within the College of Arts and Sciences.

### 150 STUDENT PROJECTS

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JCU's Summer Undergraduate Research Fellowship (SURF) program has supported over 150 student projects since its inception, with opportunities expanding annually.

### A TOP JESUIT INSTITUTION

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John Carroll University ranks among the top Jesuit institutions nationally for student participation in one-on-one faculty research mentorship programs from the first year onward.







# CAMPUS

## AN EXCITING AND GROWING CAMPUS

John Carroll University's 65-acre campus in University Heights, Ohio, blends tradition with innovation to support academic excellence and holistic student development. Home to 27 buildings—many of which have seen significant renovations over the past decade—the campus is designed to foster leadership, connection, and well-being.

Recognized as a Level I Arboretum by the ArbNet Foundation, the campus features more than 1,100 trees across 100+ species. Themed gardens, pollinator habitats, and reflection spaces contribute to a peaceful, sustainable environment that reflects the university's Jesuit commitment to care for the whole person.

A centerpiece of ongoing investment is the 125,000-square-foot Athletic, Wellness, and Event (AWE) Center, opening in August 2025. This state-of-the-art facility will house integrated spaces for fitness, recreation, and community gatherings—supporting physical wellness and student engagement.

The university's growing leadership in health education is reflected in the creation of the College of Health and the launch of a Bachelor of Science in Nursing program. These are supported by high- and low-fidelity simulation labs and advanced Exercise Physiology and Biomechanics research spaces.

Significant renovations are also transforming core campus facilities—including the Grasselli Library and Breen Learning Center, the D.J. Lombardo Student Center, and all seven residence halls—enhancing collaboration and daily student life.

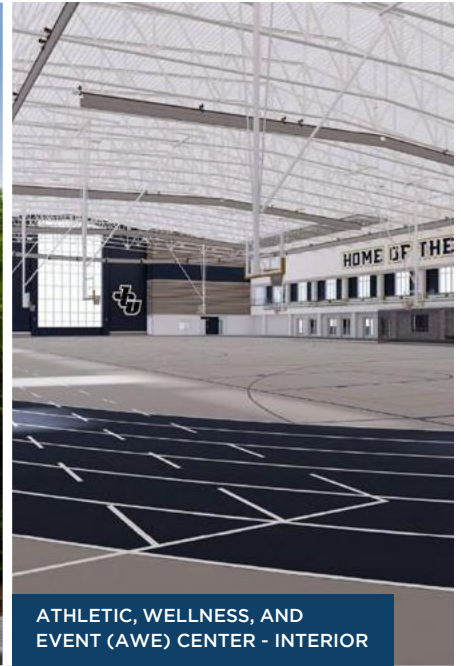
Complementing these efforts is the Gateway North development, a mixed-use retail and residential complex that features new apartments for upper-level students. This project strengthens John Carroll's connection to the surrounding community while enriching the on-campus living experience.

John Carroll University continues to build a campus where tradition, innovation, and student success meet—creating a place where every student is empowered to thrive.





ATHLETIC, WELLNESS, AND  
EVENT (AWE) CENTER - EXTERIOR



ATHLETIC, WELLNESS, AND  
EVENT (AWE) CENTER - INTERIOR

## COMING SOON

ATHLETIC, WELLNESS,  
AND EVENT (AWE) CENTER

GRAND OPENING  
AUGUST 2025

GATEWAY  
NORTH

GROUNDBREAKING  
SUMMER 2025



GATEWAY NORTH - INTERIOR



GATEWAY NORTH - EXTERIOR



# JOHN CARROLL UNIVERSITY IS NEARING THE END OF A THREE-YEAR \$100 MILLION INVESTMENT IN THE STUDENT EXPERIENCE.



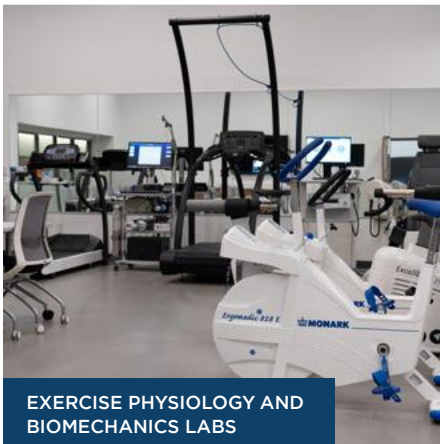
GRASSELLI LIBRARY &  
BREEN LEARNING  
CENTER RENOVATIONS



RENOVATED D.J. LOMBARDO  
STUDENT CENTER



RENOVATED RESIDENCE HALL



EXERCISE PHYSIOLOGY AND  
BIOMECHANICS LABS



HIGH- AND LOW-FIDELITY NURSING



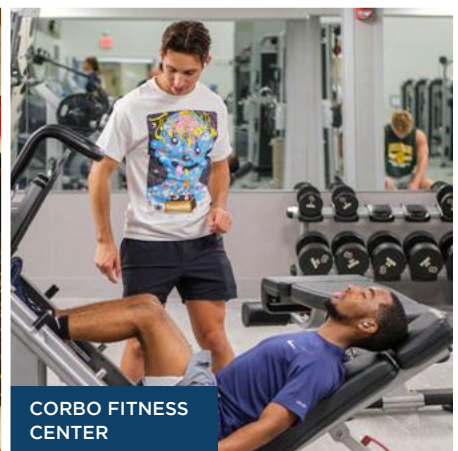
ESPORTS



SCHOTT  
DINING HALL



SAXBYS STUDENT-RUN  
COFFEE SHOP



CORBO FITNESS  
CENTER



# STUDENT SUPPORT AND BELONGING

John Carroll University embraces a holistic approach to student development—educating and accompanying students in mind, body, and spirit. This commitment shapes every aspect of campus life, from first-year programming to mental health services and inclusive community building.

The 1st Gen Blue Streak program puts these values into action by offering targeted support for students who are the first in their families to attend college. Through structured access to resources, mentorship, and community engagement from the first year through graduation, the program fosters academic success and a strong sense of belonging.

Care for the whole person is also embedded in campus living and co-curricular life. Nearly 85% of first-year students live on campus, where the residential experience is designed to encourage connection and inclusion from day one. With more than 100 student organizations—including service initiatives, identity-affirming groups, academic clubs, and recreational opportunities—students are supported as they explore their passions, lead with purpose, and build lasting relationships.

The university is a welcoming place for students of all faiths and belief systems, encouraging open exploration and respectful dialogue as part of each student's personal growth and development. John Carroll's deep investment in well-being is evident in its designation as a JED Campus. In partnership with the Jed Foundation, the university has implemented comprehensive strategies around mental health, substance use prevention, and suicide prevention—building a campus culture grounded in care, hope, and resilience. Free, confidential counseling is available through the on-campus Counseling Center, ensuring mental health support is readily accessible and meaningfully woven into student life.





# TRADITIONS

## A Culture of Belonging

Rooted in Jesuit hospitality, John Carroll's culture of courtesy shapes every interaction, fostering a campus community that is welcoming, respectful, and inclusive for all.

## Tower Time

Hosted weekly on Wednesday afternoons, Tower Time is a cherished 30-minute collective campus break that brings together students, faculty, and staff for moments of connection, celebration, and community.

## Streak Week

This welcome week immerses new students in campus life, traditions, and community-building activities that start their Blue Streak journey with connection and spirit.

## Mass of the Holy Spirit

Held during the first month of the school year, this tradition gathers the campus community for a special Mass, lunch, and celebration to welcome the new academic year with reflection and joy.

## Homecoming

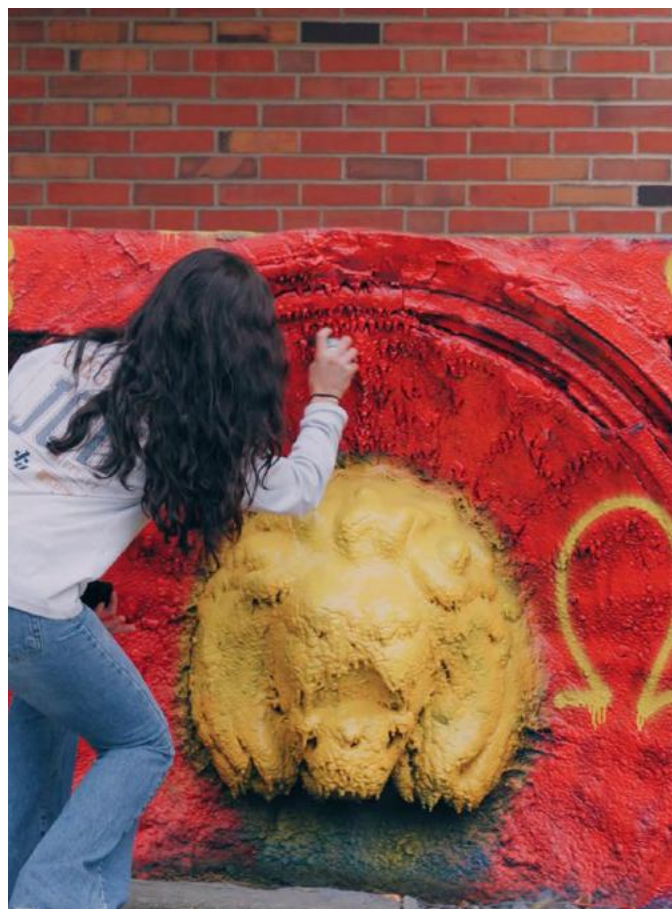
Homecoming weekend at John Carroll is marked by Blue Streak pride, featuring tailgating, football, affinity reunions, award celebrations, games, great food, and unforgettable moments with the JCU community.

## Cafsgiving

A cherished annual Thanksgiving feast, Cafsgiving brings together students, faculty, and staff in a celebration of gratitude and belonging.

## Jesuit Day of Service

Hundreds of Blue Streaks join together on this day to serve Cleveland neighborhoods, embodying our Jesuit mission of being "men and women for others."



## Christmas Carroll Eve

This festive campus tradition featuring carols, candlelight, and community is an uplifting celebration of the holiday season.

## Alumni Reunion

Alumni Reunion weekend at John Carroll is a vibrant celebration that welcomes Blue Streaks back to campus to reconnect with classmates, relive memories, and experience the spirit of JCU all over again.









# MOMENTUM AT JOHN CARROLL UNIVERSITY

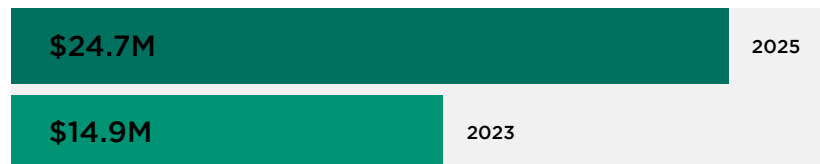
## LARGEST REVENUE CLASS EVER



## OUR HEALTHY ENDOWMENT



## OUR DONORS ARE INVESTING IN OUR STRATEGY



## “GO NATIONAL” STRATEGY IS WORKING



## FINANCIAL POSITION

John Carroll University has made significant strategic strides in recent years to build a strong financial foundation for the future. The university is supported by a substantial endowment of approximately \$300 million. More importantly, it has seen meaningful improvements in enrollment growth, net tuition revenue per student, and room and board revenue. The incoming class of 2029 is the largest, most academically strong, and geographically diverse class in five years.

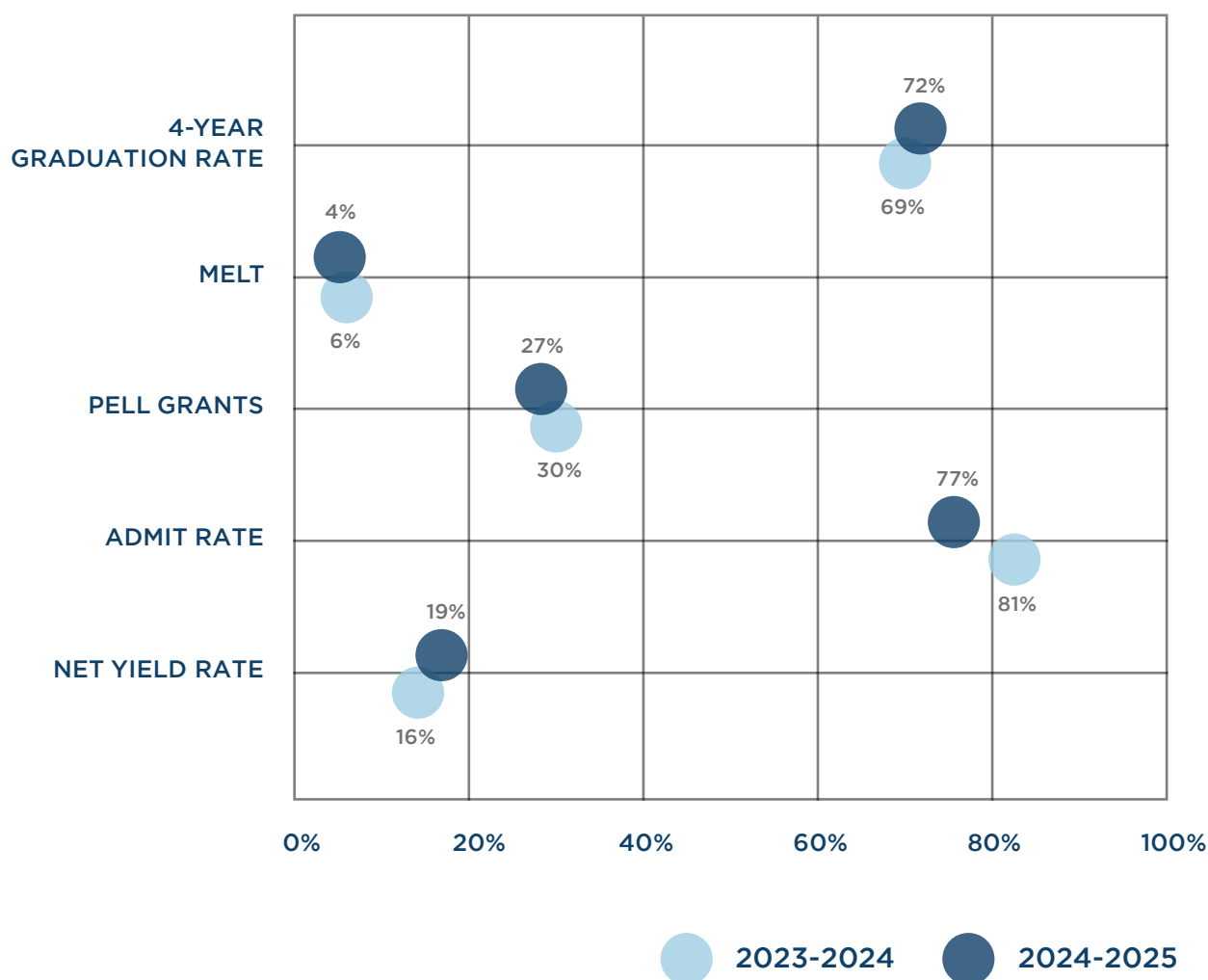
These enrollment gains are the result of the university's strategic investments across the institution—in academic programs, facilities, athletics,

and student life—that have elevated its visibility and appeal as a national destination for higher education.

The Board of Directors and the leadership team believe that current enrollment trends can sustained—and even grown—despite demographic challenges, and that this level of financial performance assures fiscal sustainability. With continued strong fiscal stewardship and a highly talented leadership team, the university will be entering a new chapter of momentum and promise—one that is defined by growth, innovation, and academic excellence.



# PROGRESS WITH PURPOSE: ADVANCING ACCESS AND STUDENT SUCCESS



John Carroll University continues to make measurable progress in student outcomes, demonstrating that growth is most meaningful when guided by its mission. Over the past year, the graduation rate increased from 69% to 72%, reflecting the university’s commitment to helping students succeed from enrollment to completion. Melt decreased from 6% to a projected 4%, signaling stronger student engagement and greater confidence in the decision to attend John Carroll.

At the same time, the net yield rate rose from 16% to 19%, while the admit rate became slightly more selective, moving from 81% to 77%. These indicators suggest that more students are not only choosing John Carroll but arriving prepared to thrive.

Access remains central to the university’s work. Nearly one in three incoming students for fall 2025 is Pell Grant-eligible, consistent with John Carroll’s ongoing commitment to serving students from a broad range of economic backgrounds.

These results reflect more than institutional momentum—they reflect the university’s values in action. At John Carroll, growth is not pursued for its own sake. It is guided by purpose, grounded in Jesuit ideals, and centered on forming students who will lead with integrity, care for others, and make a lasting impact on the world.



# KEY METRICS

## ENROLLMENT

STRONG ENROLLMENT  
GROWTH TRENDS

FALL 2025  
FIRST-YEAR CLASS OF

700

IS THE LARGEST CLASS SINCE COVID AND THE  
MOST PROFITABLE  
CLASS IN JCU'S HISTORY

FALL 2025 IS THE  
3RD COHORT  
UNDER THE 4-YEAR  
RESIDENTIAL EXPERIENCE PROGRAM  
WHICH FURTHER ENHANCES PROFITABILITY

FISCAL YEAR 2025 GRADUATE REVENUE:  
\$9M IS A 21%  
INCREASE  
OVER THE PRIOR YEAR

AVERAGE FRESHMAN NTR:  
\$17.4K IS A 24%  
INCREASE  
SINCE 2020

## FINANCIAL SUSTAINABILITY

FISCAL YEAR 2026  
REVENUE

ESTIMATED AT  
\$87.6M

20%  
INCREASE

FROM FISCAL YEAR  
2023



FALL 2025 FIRST YEAR  
ENROLLMENT  
=  
BREAK EVEN LEVEL

BUDGETED FISCAL YEAR 2026 PROFORMA  
ADJUSTED OPERATING RESULTS REFLECT  
DEFICIT OF \$2.9M

LEADERSHIP EXPECTS FURTHER  
ENROLLMENT INCREASES  
AND SUSTAINABLE PROFITABILITY  
IN THE NEXT THREE YEARS





## ADVANCEMENT



HEALTHY ENDOWMENT OF

≈ \$300M

\$125M

CAPITAL CAMPAIGN IS UNDERWAY

\$79.1M

OF THE CAMPAIGN GOAL  
ALREADY RAISED



FISCAL YEAR

2025

NEW GIFTS/PLEDGES

\$27.4M

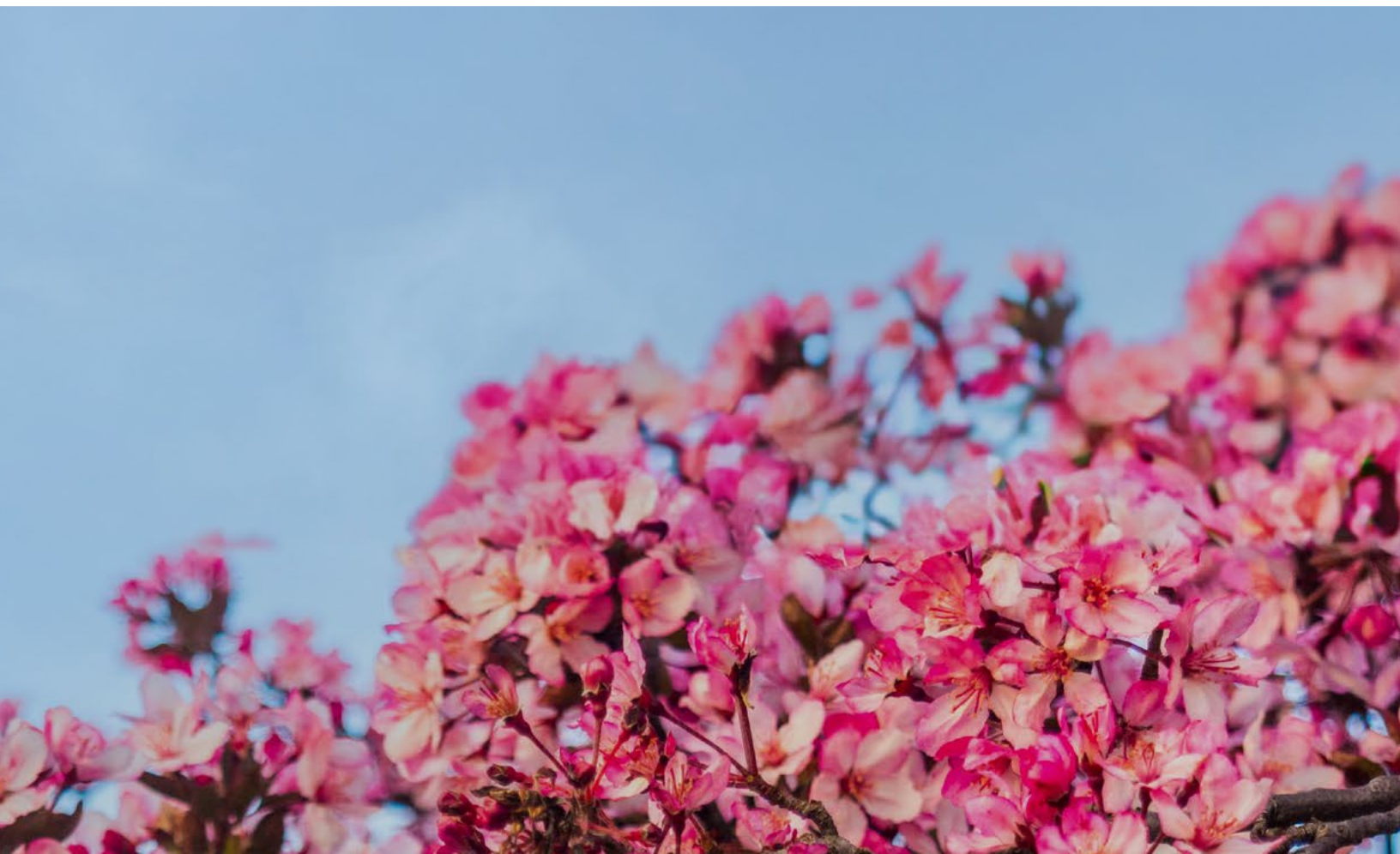
"CASH IN THE DOOR"

\$21.1M

BOTH ARE THE

2ND HIGHEST

ANNUAL AMOUNTS IN JCU'S HISTORY







## ADVANCEMENT

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John Carroll University's fundraising success is driven by a thoughtful combination of strategic planning and detailed process execution. This approach has helped the university surpass its goals and foster a culture of continuous improvement.

Since 2021, the University Advancement team has raised more than \$78 million to support the *Inspired Futures* strategy. This includes 17 gifts of \$1 million or more, with four separate commitments of \$5 million, reflecting strong donor confidence and shared dedication to the university's priorities.

Annual fundraising efforts target scholarships, academic innovation, student experience, and endowment growth. In the most recent fiscal year, the team secured over \$27 million in new gifts

and collected more than \$20 million toward the university's "Cash in the Door" goal—both reaching six-year highs.

This strategic and steady progress creates a resource-rich environment that directly benefits students. The university consistently exceeds its Day of Giving goals, demonstrating deep community engagement. In 2025, for example, the campaign surpassed its target of 1,886 donors by reaching 2,231—118% of the goal—raising \$686,111 to further enhance the student experience.





## ALUMNI

John Carroll University is supported by a vibrant alumni network of more than 45,000 graduates whose impact extends across the country and around the world. With active chapters nationwide—and upwards of 50 alumni engagement events hosted annually—the university continues to strengthen relationships that are vital to its national presence and continued momentum.

Across industries and communities, John Carroll alumni make a meaningful difference. They empower students through mentorship, internship opportunities, and valuable career connections, while advancing the university's mission in diverse and meaningful ways. As John Carroll's reach grows, engaging this accomplished and loyal network remains essential to expanding national visibility and showcasing the university's influence.







## STRATEGIC PLANNING

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John Carroll University's current strategic plan, *Igniting the Future*, serves as a clear and ambitious roadmap for institutional growth and innovation. The plan's thoughtful design and execution have contributed significantly to recent progress across academic and operational priorities.

Rooted in Jesuit values and the Universal Apostolic preferences, the strategy focuses on academic and interdisciplinary excellence, student success, inclusive community, and smart, sustainable growth. It aligns programs with areas of increasing demand—such as business, health, and data analytics—while reaffirming the university's commitment to providing transformative educational experiences.

The plan also addresses key institutional priorities: expanding graduate education, improving the student experience, enhancing technology, and deepening community partnerships. It positions the university to adapt effectively within a changing higher education landscape while remaining firmly grounded in its mission.

## UNIVERSITY GOVERNANCE

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John Carroll University is governed by a dedicated Board of Directors that advances the university's mission and provides strategic oversight of its operations and resources. The university follows a shared governance model that promotes collaboration across all levels of the institution.





# UNIVERSITY LEADERSHIP

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## SENIOR LEADERSHIP

- ✚ President
- ✚ Vice President for Academic Affairs
- ✚ Vice President for Finance and Administration
- ✚ Vice President for University Mission and Identity
- ✚ Vice President for Athletics and National Engagement
- ✚ Vice President for University Advancement
- ✚ Vice President for Student Experience and Campus Belonging
- ✚ Vice President for Enrollment and Marketing
- ✚ Dean of the College of Arts and Sciences
- ✚ Dean of the College of Health
- ✚ Dean of the Boler College of Business
- ✚ Associate Vice President for Student Experience and Campus Belonging and Dean of Students
- ✚ Associate Vice President for Academic Affairs
- ✚ Associate Vice President for Marketing and Communications
- ✚ Associate Vice President for Human Resources
- ✚ General Counsel and Secretary to the Corporation



# PRIORITIES AND AREAS OF FOCUS

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## THE NEXT PRESIDENT WILL BE EXPECTED TO ADDRESS THE FOLLOWING PRIORITIES AND AREAS OF FOCUS:

### **Continue national strategy**

A new national recruiting strategy has resulted in a first year class for Fall 2025 that is the university's largest in five years. Quality indicators for the incoming class are also higher. Continuing to focus and invest in a national enrollment management strategy will be an essential area of focus for the next president. A key goal is to increase visibility at regional, national, and international levels through clear messaging, strong communication efforts, and broader strategic partnerships. Recently the university moved to the North Coast Athletic Conference, providing the university with more national visibility.

### **Continued investing in academic excellence and transformational growth**

In 2025, John Carroll University will complete its \$100 million investment strategy to enhance its academic portfolio, elevate the student experience, and transform campus facilities. The next president will be expected to continue these efforts while investing in and championing academics that align with the university's Jesuit mission and values. As enrollment grows, the next president must explore ways to balance growth and innovation while supporting the programs and services central to the university's mission, including the recruitment, retention, and development of outstanding faculty and staff.

### **Lead fundraising efforts**

John Carroll University has steadily improved its fundraising and alumni participation over the past decade. Its Alumni Association is growing, with over half of alumni living in the greater Cleveland and northeast Ohio area—ideal for regional outreach. Many alumni hold prominent careers at major companies and actively support the university through fundraising and student internships. The President will work with senior

leaders, volunteers, and donors to develop and lead a major fundraising campaign, including personally securing major gifts.

### **Build community**

The President is both the leader of John Carroll University and a living example of its Jesuit Catholic mission. Building trust through honest, open, and respectful communication is key. The community wants a president who will strengthen the university's values through collaboration, servant leadership, and strong internal communication. Everyone shares responsibility for the university's mission and success. The ideal President will recognize and celebrate the contributions of others and encourage teamwork across the campus to achieve shared goals

### **Ensure long-term organizational health**

John Carroll remains financially strong and enjoys an investment-grade credit rating. With a national strategy underway, the university seeks a president who can lead the next phase of growth by aligning people, resources, and goals. Recent investments in programs, strategy, and facilities are showing results, though they have led to a budget deficit. The next priority is to continue improving the student experience while reducing that deficit. The Board is confident in the university's financial direction and its potential for future growth and innovation.

## OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

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As John Carroll University enters a pivotal new chapter, its next president will guide an institution committed to expanding its reach and elevating the prestige of its brand. This leader will be charged with advancing a bold vision for the university's future, while honoring its Jesuit Catholic heritage. The ideal candidate will shape a forward-looking path rooted in the university's enduring mission—positioning John Carroll to meet and exceed the expectations of students, alumni, and the broader community.

The next president will be expected to lead and advance the following priorities and possess the stated professional qualifications and personal



characteristics. An advanced degree is required, with a terminal degree preferred.

### **Strategic Leadership**

The next president will lead an organization with ambitions to expand its national reach and the value of its brand. They will need to support and further develop an accomplished executive team that is leading a talented and committed faculty and staff. They will also need to help the community embrace the need for change and continuous improvement as we build on current momentum and confidently guide the next phase of growth. This includes advancing a bold national strategy, fostering innovation, and aligning institutional strengths with emerging opportunities across higher education and the greater community.

### **Quality**

The president will be deeply committed to academic quality and distinction, promoting and supporting academic excellence and innovation. The university's national ambitions require raising the standard of academic rigor and a commitment to providing a quality experience in all areas of student life.

### **Accountability**

To accelerate the university's growing reputation and strengthen operational performance, the president must foster a culture of accountability—ensuring that every member of the organization takes ownership and responsibility for advancing shared goals.

### **Agility**

The next president will face unprecedented changes in an already competitive market due to changes in technology, demographics, regulations, and other areas that profoundly impact the institution and higher education in general. They must empower the organization to embrace change as a strategic practice in order to maintain relevance and create demand for a JCU education that outpaces competition.

### **Alignment**

Our strategy is succeeding in a competitive marketplace. The president must ensure that the entire organization is aligned with the strategic priorities and that all actions are consistent with the established goals and objectives.



### **Presence**

The president must maintain a strong, visible presence, actively engaging with the community through multiple communication channels—including face-to-face interactions—to build and sustain stakeholder trust and confidence. By leading through example, the president reinforces a student-first focus in all endeavors, demonstrating to the entire community the strategic value and impact of their leadership and involvement.

### **Financial and Operational Acumen**

A thorough understanding of financial information and experience in pulling the levers of financial and operational performance is essential to maximize the impact of the university's physical, human, and financial capital. The next president must empower individuals to focus on the highest and best use of these resources.

### **Collaborative, Servant Leadership Style**

The president must have a proven track record as an inclusive and relationship-oriented leader with the ability to build trust, foster diversity, and engage authentically with the full spectrum of the university stakeholders through exceptional interpersonal skills and open communication.









## APPLY OR NOMINATE A CANDIDATE

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John Carroll University is conducting a national search for the position and welcomes Jesuit and lay individuals as candidates. All applications, nominations, and inquiries are invited. Applications should include, as two separate documents, a CV or resume and a letter of interest addressing the themes in this profile. Professional references are not requested at this time.

The national executive search firm WittKieffer is assisting John Carroll University in this search. For fullest consideration, candidate materials should be received by September 1, 2025.

Nominations, inquiries, and applications may be directed to: [JCUPresident@wittkieffer.com](mailto:JCUPresident@wittkieffer.com)

### JCU IS AN EQUAL OPPORTUNITY EMPLOYER

John Carroll University values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status, or any other status protected by law.





 John Carroll  
UNIVERSITY