

st. thomas



**PRESIDENTIAL  
LEADERSHIP  
PROFILE**



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*University of St. Thomas*

# EXECUTIVE SUMMARY

*The University of St. Thomas invites nominations, expressions of interest and applications as it seeks an exceptional leader to serve as the 16th president of a mission-driven institution striving to be a great place for students, staff and faculty to think, act and work to advance the common good.*

As the largest private university in Minnesota and one of the largest Catholic colleges or universities in the nation, St. Thomas develops future leaders of all faiths looking to make a positive impact on the world. The university has more than 10,000 students, eight schools and colleges, and a community-wide commitment to the pursuit of truth, academic excellence, faith and reason, dignity, diversity, personal attention and gratitude. St. Thomas benefits from a strong legacy, net assets of \$1.2 billion, and remarkable resources including a talented and devoted community of faculty, staff and students; a large and powerful network of over 115,000 alumni; a dedicated and generous board of trustees; strong philanthropic support; beautiful and well-maintained urban campuses in St. Paul, Minneapolis and Rome, Italy; and an environment that embraces all individuals in the rich tradition of Catholic higher education. Innovation and adapting to serve the needs of students, employers and the community are embedded in the culture at St. Thomas. The university has a strong fundraising campaign under way and recently opened a new College of Health and transitioned to a Division I athletics program. At this pivotal moment, the university looks to welcome a new president who will build upon the strong assets of this outstanding institution and lead it to even greater impact and reach.

The next president of St. Thomas will play a seminal role in determining how the institution will move forward - by honing the university's vision for its future, advocating for that vision both internally and externally, building resources to

turn that vision into reality, and achieving a level of excellence and impact that distinguishes the nation's top Catholic universities. To that end, the new leader will become fully immersed in the community and build trust with all St. Thomas stakeholders; provide strategic leadership; champion a diverse, welcoming and inclusive community; nurture the university's shared governance model; build institutional stature and recognition; enhance philanthropic opportunities; and diversify revenues while maintaining fiscal integrity.

The successful candidate will possess a comprehensive understanding of the current circumstances of American higher education and will demonstrate a record of successful leadership and managerial experience in a complex and dynamic setting. The next president of St. Thomas will be a superior communicator and relationship builder with a leadership style that emphasizes inclusivity, transparency and collaboration. The ideal candidate will possess a record of teaching, scholarship and service commensurate with an appointment to the St. Thomas faculty at the rank of full professor; however, candidates with significant leadership experience and an understanding of higher education will also be considered. The president must be Catholic and, most importantly, identify deeply with St. Thomas' commitment to embodying and championing a diverse, equitable and inclusive environment, and with its ethos of social innovation, entrepreneurship, promoting human dignity and advancing the common good.

For information regarding how to apply, submit nominations or inquire about the role, please see the section "Procedure for Candidacy" at the end of this document.

# where tradition meets innovation

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## About the University of St. Thomas

The University of St. Thomas, inspired by Catholic intellectual tradition, was founded in 1885 as a high school, college and seminary to provide high-quality education for Catholic immigrants suffering social and economic hardships. Today it is the largest private university in Minnesota, serving about 10,000 undergraduate and graduate students, representing 41 states and 92 countries, on three campuses located in St. Paul, Minneapolis and Rome, Italy. Eight schools and colleges offer over 150 undergraduate majors and minors and over 55 graduate degree programs. The university employs approximately 1,000 staff, 425 full-time faculty and 344 part-time faculty.

Students contribute over 80,000 hours toward community engagement, assisted by the university's Center for the Common Good, which connects St. Thomas students, faculty and staff with community engagement opportunities. The university collaborates with community partners, Fortune 500 companies and its 115,000+ person alumni network to connect students with internships and full-time jobs. One-hundred percent (100%) of classes are taught by faculty, 95% of graduates are employed or in graduate school within one year and 80% of the top public companies in Minnesota actively recruit St. Thomas students.



The University of St. Thomas ranks as a Top National University and Best Value School by U.S. News & World Report, and is in the top 25 Entrepreneurship Undergraduate Programs according to The Princeton Review. St. Thomas is the only university in Minnesota designated an Ashoka “Changemaker Campus,” meaning that social innovation, entrepreneurship and caring for the common good are embedded throughout the university.

The University of St. Thomas is recognized as a First-Gen Forward Institution for its commitment to first-generation student success. Ninety-six percent (96%) of first-year students receive a St. Thomas scholarship. It is also recognized as a military-friendly campus, ranked No. 82 as Best College for Veterans nationally by U.S. News & World Report. Fifty-four percent (54%) of students study abroad in more than 50 countries, earning St. Thomas a ranking of seventh in the country and first in Minnesota for the percentage of undergraduates studying abroad by the Institute of International Education.

St. Thomas is committed to sustainability and is recognized in The Princeton Review Guide to Green Colleges and earned a Gold rating from the Sustainability Tracking Assessment & Rating System. Additionally, the University is rated in the top 100 Most Sustainable Colleges in America by Sierra Magazine and is a Top 10 Zero Waste campus in the United States as assessed by PLAN’s Atlas Zero Waste Certification™ Program.

## Mission

Inspired by Catholic intellectual tradition, the University of St. Thomas educates students to be morally responsible leaders who think critically, act wisely and work skillfully to advance the common good.

## Convictions

As a community, the University of St. Thomas is committed to:

**Pursuit of Truth.** We value intellectual inquiry as a lifelong habit, the unfettered and impartial pursuit of truth in all its forms, the integration of knowledge across disciplines, and the imaginative and creative exploration of new ideas.

**Academic Excellence.** We create a culture among faculty, students and staff that recognizes the power of ideas and rewards rigorous thinking.

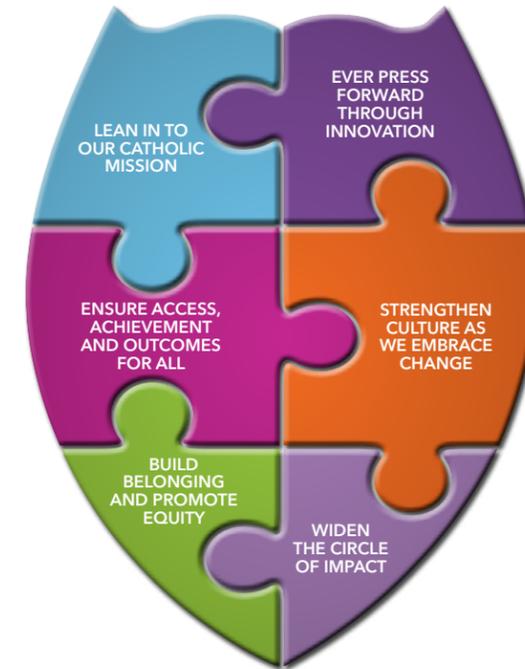
**Faith and Reason.** We actively engage Catholic intellectual tradition, which values the fundamental compatibility of faith and reason and fosters meaningful dialogue directed toward the flourishing of human culture.

**Dignity.** We respect the dignity of each person and value the unique contributions that each brings to the greater mosaic of the university community.

**Diversity.** We strive to create a vibrant, diverse community in which, together, we work for a more just and inclusive society.

**Personal Attention.** We foster a caring culture that supports the well-being of each member.

**Gratitude.** We celebrate the achievements of all members of our community in goals attained and obstacles overcome, and in all things give praise to God.



The university's ten-year aspiration is to advance to the level of excellence, impact and reputation that distinguishes the top 10 national Catholic universities.



**St. Thomas 2025 is a five-year strategic plan designed to drive the university to a new level of impact. Guiding themes in developing the plan are:**

- Ever press forward through innovation
- Build belonging and promote equity
- Ensure access, achievement and outcomes for all
- Lean in to our Catholic mission
- Widen the circle of impact
- Strengthen culture as we embrace change

**New emerging priorities outlined in the plan were identified as:**

- Lead in STEAM education
- Grow the Morrison Family College of Health
- Meet ever-changing needs of students, alumni and employers
- Foster belonging and dismantle racism

- Prepare students for work and career
- Build national awareness and advance priorities through athletics

**Ongoing priorities outlined in the plan were identified as:**

- Promote and leverage our comprehensive academic excellence
- Retain and attract world-class talent
- Prepare educators to dismantle disparities
- Expand pathways through the Dougherty Family College
- Illuminate our mission and charism
- Close financial gaps for students
- Expand our pipeline of students
- Create a robust residency culture
- Live and work sustainably
- Engage all Tommies as changemakers

2025 Strategic Plan

# A BOLD VISION



### Colleges and Schools

With eight schools and colleges, St. Thomas is a comprehensive university. Interdisciplinary connections among them empower a broad perspective and multifaceted approach to problem solving.

- College of Arts and Sciences
- Opus College of Business
- School of Engineering
- School of Education
- School of Law
- Morrison Family College of Health
- Dougherty Family College
- The Saint Paul Seminary School of Divinity

### Finances

Since FY 2010, the university's net assets have increased 88%, to \$1.2 billion in 2021, with endowment net assets increasing to \$709 million for the fiscal year ending 2021. The endowment returned 31.9% versus the strategic benchmark of 28.5% for FY 2021. Since 1984, when the endowment moved to external fund management, it has returned 9.9% (compared to the benchmark of 9.3%).

The university's budgeted operational revenue, which excludes most gifts and investment return, for FY 2022 was \$279 million. St. Thomas is largely tuition-driven, with tuition and fees comprising 76% of its FY 2021 revenues. A majority of the balance is related to meal plan and residence hall revenue. Compensation and benefits comprise the majority of the university's expenditures, approximately 78% in FY 2021.

At the end of FY 2021, the university had bonds payable of \$236 million, a reduction of \$54 million since FY 2010 when debt levels peaked after the issuance of bonds for the building of the

Anderson Student Center. The university most recently issued \$80.5 million of bonds in 2019 for the construction of two new dorms and \$9.1 million for the renovation of existing dorms in 2020. In FY22, the university will be going out for approximately \$136 million of debt to finance a new, interdisciplinary STEAM building (partially funded by donor gifts), perform renovations on existing dorms, renovate a space for the newly accredited nursing programs and finance other building projects. As of the most recent review performed by Moody's in April 2022, the university's long-term bond rating is A2 stable.

With asset growth, principal repayment and debt refinancing, the university's debt coverage ratio has improved from 1.1 in FY 2011 to 2.6 in FY 2021.



### Fundraising

In July 2021, St. Thomas launched the leadership phase of a new fundraising campaign with a "working goal" of \$850 million. The funding priorities currently target \$325 million for student access and scholarships; \$300 million for academic and programmatic excellence across the seven colleges and schools; and \$225 million for athletics, including student-athlete scholarships and new facilities in support of the university's historic transition directly to Division I athletic competition. Rooted in the priorities identified in the St. Thomas 2025 strategic plan, the campaign will drive lasting impact through support in students, faculty, programs, facilities and new gifts to endowment. It is anticipated that St. Thomas will launch the public phase in 2026 and conclude the campaign by June 2031. As of May 2022, the university has raised \$251 million.

success is a journey.  
we're on it  
already.

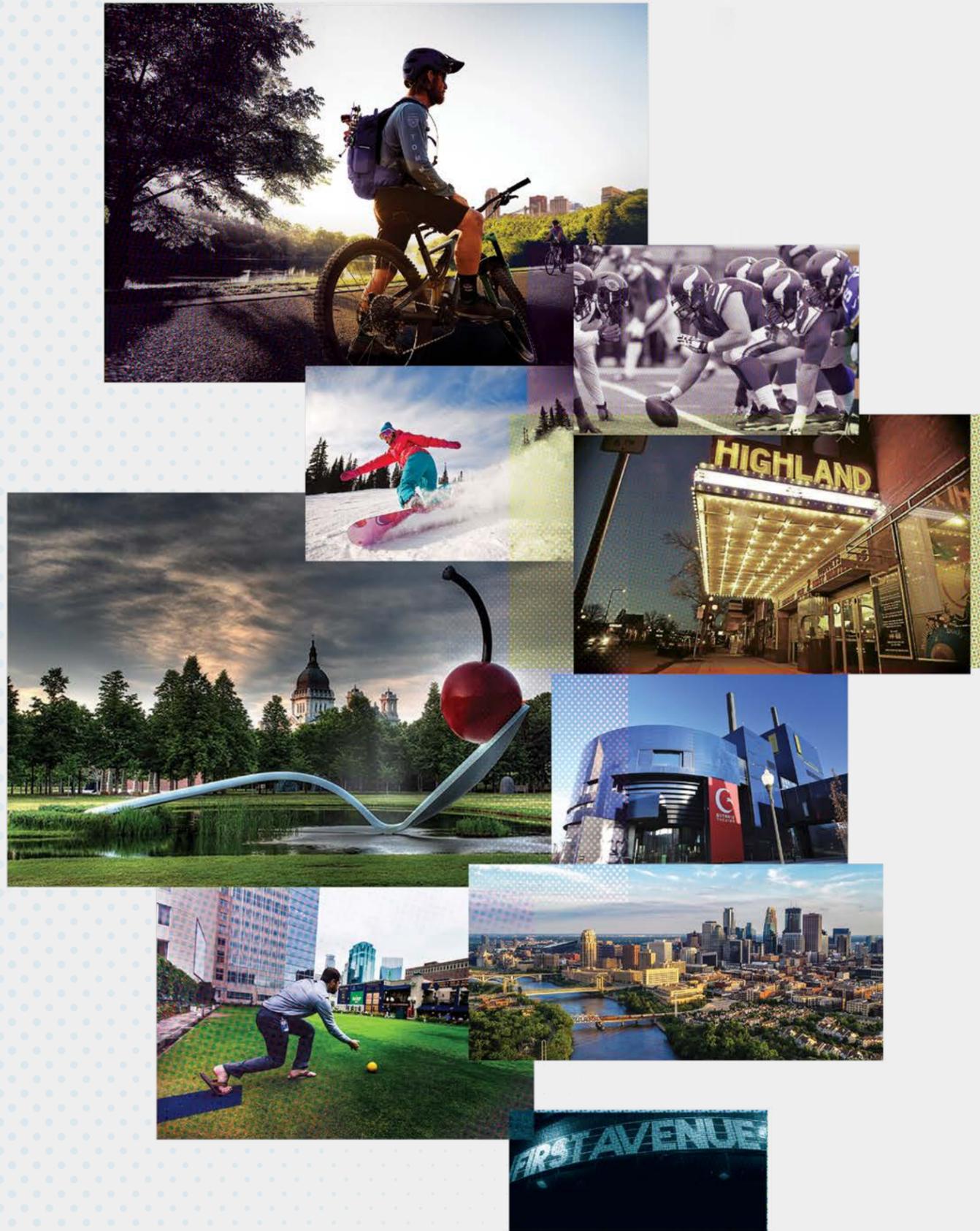


**Commitment to Diversity, Equity and Inclusion.** The University of St. Thomas' commitment to diversity, equity and inclusion stems from its founding as a university for immigrants who weren't welcomed elsewhere. The university believes that diversity, equity and inclusion are indispensable to academic excellence and the holistic development of its students. The St. Thomas community includes and welcomes people of diverse races, ethnicities, geographic origins, gender identities, ages, socioeconomic backgrounds, sexual orientations, religions, work experiences, physical and intellectual abilities, financial means and all other characteristics as protected by applicable laws. The [2025 Strategic Plan](#) includes a strategic priority to "**Foster Belonging and Dismantle Racism.**"

The University exemplifies its commitment to internal work on diversity, equity, and inclusion initiatives via the [Office of Diversity, Equity and Inclusion](#), [Student Diversity and Inclusion Services](#), and the [Racial Justice Initiative](#). The University of St. Thomas has specialized resources and support for: [All Faiths](#), [BIPOC Students](#), [First-Generation Students](#), [International Students and Faculty Scholars](#), [LGBTQIA+ People](#), [Students with Disabilities](#), [Undocumented Students](#), [Veterans](#) and [Women](#).

Get [up-to-date information](#) regarding the University of St. Thomas' commitment to, and initiatives relating to, diversity, equity and inclusion. Read the [St. Thomas Land Acknowledgment](#).





In  
THE  
MIDDLE  
OF  
EVERYTHING

St. Thomas students have the opportunity to live and learn on three campuses, located in St. Paul, Minneapolis and Rome, Italy. The two main campuses are located in the heart of the Twin Cities, which stand side by side along the Mississippi River. U.S. News & World Report recently ranked Minnesota as the second best state in the nation, with top rankings for opportunity, natural environment, infrastructure and health care.

Minneapolis is Minnesota's biggest city, and St. Paul is Minnesota's capital city. St. Thomas' main campus is located in St. Paul on Summit Avenue, the longest avenue of Victorian homes in the country. The St. Paul campus borders the Mississippi River, and miles of trails connect to Minneapolis' Chain of Lakes.

The Twin Cities of St. Paul and Minneapolis offer two vibrant downtowns and the best parks of any city in America. Minnesota is known for its

Olympic curlers, and skiing, snowboarding, ice skating and snowshoeing are also popular winter activities.

Seventeen Fortune 500 companies are headquartered in the Twin Cities, including 3M, Target, Cargill, Best Buy, Ecolab, UnitedHealth Group and General Mills. Minnesota is a hub for health care and is home to digital health startups, large medical device manufacturers, major health insurers and health care related nonprofits.

The state of Minnesota has six professional sports teams (MLB, NFL, NBA, WNBA, NHL and MLS). The professional sports venues, including U.S. Bank Stadium (the site of the 2018 Super Bowl), are accessible by bus and bike. The Twin Cities are home to the Guthrie Theater, Minnesota Orchestra, St. Paul Chamber Orchestra, Walker Art Center and Minneapolis Institute of Art, and have more theater seats per capita than any city outside of New York City.

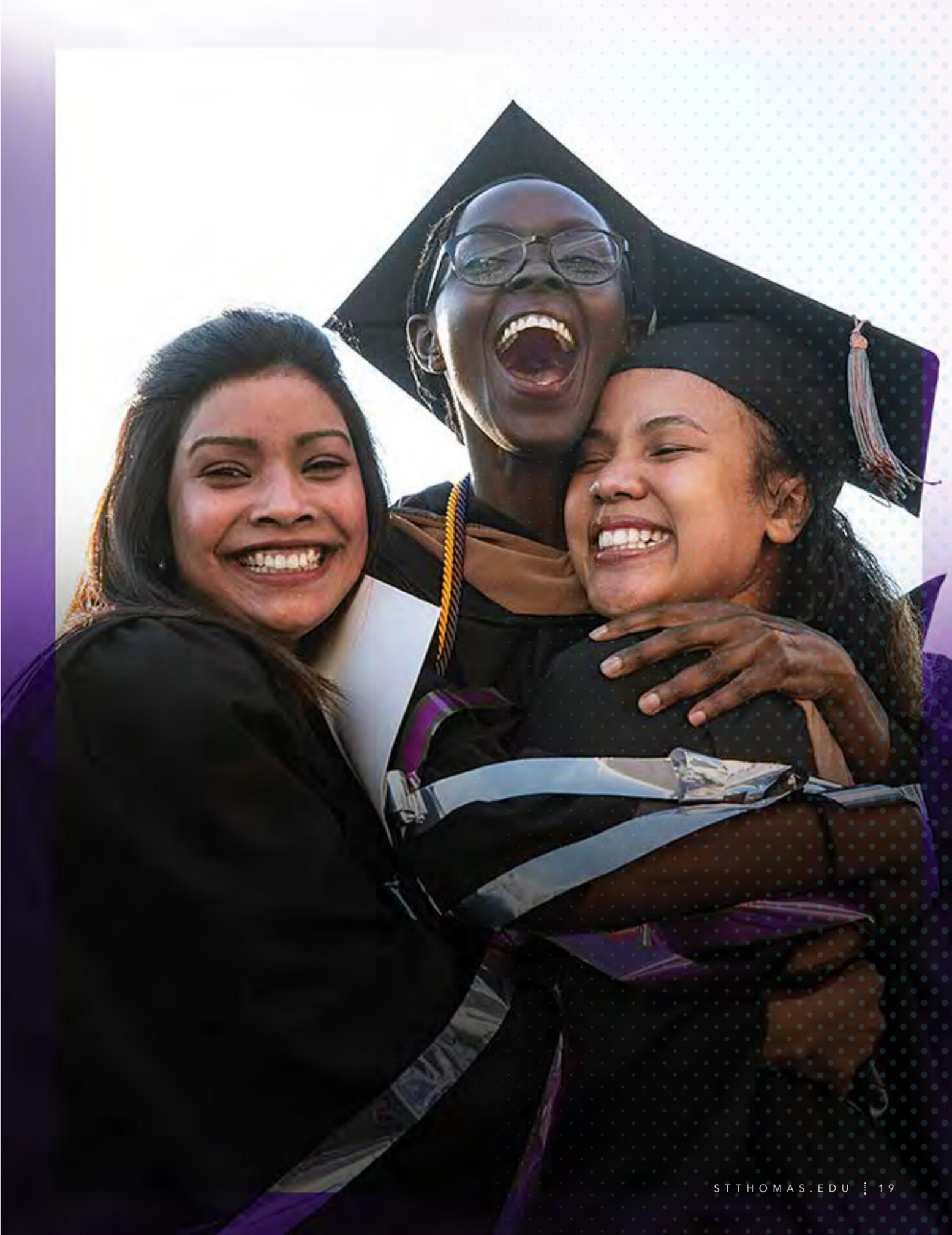
# A BOLD SCHOOL NEEDS A BOLD leader

## THE NEXT PRESIDENT WILL BE EXPECTED TO ADDRESS THE FOLLOWING LEADERSHIP PRIORITIES, AMONG OTHERS:

**Advance the 2025 strategic plan and envision the future.** The University of St. Thomas has made tremendous strides over the last decade in enrollment, reputation and facilities and continues to look toward the future. In February 2021, the university unveiled the next iteration of its strategic plan: [St. Thomas 2025](#). The plan was built through community-wide discussions and identifies strategic themes, along with new, emerging and ongoing priorities for the institution in the years to come. The next president will play a key role in honing and advancing these priorities and ensuring alignment with the strategic themes, while continuing to look toward the future as St. Thomas pursues its aspirations of achieving a level of excellence, impact and reputation that distinguishes the top 10 national Catholic universities and broadening its reach to a national profile. With the current strategic plan running through 2025, the next president will need - in the first several years of their tenure - to begin engaging in discussions around the next plan that will help St. Thomas thrive. The new president must be a

visionary who can build upon the historic strengths of the university while setting priorities and aligning resources to help the university achieve its goals.

**Attend to the well-being of the St. Thomas community.** St. Thomas is a welcoming community that thrives because of its people and their relationships. Over the last couple of years, the St. Thomas community - like many others in higher education - has faced multiple challenges: ensuring the health and safety of employees and students; addressing inequities and injustice; managing stagnating wages and rising inflation; facing difficult budgetary decisions; and mitigating the disconnect between community members during unique pandemic circumstances. The new president will be expected to be an inclusive, empathetic leader with a demonstrated record of building a supportive and integrated community where faculty, staff and students want to work and thrive together as one university.



**Address issues of equity, inclusion and access.** St. Thomas was founded for immigrants who were not welcome elsewhere, and the university has worked diligently in recent years to advance that spirit of inclusion through steps such as its [Action Plan to Combat Racism](#) and the [Racial Justice Initiative](#). The university also has unique offerings as a private institution, including two-year degrees through the [Dougherty Family College](#), which seek to promote access to higher education. The racial diversity of the student population has grown steadily, and this year's incoming first-time first-year undergraduate class will include 27% domestic students of color. Still, the university recognizes there remains much work to be done to create a culture of belonging and equitable treatment for all, and that this

work is critical to attracting and retaining a more diverse population of students, faculty and staff. The Twin Cities represents a diverse community - including some of the largest Somali and Hmong populations in the United States - and the city of St. Paul is over 50% people of color. St. Thomas seeks to have a positive impact serving traditionally underrepresented groups locally and beyond. The president must be an authentic and passionate leader of these efforts with a strong record of actions that advances equity, inclusion and access.

**Embrace and articulate St. Thomas' mission as a Catholic University.** The [university's charism](#) - the special gift given by the Holy Spirit to serve others - is embodied

in the idea of "All for the Common Good." The university's mission is, "Inspired by Catholic intellectual tradition, St. Thomas educates students to be morally responsible leaders who think critically, act wisely and work skillfully to advance the common good." The president must identify with these ideals, bring the capacity to effectively articulate the university's Catholic-inspired mission to a wide range of constituents, and ensure - along with the board - the ongoing Catholic identity of the university. The president should be an individual who is able to support the entirety of the St. Thomas community - regardless of their faith background or journey - and demonstrate how diverse perspectives and experience advance the common good.

**Maintain fundraising momentum.** St. Thomas has benefited over its history from supportive alumni, donors and foundations (the university's endowment was \$709 million in 2021) and the next president will join the university in the early stages of its most ambitious fundraising campaign ever. The leadership phase of the new campaign launched in July 2021 with a working goal of \$850 million. Less than 12 months into the leadership phase, the university has raised over \$250 million toward the campaign goal. The president plays a leading role in building relationships and articulating the university's aspirations and impact to potential donors, as well as ensuring effective fundraising efforts and stewardship of gifts throughout the institution.



OUR STANDARDS ARE  
**high even**  
before you raise them

**PROFESSIONAL QUALIFICATIONS  
AND PERSONAL QUALITIES**

The ideal candidate will possess a record of teaching, scholarship and service commensurate with an appointment to the St. Thomas faculty at the rank of full professor; however, candidates with significant leadership experience and an understanding of higher education will also be considered. The president must be a Catholic and, most importantly, identify deeply with St. Thomas' commitment to embodying and championing a diverse, equitable and inclusive environment and to its ethos of social innovation, entrepreneurship, promoting human dignity and advancing the common good. The successful candidate will

also present most or all of the following key qualifications and qualities:

**A vision for the future coupled with a record of achieving strategic goals.** The next president should have a strong understanding of current and future trends in higher education and an understanding of how St. Thomas can take advantage of opportunities for innovation that help St. Thomas broaden its impact while maintaining its strengths as a comprehensive university. This individual should demonstrate a collaborative approach and experience working across diverse constituencies in shaping an innovative and distinctive vision for an organization as well as a record of success in achieving strategic goals.



**Experience overseeing a complex organization and building leadership capacity throughout the organization.**

This individual must have a proven track record of leading a complex organization effectively, including building strong and diverse leadership teams, setting strategic priorities, ensuring accountability and empowering others to advance organizational objectives. Given the changing landscape in higher education and society, the incoming president must be comfortable leading through dynamic complexity.

**An understanding of the academic enterprise, a commitment to a holistic approach to education and a passion for students.**

The new president should understand the core mission of a university like St. Thomas, including supporting the education and holistic development of students. The next president should appreciate the liberal arts grounding of the university and understand the breadth of students served at St. Thomas and how to support the range of academic programs offered across the institution. This includes a record of supporting faculty in teaching, research and service, a commitment to working collaboratively with faculty in academic matters and a strong appreciation of shared governance as leading to better outcomes. The president should also

understand the role that co-curricular activities play in the intellectual, social and spiritual development of students and demonstrate a commitment to supporting learning activities such as leadership development, volunteering, student employment and campus clubs and organizations, among others.

**A history of commitment to the well-being of a community.** The next president must be a leader committed to understanding the needs, desires and challenges of the people within an organization - across all groups and at all levels. The president must foster a culture of community where kindness, humility, care and joy are high priorities. This person should demonstrate a commitment to promoting an environment in which individuals are engaged, supported and developed, and a record of success in attracting

and retaining diverse constituents in the mission, goals and objectives of an organization.

**A passion for and record of impact on issues of diversity, equity, inclusion and access.** The next president must be a leader in advancing the institution's work to further a sense of belonging for all members of the St. Thomas community, eliminating inequities that impact the success and satisfaction of faculty, staff and students, and removing barriers that limit access, opportunity and engagement. To that end, the president must be comfortable participating in and leading conversations about social issues that impact the broader community. This individual should be able to demonstrate successes in these areas in their prior work and possess the knowledge and ability to be a leading voice on these issues.

**Skills and experience that lead to successful fundraising efforts.** The new president must have the capacity and desire to be a skilled fundraiser. This includes the ability to articulate compellingly the vision and mission of the institution, strong listening and relationship building skills to understand donor desires, an understanding of how to align institutional and donor goals, and a commitment to effective stewardship of gifts. The successful candidate will be able to work across a broad range of alumni, individual donors, philanthropic organizations, and businesses and industry.

**A commitment to St. Thomas' Catholic mission.** The next president must be Catholic and bring an understanding of and ability to articulate Catholic social teaching and the Catholic intellectual tradition. This includes a commitment to social justice and the defense of the dignity of all people in a diverse community.

**Exceptional personal qualities.** This includes an empathetic and authentic approach, a commitment to building genuine and enduring relationships, an inspiring but approachable presence, strong communication skills, excellent listening skills, the ability to build trust, a high level of emotional intelligence, compassion toward others, perseverance and resilience, and impeccable integrity.





# our dialogue STARTS NOW



## Procedure for Candidacy

All applications, nominations and 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 the University of St. Thomas in this search. Review of applicant materials has begun; for fullest consideration, candidate materials should be received by September 30, 2022 and submitted using WittKieffer's [candidate portal](#).

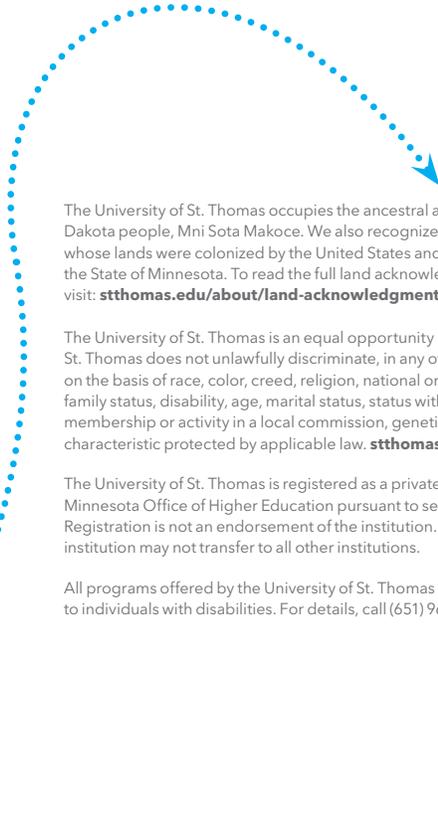
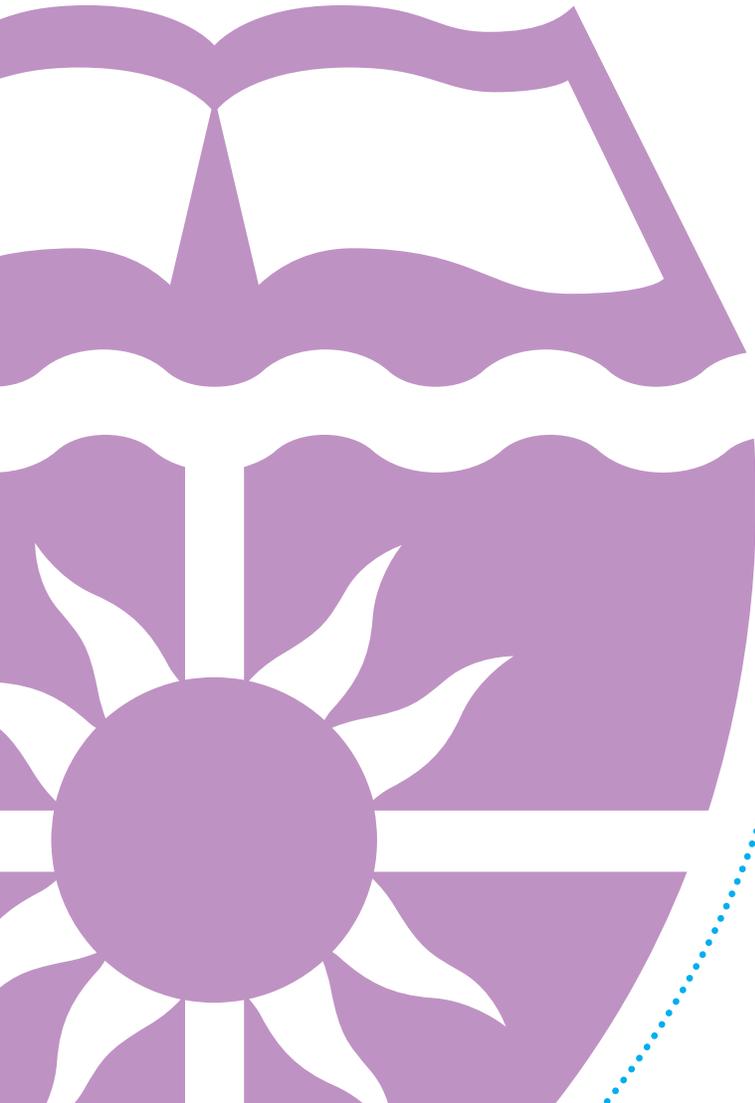
## Nominations and inquiries can be directed to:

**Robin Mamlet, Ryan Crawford and  
Alejandra Gillette-Teran**

[StThomasPresident@wittkieffer.com](mailto:StThomasPresident@wittkieffer.com)

Note: By January 4, 2022, all University of St. Thomas employees were required to be fully vaccinated for COVID-19. Limited exemptions have been made for medical and religious reasons.

The University of St. Thomas embraces diversity, inclusion and equality for all. Our convictions of dignity, diversity and personal attention call us to embody and champion a diverse, equitable and inclusive environment. We welcome applicants of diverse races, ethnicities, geographic origins, gender identities, ages, socioeconomic backgrounds, sexual orientations, religions, work experience, physical and intellectual abilities, and financial means. We are committed to building a team that represents a variety of backgrounds, perspectives and skills.



The University of St. Thomas occupies the ancestral and current homelands of the Dakota people, Mni Sota Makoce. We also recognize the Ojibwe and Ho-Chunk whose lands were colonized by the United States and are currently occupied by the State of Minnesota. To read the full land acknowledgement statement, visit: [stthomas.edu/about/land-acknowledgment](https://stthomas.edu/about/land-acknowledgment)

The University of St. Thomas is an equal opportunity educator and employer. St. Thomas does not unlawfully discriminate, in any of its programs or activities, on the basis of race, color, creed, religion, national origin, sex, sexual orientation, family status, disability, age, marital status, status with regard to public assistance, membership or activity in a local commission, genetic information or any other characteristic protected by applicable law. [stthomas.edu/eostatement](https://stthomas.edu/eostatement)

The University of St. Thomas is registered as a private institution with the Minnesota Office of Higher Education pursuant to sections 136A.61 to 136A.71. Registration is not an endorsement of the institution. Credits earned at the institution may not transfer to all other institutions.

All programs offered by the University of St. Thomas shall be readily accessible to individuals with disabilities. For details, call (651) 962-6315.