Executive Summary

Fordham University seeks a visionary, collaborative, and mission-driven leader to serve as its 33rd president.

The new president will provide leadership for all aspects of the University, guiding its efforts to fulfill Fordham’s mission to deliver a rigorous Catholic, Jesuit education to students from across the nation and the globe. Fordham’s next president will build upon the singular achievements of Joseph M. McShane, S.J., who helped transform Fordham from a national to a global institution, enhancing its excellence by raising more than $1 billion, investing more than $1 billion in capital improvements, and overseeing the quadrupling of the University’s endowment to more than $1 billion.

The new president must be a seasoned executive with demonstrated leadership experience in higher education; a deep knowledge of, and ability to promote, the Catholic, Jesuit mission; and a clear sense of the diverse challenges of a New York City university with multiple campuses and with outstanding undergraduate, graduate, and professional schools. The ideal candidate will be a leader of uncompromising integrity and deep wisdom who brings a record of leadership and participation in the life of a complex, multiethnic, and global city; experience in international education; demonstrated accomplishment in improving diversity, equity, and inclusion; and a record of academic achievement, including an earned doctorate or other terminal degree, that would qualify them to lead Fordham’s distinguished faculty.

Fordham University was founded as a Catholic institution in 1841 and was entrusted to the Society of Jesus in 1846. Approximately 17,000 students are taught by nearly 750 full-time instructors on campuses in Manhattan, the Bronx, and Westchester County in New York, and at Fordham’s London campus in the U.K. This vibrant and diverse learning community also has programs in China and South Africa, more than 1,000 administrators, and an annual operating budget of $667 million this fiscal year. The University is steeped in the Jesuit tenet of cura personalis, or care for the whole person, and is committed to scholarly research and teaching excellence. Both religious and lay candidates are encouraged to apply.
The University serves approximately 17,000 students (nearly 9,900 undergraduates and more than 7,000 graduate and professional students) across nine schools:

- Fordham College at Lincoln Center
- Fordham College at Rose Hill
- Gabelli School of Business
- Graduate School of Arts and Sciences
- Graduate School of Education
- Graduate School of Religion and Religious Education
- Graduate School of Social Service
- School of Law
- School of Professional and Continuing Studies

Fordham has approximately 750 full-time instructors, more than three-quarters of whom are tenured or tenure-track faculty.

University points of pride include the following:

- 194 Fulbright Scholars
- 642 prestigious scholarships earned by Fordham students in the past five years
- 76% health professional school acceptance rate
- 1 million community service hours completed on average each year by Fordham students
- 3,500 partner organizations in Fordham’s internship program

Firmly rooted in the life of New York City, Fordham is a private university for the public good. It is a Catholic, Jesuit research university that advances knowledge and educates students who will go on to lead their professions with competence, compassion, moral commitment, and courage. At a time when the world needs leaders capable of addressing multifaceted problems with insight, empathy, and expertise, the University offers programs that hone students’ capacities for critical thinking, help them to discern and refine their values, and prepare them for meaningful careers and lives well lived. Fordham’s faculty and staff invite students to join them in research projects that create knowledge. Fordham strives to contribute to the well-being of New York City, the nation, and the planet through education and research for the common good. The University seeks to engage deeply and authentically with its local communities to promote mutual learning and solidarity. Fordham commits to making the pursuit of racial, economic, environmental, and social justice an inextricable and interdependent part of its academic excellence.

Much of the University’s spirit comes from the nearly 500-year history of the Jesuits. It is the spirit of full-hearted engagement—with profound ideas, with communities around the world, with justice, with beauty, and with the entirety of the human experience. Much of the University’s Jesuit history and mission comes down to three ideas, which, translated from the Latin, mean roughly this:

- Strive for excellence (magis) in everything you do.
- Care for the whole person (cura personalis).
- Be people in the service of others (homines pro aliis).

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Mission

Fordham’s mission statement is reviewed periodically and approved by its Board of Trustees.

Fordham University, the Jesuit University of New York, is committed to the discovery of Wisdom and the transmission of Learning, through research and through undergraduate, graduate, and professional education of the highest quality. Guided by its Catholic and Jesuit traditions, Fordham fosters the intellectual, moral, and religious development of its students and prepares them for leadership in a global society.

Read the complete mission statement, approved by the Board on 28 April 2005, at fordham.edu/mission.
Campuses

Lincoln Center
The eight-acre Manhattan campus spans two city blocks, with a landscaped plaza. It is home to more than 9,000 undergraduate, graduate, and professional students attending Fordham College at Lincoln Center, the Gabelli School of Business, the Graduate School of Arts and Sciences, the Graduate School of Education, the Graduate School of Social Service, the School of Law, and the School of Professional and Continuing Studies.

Rose Hill
Fordham’s 85-acre Bronx campus features Gothic architecture and tree-lined walkways. It is home to more than 7,000 undergraduate and graduate students attending Fordham College at Rose Hill, the Gabelli School of Business, the Graduate School of Arts and Sciences, the Graduate School of Religion and Religious Education, and the School of Professional and Continuing Studies.

Westchester
The Westchester campus, located in West Harrison, New York, is home to branches of the School of Professional and Continuing Studies, the Gabelli School of Business, the Graduate School of Education, and the Graduate School of Social Service. Westchester is also home to the following centers and institutes: the Beck Institute on Religion and Poverty, Children FIRST, the National Center for Social Work Trauma Education and Workforce Development, and the Henry C. Ravazzin Center on Aging and Intergenerational Studies. Fordham also operates the Louis Calder Center, a 113-acre biological field station in Armonk, New York.

London
Hundreds of students from Fordham and other colleges and universities study at Fordham’s London campus each year. Fordham London hosts study abroad programs in business and the liberal arts, and provides students with internship opportunities in various fields. Fordham moved its London operations to the city’s historic and vibrant Clerkenwell district in 2018; the new campus is a manifestation of the University’s commitment to bolstering its international programs and educating students to become global citizens.
Strategic Plan

At Fordham, strategic planning is an integrated enterprise. Both the University as a whole and each of its schools and divisions continuously pursue initiatives that are grounded in Fordham’s Jesuit identity and mission and designed to meet the present and future needs of the world. In 2020, the Board of Trustees endorsed a University-wide strategy for the period 2021 to 2026.

Educating for Justice sets forth an inspirational and aspirational agenda for the next five years, one that will be reviewed and adapted continuously, in response to a changing environment, and will distinguish Fordham as a university focused on teaching and research for justice.

The University crafted the plan to respond to the pressing challenges of our day and to ensure that Fordham is recognized as an outstanding Jesuit research university deeply grounded in the life and renewal of New York City, and committed not only to dismantling racism and other forms of discrimination and oppression but also to recruiting and retaining students in an increasingly competitive environment.

The goals of the strategic plan are to:

- Educate students as global citizens and transformative leaders for justice in the innovation age.
- Excel across the natural and applied sciences and allied fields to promote social change and equity.
- Cultivate a diverse, equitable, inclusive, caring, and connected community that promotes each member’s development as a whole person.

Strategic planning is a central and bottom-up activity at Fordham. Guiding principles for planning at Fordham are listed here, and more information about Continuous University Strategic Planning (CUSP) is available here.
Financials

Fordham’s annual operating budget for fiscal year 2022 is $667 million, after dispersing $284 million in financial aid. As of June 30, 2021, the endowment value exceeded $1 billion. Fordham’s market position and financial status continue to strengthen, due to strong student demand, expense management, and donor support.

Fundraising and Capital Campaign

In June 2019, Fordham completed a $175 million fundraising campaign, Faith & Hope | The Campaign for Financial Aid. Donations bolstered existing scholarship funds and created 197 new scholarship funds for students. This fall, the University is launching a new campaign, Cura Personalis | For Every Fordham Student, with a goal of raising $350 million to enhance the overall student experience. The campaign is slated to finish in 2024. While the Board is eager to welcome a new president’s thinking and priorities, the centerpiece of the campaign is anticipated to be a campus center renovation and expansion at Rose Hill that is scheduled to be completed in 2026. The campaign will also seek support for academic excellence, access and affordability, student wellness and success, athletics, and diversity, equity, and inclusion. Fordham is coming off its best fundraising year ever, having raised $84 million in gifts and pledges during the 2020–2021 fiscal year.
University Governance and Leadership

Fordham’s Board of Trustees, led by Chair Robert D. Daleo and by Vice Chairs Armando Nuñez Jr. and Mary Anne Sullivan, is authorized to elect up to 40 trustees to serve as members of the Board. Many of its members are graduates of the University’s various schools or members of the Society of Jesus. The president of the University serves as an ex officio voting member of the Board. Primary areas of the Board’s responsibility include setting the strategic direction and overseeing the mission of the University, assuring Fordham’s financial health, and appointing the president.

The faculty’s role in University governance is carried on through participation at the University, school, and department levels through representative bodies, committees, and meetings of the faculty at large. Fordham’s Faculty Senate is the representative body of the University’s faculty and is made up of 25 members elected proportionately from the faculties of Fordham’s colleges and graduate and professional schools. The Senate exercises faculty responsibilities for university governance through its committee structure and advises the president of the University.

The University Statutes are posted here.

Certain non-tenure-track faculty are represented by SEIU (Service Employees International Union), Local 200United. Local 810, International Brotherhood of Teamsters, represents Fordham’s facilities workers, while clerical employees are represented by Local 153, Office and Professional Employees International Union. Copies of the collective bargaining agreements are available here.

University leadership includes the following positions:

- Provost and Senior Vice President for Academic Affairs
- Senior Vice President, Chief Financial Officer, and Treasurer
- Senior Vice President for Enrollment and Strategy
- Senior Vice President for Student Affairs
- Vice President for Administration
- Vice President for Admission and Student Financial Services
- Vice President and Chief Information Officer
- Vice President for Development and University Relations
- Vice President for Finance and Assistant Treasurer
- Vice President for Human Resources
- Vice President for Lincoln Center
- Vice President for Mission Integration and Ministry
- General Counsel and Secretary of the University
- Dean, Faculty of Arts and Sciences and Associate Vice President for Arts and Sciences
- Dean, Fordham College at Lincoln Center
- Dean, Fordham College at Rose Hill
- Dean, Graduate School of Arts and Sciences
- Dean, Gabelli School of Business
- Dean, Graduate School of Education
- Dean, School of Law
- Dean, School of Professional and Continuing Studies
- Dean, Graduate School of Religion and Religious Education
- Dean, Graduate School of Social Service
The leadership provided by Joseph M. McShane, S.J., over nearly two decades has been transformative, marked by a desire, always, for continuous improvement and a restless heart ready to tackle the next thing. Fordham’s next president will be asked to build upon the achievements of the past while strengthening the University for the future. While improvements have been constant, there is always more to be deepened and more to be accomplished to continue to distinguish the University.

Key, interlocking themes for the new president’s leadership agenda include the following:

1. **Continue to advance Fordham’s identity as a Catholic, Jesuit university.** Fordham holds its Catholic, Jesuit identity and mission as central. Maintaining that identity is essential to the entire community. The president will lead Fordham by drawing upon, preserving, and advancing the University’s Catholic, Jesuit identity and its distinctive identity among the nation’s Jesuit colleges and universities. Central to this is an emphasis on intellectual challenge, academic freedom, deep inquiry and discernment, justice and the value of taking action, care for the whole person, and a deep respect for the dignity of every individual.
Fordham’s living of and commitment to its mission is invitational in that members of the University community are invited to engage with the mission in ways that enrich their lives and work. It is also aspirational in that it is always a horizon: something toward which the University’s citizens—both individually and collectively—orient themselves.

The president will guide the direction for the University’s mission integration priorities and programming in the coming years. This will lead to the University’s participation in its next round of the Jesuit Mission Priority Examen (MPE) process, which is slated for the 2024–2025 academic year and is coordinated by the Vice President for Mission Integration and Ministry. (Information on the first round of Fordham’s MPE process can be found here.)

Fordham’s president must embody and model the University’s commitment to its Jesuit mission, seeing the richness of Fordham’s Jesuit heritage as an opportunity for engagement and as the basis for the diversity and inclusion that also lies at the heart of its identity. Whether religious or lay, the president will project care and concern for faculty, staff, students, alumni, and friends as individuals and as a community, and will shepherd the Fordham community with courage, compassion, and care.

Provide strategic leadership.

Educating for Justice, Fordham’s strategic plan, provides an overall road map with three broad goals, nine objectives, and 27 initiatives. The new president will be asked to examine and assess the plan and to make any needed modifications. The plan will also require additional efforts in setting priorities, analyzing costs, assigning responsibilities, raising funds, and executing.

Central to the plan is a commitment to justice in all its forms: social, racial, economic, and environmental. This commitment extends especially and specifically to the communities in which Fordham is located. The University’s Rose Hill campus, for example, in the heart of the Bronx, is part of New York’s 15th congressional district, the poorest in the U.S. There is much the University can do and aspires to do to participate in, enrich, and be enriched by its community, and the president will lead this effort with vigor, compassion, and wisdom.

Likely beginning in the 2025–2026 academic year, the new president will work with University leadership, faculty, students, staff, and the Board to imagine and develop the next evolution of Fordham’s strategic plan, a plan that must take the University firmly and clearly into an even brighter future.

Prioritize the academic program.

The University’s strength is defined by its academic programs. Investment in professional development of faculty and staff, as described in the strategic plan, is essential to providing a “contemporary education rooted in Ignatian pedagogy.” The president, working in close partnership with the provost, the academic deans,
and the faculty, will guide the commitment to academic priorities and provide leadership in assuring that academic excellence remains primary among the University’s priorities.

In addition to sustaining the fundamental emphasis on the humanities that characterizes Jesuit education, the president will focus on areas that seem to need greater attention, including STEM programs and facilities, interdisciplinary programs, and international programs.

The new president, partnering closely with faculty leaders, the provost, the academic deans, and others, will provide vision and strategy around the use of new modes of program delivery and technology utilization in service of advancing the University’s mission and academic excellence. This will include leveraging and capitalizing upon the experience gained through the pandemic, including reaching a broader and more diverse student population. The new leader will be required to think deeply about how best to position Fordham for the future. The president will also need to remain thoughtful and vigilant about how best to harness and embrace new modes and models while maintaining a high-impact curriculum and program of research, and an education that reflects and extends the University’s Jesuit mission.

- Strengthen Fordham’s core commitment to diversity, equity, inclusion, and belonging.

The new president must be a staunch advocate for Fordham’s commitment to building a university for all, and an active participant in furthering Fordham’s 2020 action plan, Addressing Racism, Educating for Justice. As University leaders and faculty rededicated themselves to preparing the next generation of leaders committed to advancing justice, they simultaneously assumed greater responsibility in acting to fight racism and advance diversity, equity, inclusion, and belonging. The new president will be expected to lead the University in these efforts and be accountable for real progress and clear results.

- Enhance the student experience.

The University’s sectors—graduate, professional, undergraduate, Rose Hill, Lincoln Center, Westchester, London—have distinct needs and concerns.

Graduation rates are a key metric of success. As members of the largest and most diverse first-year class in the University’s history move through their undergraduate careers, the retention of that cohort—one that had a particularly distorted senior year in high school—must be a key focus of attention.

Fordham’s professional and graduate schools prepare students for careers at the apex of their respective fields, stressing the importance of ethics and service in addition to equipping students with the skills and knowledge to excel. A challenge for the president and the president’s leadership team is to address the distinctive needs of each sector.

Consistent with Fordham’s Jesuit values, attending to the development of students will always be the foremost priority, and the president is expected to be guided in institutional decision-making by this precept. In so doing, the University will also deepen its efforts to provide students with the experiences and affiliations that lead to lasting value and lifelong relationships and connections to the University.

A $350 million fundraising campaign to enhance the student experience, Cura Personalis | For Every Fordham Student, has an anticipated end date of June 30, 2024. Through the campaign, Fordham will seek support for academic excellence, access and affordability, student wellness and success, athletics, and diversity, equity, and inclusion.
Cultivate greater community.
The pandemic has disrupted the University in numerous ways, including and especially in its sense of community. Faculty and staff have been imaginative, creative, and proactive in overcoming not only physical distancing but physical separation. The University resumed in-person classes in August 2020, while continuing to offer hybrid and distance options. The University’s COVID-related policies and practices are listed at fordham.edu/fordhamforward.

Following a period in which Fordham’s “community of study and dialogue” necessarily assumed a much different form than in the past, and with the continued impact of the pandemic affecting nearly all of life for the University’s citizens, it is clear that a new normal must be imagined and realized. Doing so will require leadership, vision, collaboration, and close attention to the University’s mission and values.

Invest in a culture of mutual respect, inclusion, and trust.
As in any organization as large and complex as Fordham, fundamental principles must inform and guide action, including the cultivation of morale, communication, transparency, and an environment of inclusive decision-making and respect.

There is an opportunity to strengthen shared governance at Fordham, and the University seeks a president who will invest in the principles of consultative governance. As a community of scholars in which faculty members guide students in their learning, faculty are eager to partner with the president in informing key decisions. The president will need to draw upon principled and transparent discernment practices and decision-making methods to balance carefully the needs, responsibilities, and authority of all stakeholders while keeping open channels of communication to promote a culture of trust.

Build stature and recognition.
Fordham’s transformational gains of the past two decades need to be more fully reflected in its reputation. While rankings are one part of increasing recognition, the president will be expected to grow the University’s stature and recognition in multiple meaningful and substantive ways that add value to the University.

Fordham has a strong reputation among those who know it. Being in New York City is a significant part of that reputation and one of the elements that make the University distinctive. Fordham must continue to utilize its location fully by enhancing existing partnerships and growing new ones among New York City institutions of all kinds.

As the Jesuit university of New York, Fordham is and must be global by definition. The new president will continue to advance the University’s global presence and reach. This is an opportunity to be a player on the world stage.

At the same time, Fordham’s president is a prominent figure in New York City. The president should view the University’s location as a great advantage, treasuring its multiple campuses and several locations, and embracing the city that Fordham calls home. The president positions the University as a critical asset for the city, the state, the region, and the nation while leading Fordham’s integration, impact, and contributions through its extensive service and other initiatives.

Athletics provides another essential opportunity to build University visibility and recognition. Fordham has recently made an investment in its basketball program, hiring a new head coach and coaching staff for the men’s team. The president is expected to embrace the University’s athletics program as an important enrichment of the student experience, an indispensable means of engaging alumni and friends, and an essential and vital University asset.

Reexamine organizational structure and processes that can improve the functioning of the University.
Fordham is complex, with multiple schools and colleges and two major New York City campuses as well as a Westchester campus, a biological field station, and a London location. This complexity is a tremendous asset. At the same time, the University’s complexity can impede opportunities for program development and enhancement, including academic and administrative functioning. To increase work across campuses and units will likely require both removing disincentives and adding incentives, and it will require inspirational leadership, not just deft management. The new president will be entrepreneurial, opportunistic, and forward thinking in galvanizing innovation and in supporting its success.

The president is expected to lead efforts to identify areas of opportunity to align resources with the University’s highest priorities and core mission. In addition, there is abundant talent across the University, including teams with great potential whose effectiveness could be advanced. The new president must bring the entire University together, encouraging and rewarding teamwork and collaboration. This will require a strong vision for how Fordham can navigate the rapidly changing landscape of higher education and a strong ability to create consensus, excitement, and support for that vision among faculty, students, and staff.

Generate and allocate additional resources.
Fundamental to achieving all goals is the ability to generate the resources to fulfill them. Fordham’s president takes the lead in developing strategies that promote revenue growth, diversify revenue streams, and decrease reliance upon student tuitions. Accordingly, the new president will be an active and successful relationship builder and creator of partnerships that can benefit the University.

The new president will also be a deft and eager fundraiser with the capacity to generate enthusiastic support for the University and its future. The University will announce the public phase of a $350 million fundraising campaign in November 2021. The new president will be asked to complete this campaign by June 30, 2024, and a continued, significant, and lasting increase in the University’s endowment will be a key focus for the next president.
To accomplish a leadership agenda that will continue to distinguish Fordham, the University will require a president who is an exceptional leader of people, programs, and organizations.

The ideal candidate will present the following key qualifications and qualities:

- **Ability to embrace Fordham’s Catholic, Jesuit mission**

  The experience, wisdom, leadership, and personal commitment to advance and continue to distinguish Fordham as a Catholic, Jesuit institution. Fordham’s next president will have an active faith life and a full understanding of Catholic, Jesuit education and values. This includes a demonstrated commitment to justice (social, racial, economic, and environmental), to the education of the whole person, and to diversity, equity, and inclusion. A sine qua non is the continuous application of the lens of mission to every decision and situation and an ability to articulate the mission with passion and to model its tenets in behavior and decisions. Both religious and lay candidates are encouraged to apply.
> **Ability to provide inspirational leadership within and across the University**
The new president will be an experienced and successful leader of people and programs, able to lead a complex institution, with a record of innovation as well as collaboration, consultation, and inclusive decision-making that is characterized by exceptional communication and a commitment to transparency. The capacity to cultivate community, including enhancing and investing in shared governance, especially with the faculty, is imperative, as is the ability to elevate trust and mutual respect. The new president is expected to view shared governance as an asset and to evidence a genuine appreciation both for the efforts and contributions of others and for the improved outcomes and deeper community investment generated by such an approach. Demonstrated ability to motivate faculty and staff by creating an empowered, collegial work environment and a record of working collaboratively, transparently, and productively with all constituencies; an ability to bring together units and people around a common vision so that all work together in a way that makes the whole greater than the sum of its parts; a record of advancing excellence in all respects and of cultivating creativity while never losing sight of the organization’s mission, culture, and history; an entrepreneurial aptitude and a willingness to take considered risks and seize opportunities; and a passion for exploring and defining what education will look like in the future are essential.

> **Ambitious vision and leadership that is influential externally**
The new president will possess the finesse, gravitas, and experience to be a meaningful contributor in and to New York City as well as to the University’s surrounding neighborhoods and to the nation; exceptional community and public relations skills, including the ability to connect with audiences large and small, and a genuine enjoyment in building relationships and cultivating partnerships, including with government and the corporate sector; an established track record or capacity to become a compelling and persuasive fundraiser and relationship builder of note, with the drive and vitality to promote and advance the institution, represent Fordham compellingly, and lead a continuously vigorous advancement effort; and the ability to energize and galvanize alumni, parents, and friends to become increasingly engaged and supportive of the University.

> **Commitment to students**
The new president will place graduate, professional, and undergraduate students, and student welfare, at the center of decision-making; express strong interest in the lives, development, and welfare of students; and demonstrate a deep and genuine investment in their success.
A record of progress in diversity, equity, inclusion, and belonging
This includes evidence of fostering a culture of inclusive excellence and diversity in the recruitment, retention, and development of outstanding faculty, staff, and students; demonstrated commitment to effective practices and the capability to reflect on and address matters of diversity, equity, inclusion, and belonging with nuance and sensitivity; an understanding of how people experience institutions and organizations differently; and a willingness to engage joyfully in exploring how best to remove barriers and cultivate belonging.

Operational and managerial acumen
This is most clearly demonstrated by experience managing a complex organization, and it encompasses financial acumen, including the ability to allocate resources in a strategic manner that is aligned with institutional priorities; budget experience, including a working understanding of finance and the realities of tuition dependency; resourcefulness in developing ways to generate revenue through new avenues; and an ability to address contemporary trends impacting the business model of higher education. A deep understanding of the higher education landscape and its challenges today and in the future; an understanding of how complex organizations function and thrive; and a capacity and aptitude for crisis management are also essential.

Ability to enhance visibility, reputation, and reach
This includes a strong desire to elevate Fordham’s position and brand and the understanding of strategy required to promote institutional image and reputation; and an understanding of the metrics and approaches that influence rankings coupled with a commitment to the academic and research excellence and exceptional student experience that characterize highly successful institutions.

Stellar credentials and ability to lead a scholarly community
The new president will have a record of prioritizing and elevating academic programs and a highly developed understanding of academic values and culture; a commitment to the importance of teaching, research, and service across the University; a global perspective; an appreciation for innovation and risk-taking; intellectual ability; and an earned terminal degree or credentials that earn the respect of the academic community.

Exceptional personal qualities
This includes integrity, courage, sound judgment, self-awareness, self-confidence without self-importance, empathy and a pastoral approach to one’s community and stakeholders, a high level of emotional intelligence, prodigious energy, trust and trustworthiness, optimism and openness to new ideas, perseverance and resilience, and a sense of humor.
Applications, nominations, and confidential inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Fordham University in this search, which will remain open until an appointment is made. For fullest consideration, candidate materials should be received as early as possible and no later than December 6, 2021, and submitted using WittKieffer’s candidate portal. This search will be conducted with complete confidentiality for all candidates.

Nominations and inquiries can be directed to Robin Mamlet; Jean Dowdall, Ph.D.; Ryan Crawford; and Bree Liddell at FordhamPresident@wittkieffer.com.