



Leadership Profile

Provost and Vice President for Academic Affairs

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This Leadership Profile is intended to provide information about Santa Clara University and the position of Provost and Vice President for Academic Affairs. It is designed to assist qualified individuals in assessing their interest.

Opportunity and Summary of the Position

Santa Clara University seeks a new provost and vice president for academic affairs to serve as its chief academic officer. The provost will drive academic innovation, lead with strategic and inclusive vigor, and create a compelling vision for all aspects of academic life at the University. This will include ensuring high-quality academic programs, enhancing teaching and research, and making certain all educational programs reflect a social consciousness grounded in the Jesuit and Catholic tradition of educating the *whole* person — mind, body, and soul — and preparing students to create a more just, humane, and sustainable world.

President Kevin O'Brien, S.J., was appointed in July 2019, and this will be the first senior appointment to his leadership team. The new provost will join Santa Clara at a pivotal and transformational time in the University's history. Santa Clara is at the final stage of [Santa Clara 2020](#), its integrated strategic plan, and will soon begin work on a new plan. It is in the midst of a \$1 billion comprehensive fundraising campaign, [Innovating with a Mission: The Campaign for Santa Clara University](#), that is propelling the University into the ranks as one of the leading Catholic universities in the United States. The campus is undertaking a period of tremendous capital expansion, including a new athletics center, residence hall, and the Sobrato Campus for Discovery and Innovation — the new home for the sciences, engineering and mathematics. This is an exciting inflection point for Santa Clara, with many accomplishments behind it, and just as many opportunities that lie ahead.

The new provost will play an essential role in shaping and defining the future of Santa Clara. Harnessing the insights and energy of administration, faculty, staff, and students, and working in close partnership with the president and the trustees, the provost will be expected to craft a dynamic vision for Santa Clara University's academic program, one that redefines values-based education focused on ethics and social justice by leveraging Santa Clara's Jesuit and Catholic identity amidst Silicon Valley's culture of innovation and entrepreneurship. This vision will be a core component of a new strategic plan; the provost will play a vital role in its creation. As a key member of the president's cabinet, the provost will work collaboratively with partners across campus to address a number of key issues of importance to the long-term health of the University and the wellbeing of its faculty, staff, and students. The provost will achieve these objectives while creating a culture and environment of mutual trust and respect, openness, transparency, communication, and collaboration, and will demonstrate an abiding commitment to diversity, equity, and inclusion.



The provost will be a servant leader who will engage, empower, and support the academic leadership team to achieve the University's ambitions. Reporting directly to the president, the provost will lead a group of accomplished academic leaders and senior administrators including the deans of the College of Arts and Sciences, the Leavey School of Business, the School of Engineering, the School of Law, the School of Education and Counseling Psychology, and the Jesuit School of Theology whose campus is located in Berkeley. Other

University leaders reporting to the provost include the vice provost for academic affairs, the vice provost for planning and institutional effectiveness, the assistant provost for finance and administration, the assistant provost for strategic initiatives, and the executive directors of the Markkula Center for Applied Ethics and the Miller Center for Social Entrepreneurship.

The new provost must be a seasoned academic administrator with leadership experience at the level of provost, dean, vice provost or equivalent; have earned a doctorate or terminal professional degree; and have a record of scholarly achievement that would merit appointment as full professor., a clear sense of the diverse challenges of a university with undergraduate, graduate, and professional schools, and the skills required to promote individual and mutual strength among schools. Extraordinary leadership, communications, and strategic planning skills are essential for success, as is financial acumen and the ability to work collaboratively throughout the institution to foster a culture of mutual trust and respect, openness, and transparency. The ideal candidate will bring demonstrated leadership in improving diversity, equity, and inclusion.

Founded in 1851, Santa Clara has grown in size and stature and is increasingly recognized as one of the top Catholic universities in the United States. In 2019 Santa Clara was named in the top 10 percent, at No. 51, of 650 top-tier American colleges and universities as ranked by *Forbes Magazine* in its annual American's Top Colleges rankings. In 2018 it was named by *U.S. News and World Report* as the Best Regional University in the West, and a recent redefinition of Carnegie classifications places it in the new Doctoral/Professional classification. Located in the heart of Silicon Valley, Santa Clara University blends high-tech innovation with a social consciousness grounded in the Jesuit and Catholic educational tradition. Offering more than 50 majors, minors, and special programs, in fall 2018 the University enrolled 5,520 students at the undergraduate level and 3,122 students at the graduate level taught by a faculty of over 900. At the undergraduate level, Santa Clara offers degrees in arts and sciences, business and engineering. At the graduate level, Santa Clara offers degrees in arts and sciences, theology, business, education and counseling psychology, engineering, and law. The University has an annual operating budget of approximately \$520 million and an endowment of over \$926 million. Santa Clara's six schools and colleges demonstrate a commitment to undergraduate and graduate learning that encompass the values of competence, conscience, and compassion.

For information on how to apply for this position, inquire, or submit nominations, please refer to the section "Procedure for Candidacy" at the end of this document.

The Role of the Provost and Vice President for Academic Affairs



The provost is Santa Clara's chief academic officer with executive responsibility for overseeing all undergraduate and graduate educational programs and academic support functions. The provost works to enhance the intellectual vibrancy of the faculty, student body, staff, and curriculum by providing leadership in matters related to academic affairs, faculty affairs, student life, and information services.

The provost works in partnership with the president to imbue the life of the University with Jesuit and

Catholic principles, including *cura personalis* (respect and care for each individual's mind, body, and spirit), *magis* (striving always for "more" or "better"), finding God in all human experience, supporting students' exploration of questions of faith and meaning both inside and outside the classroom, and encouraging dialog between faith and culture, science and religion, and among different religions and beliefs.

The provost, reporting directly to the University's president, has had primary responsibility for guiding the implementation of [Santa Clara 2020](#) — a bold blueprint for advancing Santa Clara that integrates the University's enrollment, facilities, and strategic aspirations. Honoring the University's historical mission while building upon its current strengths and emerging opportunities, Santa Clara 2020 has six main goals:

- Imparting a transformational Jesuit and Catholic education
- Fashioning a more humane, just, and sustainable world
- Fostering innovation and entrepreneurship in service to humanity
- Advancing contemporary theological studies, education, and ministry
- Increasing diversity, access, and affordability
- Enhancing Santa Clara University's reputation and national visibility

With the completion of Santa Clara 2020 on the horizon, the new provost will play an active role in formulating the next institutional strategic plan.

The provost sits on the president's cabinet along with the chief operating officer and senior legal counsel, vice president for finance and administration, vice president for enrollment management, vice president for university relations, athletics director, chief of staff, vice provost for information services and chief information officer, vice provost for student life, and executive director of the Ignatian Center for Jesuit Education. The cabinet serves as an advisory board to the president on matters of strategic importance.



In collaboration with a dedicated team of deans, vice provosts, and directors, the provost also oversees dozens of offices and programs, including faculty development, research initiatives, core curriculum, and assessment of student learning. In addition, the provost currently oversees the following:

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|--------------------------------------|---|--------------------------------------|
| • Global Engagement Office | • University Library | • Information Technology |
| • Drahnmann Academic Advising Center | • Residential Learning Communities | • Student Life |
| • Career Center | • Cowell Health Center | • Campus Recreation |
| • Honors Program | • Summer Sessions | • LEAD Scholars |
| • Diversity and Inclusion | • Miller Center for Social Entrepreneurship | • Markkula Center for Applied Ethics |
| • Registrar's Office | • Institutional Research | • Writing Center |
| • de Saisset Museum | | |

Santa Clara University's six deans — College of Arts and Sciences, Leavey School of Business, Jesuit School of Theology, School of Education and Counseling Psychology, School of Engineering, and School of Law — all report directly to the provost.

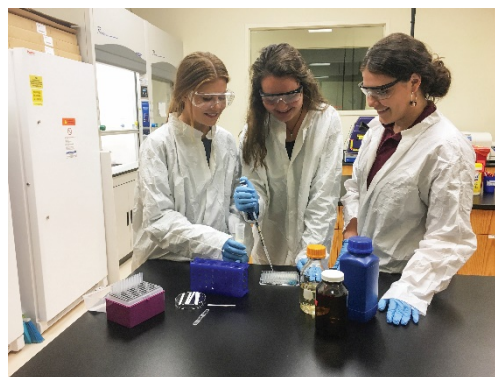
Recent transitional arrangements impact two reporting relationships. The vice provost for student life currently reports to the chief operating officer with a dotted line reporting relationship to the provost. The provost must work with the vice provost for student life to ensure that curricular and co-curricular programs are aligned resulting in a student experience where education inside and outside of the classroom is fully integrated. The vice provost for information technology – to whom the University librarian reports – currently reports to the University's chief operating officer. The president will consult with the new provost regarding the longer-term reporting relationships for these roles.

Opportunities and Expectations for Leadership

In collaboration with the president, vice presidents, deans, department chairs, and faculty, the provost will advance Santa Clara's academic distinction, leading the academic community in its efforts to innovate, realize the University's ambitions, and build upon the character of Jesuit and Catholic higher education. Specifically, the new provost will be expected to address the following critical leadership issues, among others:

Develop and support a compelling academic vision for Santa Clara University that is grounded in its Jesuit and Catholic mission and values

The new provost will arrive at an important inflection point for the University. A new president will be one year into his tenure and the campus will be concluding a period of major capital expansion. This is an opportunity for focus on academic vision and programs. The president will look to the provost to be a strong, visible, and engaged leader and will put his full support behind the provost to lead the academic enterprise. The academic units and programs benefit from their respective visions and directions. Building on this foundation, there is an opportunity for the new provost, in collaboration with academic leadership and faculty, to develop a stronger, cohesive institutional academic vision. The academic vision will play a significant role in guiding the creation of a new strategic plan for Santa Clara.



The campus community has a strong desire to reaffirm its values-based education in alignment with its Jesuit and Catholic identity amidst Silicon's Valley culture of innovation and entrepreneurship, especially as technological advances beg for a more humanistic perspective. The campus is also at an inflection point because of its new Carnegie classification among Doctoral/Professional universities. This creates the opportunity to examine what the new classification means for Santa Clara and raises the question of the potential of increased expectation and support for faculty scholarship.

Many believe that it is time for a review of Santa Clara University's core curriculum that has been in place since 2009, ensuring that it incorporates creative and innovative approaches to education while continuing to prioritize the student experience that integrates education inside and outside of the classroom. The provost will need to lead on innovation in pedagogy to meet the needs and learning styles of this generation of students. This includes an

openness to online education and blended learning. Likewise, interdisciplinary opportunities abound and there is an eagerness to more fully realize that potential on campus — the University's STEM initiative is a prime example. Santa Clara is home to three centers of distinction: the [Miller Center for Social Entrepreneurship](#) and the [Markkula Center for Applied Ethics](#) which report to the provost, and the [Ignatian Center for Jesuit Education](#) which reports to the president. These distinguished programs support and enhance Santa Clara's academic vision and extend its mission. The centers provide a compelling opportunity to further advance Santa Clara's social justice mission and forge stronger connections to the Silicon Valley community. Expanding these relationships will be a major priority for the University. In that vein, the president expects the provost to partner closely with him and others to shape the University's vision and goals for a more robust relationship with Silicon Valley, lead in creating entrepreneurial opportunities grounded in the Jesuit charism and play a visible and active role engaging with leaders in the Valley. The provost will also partner with the president, trustees, and others to participate actively in and support the University's fundraising efforts by building relationships and working closely with Santa Clara's donor community.



A number of important planning exercises are underway that will help shape the academic vision and strategic plan. Santa Clara is going through the [accreditation process](#) which it anticipates will be complete by the time the new provost arrives. The new provost will lead the implementation of any recommendations that come through the accreditation review. In addition, Santa Clara will join all 27 of the Jesuit colleges and universities in the United States in

embarking on an important self-study – the [Mission Priority Examen](#) – to reflect on who it is and who it wants to become as a Jesuit and Catholic university. The campus climate study, described in the section below, is yet another of Santa Clara's self-studies reflecting an institution that is trying to understand itself better as it considers and sets the course for its future.

Work with faculty, administration, and trustees to address critical issues facing Santa Clara University

The new provost will need to effect inclusive and decisive leadership in working with faculty, administration, and trustees to make significant and timely progress on a number of issues facing Santa Clara. Among them:

- *The University's business model:* Major shifts in the educational landscape driven by technology combined with changes in the kinds of preparation that employers expect from college graduates are presenting substantial challenges to higher education. They are requiring higher education to adjust its traditional models. As such, Santa Clara must think critically about a number of complex issues regarding the academic programs that impact the University's financial model. While these issues are not the exclusive purview of the provost, the new provost must be an active participant in shaping the conversation and resolving issues on various topics. These include, among others: the role of online education, the decline of humanities programs and

curriculum nationally, the development of new degree and certificate programs relevant for Silicon Valley companies, incentivizing and supporting innovation, engaging with Silicon Valley, investment in co-curricular programs to further strengthen an integrated education, enrollment growth, the short- and long-term impact of demographic shifts nationally and within California, the composition of the student body including the international student population – a significant portion of Santa Clara's graduate student population, and the percentage of students who receive Pell grants and need-based financial aid. The provost must explore new ways to diversify the University's revenue streams and participate actively in fundraising for new initiatives that will support its evolving academic model. Decisions made on all of these issues will impact the curriculum and academic culture and must be considered thoughtfully.



- Compensation and housing:* The full range of compensation issues is also an area of concern that will impact the University's financial model. The non-continuing faculty (academic year adjunct lecturers and quarterly/semester adjunct lecturers) are considering unionization, and the provost's office team is working collaboratively with them to address their important concerns. The University regularly evaluates offerings to faculty and staff to ensure competitive compensation and benefits, as well as rewarding professional opportunities. This year, Santa Clara implemented a number of important enhancements, including equity adjustments in salaries, funding for promotions, and the first phase of adjustments to staff compensation to make salaries more competitive. Santa Clara is located in one of the most appealing, but most expensive, regions in the world. This results in a high cost of living, particularly for housing, for faculty and staff. In recent years, the University has made considerable progress in developing more affordable housing opportunities. This effort has included expanding transitional rental housing options, rolling out an enhanced rental assistance program, and introducing a shared-equity, down-payment program. There is more work to do in this important area, and it will remain a high priority for the University's next provost. Santa Clara deeply values faculty and staff and their essential contributions to the campus community. The next provost will play an essential role in ensuring that all of the University's talented faculty and staff continue to receive the recognition, respect, and appreciation they deserve.

- Diversity and inclusion:* Santa Clara seeks out faculty, staff, and students with a wide range of backgrounds, beliefs, and viewpoints, so that the institution may continue to learn and grow. Santa Clara is continually striving to improve the University's culture of diversity and inclusion, which is central to the Jesuit and Catholic mission. That ongoing effort includes working to ensure the campus community is welcoming to those of all races, religions, socio-economic backgrounds, gender identities, and sexual orientations. The University appreciates that it can, and must, do better. To that end, in 2016, former President Michael E. Engh, S.J., convened a Blue Ribbon Commission on Diversity and Inclusion charged with creating an aspirational vision and recommending strategies for transformational change. One outcome of this work was the administration of a recently completed [Campus Climate Survey](#). Currently, and following the recent completion of the Campus Climate Survey, there are [ten priority areas](#) under three primary goals: cultivate and enhance a culture of respect and belonging grounded in Santa Clara's mission and values; promote and advance diversity and inclusion initiatives; and review and improve policies and processes to address concerns in the campus climate survey. The provost will be expected to bring both a personal and professional commitment to ensure steady and real progress, working with partners across campus.
- STEM strategy:* The successful implementation of the [University's STEM strategy](#) is most visibly represented by the construction of the new [Sobrato Campus for Discovery and Innovation](#), slated to open in fall 2021. Built to support collaboration across traditional disciplinary divides, the Sobrato Campus will be an inviting home to engineering, sciences, and mathematics and will foster convergence and collaboration among these STEM disciplines and beyond. The provost will help guide and support the development of new foundation STEM curricula, integrative project-based courses, capstones, senior design projects, undergraduate research opportunities, and other high-impact forms of experiential learning, with the support of interdisciplinary faculty communities. The new facility, the costliest in Santa Clara's history, along with the University's recent Carnegie reclassification as a Doctoral/Professional university puts Santa Clara at a pivotal moment. The new provost will help define the vision for the future of teaching and research within the STEM departments and bring innovation as Santa Clara continues to elevate its status in cutting-edge science innovation and education. The bringing together of departments and programs from different colleges and schools – a process that has been controversial, difficult, and complex – requires the development of new financial and resource models to leverage the co-location of these units. The provost will be expected to support the deans of engineering and arts and sciences to manage the transition thoughtfully and skillfully toward a new shared service model, establish new policies and procedures, create strategies that facilitate cross-disciplinary collaboration, and work creatively with faculty to imagine and execute a new STEM vision for the future.



Create a campus culture grounded in mutual trust and respect, transparency, communication, and collaboration

There is a tremendous opportunity for Santa Clara – through leadership of its president, provost, and others – to reinvigorate the campus culture, creating one that is grounded in mutual trust and respect, and to strengthen relationships among faculty, staff, and administration. This requires a willingness to engage with stakeholders in a truly consultative way, listen thoughtfully with a deep desire to understand various viewpoints, make careful and thoughtful decisions in a timely manner, clearly communicate those decisions and the rationale for them, and put those decisions into action to establish and maintain a strong sense of progress and forward momentum. The provost must be willing to engage the campus in difficult conversations and lead the individuals involved and the community toward resolution through openness, transparency, and mutual respect. Underlying these efforts must be a steadfast commitment to collaboration and to creating an inclusive environment where a wide range of viewpoints and perspectives is sought out, engaged with, listened to, considered, respected, and valued.

Build, develop, and empower academic leadership



While the provost will provide visible, inclusive and engaged leadership in addressing the University's opportunities and challenges, they must rely strongly on their academic leadership team to contribute to, support and execute the agreed-upon approaches. Selection and development of deans is key to success. Santa Clara University is currently searching for new deans of the College of Arts and Sciences and the Jesuit School of Theology. The newly selected provost will have an opportunity to provide input into the decisions

on these new hires before offers are extended in spring 2020. In addition, the new dean of the School of Engineering will be just one year into her tenure when the new provost arrives. There will be a significant opportunity for the provost to build, develop and empower the academic leadership team and promote strong teamwork, collaboration, inclusion, and communication to further strengthen their individual and collective impact on the University.

The University's [shared governance system](#) provides a structure that, when engaged effectively, supports these goals. The University policy committees, under the auspices of the University Coordinating Committee, are the final collaborative bodies with the authority to formulate and recommend new policy and major strategic changes and to review significant changes in existing policy. Policy Committees include Academic Affairs, Faculty Affairs, Staff Affairs, Student Affairs, Planning Action Council, and University Budget Council. It is crucial that the provost work with and through the shared governance system in order to promote trust, respect, and transparency.

Professional Qualifications and Personal Qualities

The following qualifications and qualities are essential:

- **Academic credentials:** Doctorate degree or equivalent; a record of professional accomplishment sufficient to be appointed as a tenured full professor and to provide a foundation for academic leadership of the University.
- **Leadership and vision:** Successful record of academic leadership at the level of dean, associate provost, provost or a similar position, working in close partnership with the other senior institutional leaders; leads with integrity and serves as a strong, visible, and engaged leader to inspire the community and build consensus around an innovative vision for the academic program; successful track record of recruiting, developing, supporting, and retaining strong leaders and of developing them into successful leadership teams; demonstrated experience of building bridges across the institution and creating a culture of mutual trust and respect; a willingness to take risks and think creatively when solving problems.
- **Communication style:** Strong commitment to transparency, accountability, and responsiveness; ability to listen carefully and to invite and consider the concerns of all members of the University community; communication skills and approach that can lead to inclusive, collaborative, transparent problem solving, and the ability to make community decisions in a clear, timely, and compelling way; gravitas to represent and act as a spokesperson on behalf of Santa Clara University.
- **Diversity and inclusion:** Unwavering commitment to diversity and inclusion among faculty, staff, and students and ensuring the campus community is welcoming to those of all races, religions, socio-economic backgrounds, gender identities, and sexual orientations.
- **Strategic planning expertise:** Demonstrated ability to develop and implement academic and University-wide strategic plans; the academic and institutional vision to address the challenges and opportunities in Santa Clara's new Carnegie classification; the ability to engage deep stakeholder consultation and to work effectively with faculty, staff, administration, and trustees.
- **Financial sophistication:** Knowledge of and experience in academic financial management; ability to ensure transparency around the generation and allocation of resources, as well as an appreciation for new and emerging budget models.
- **Commitment to Jesuit and Catholic mission:** Familiarity with and an intuitive grasp of the University's Jesuit and Catholic character; engagement with the Catholic intellectual tradition, which explores novel questions across disciplines, boldly engages new realities, wrestles with questions of faith and meaning in our time, connects education with the promotion of justice and care for the marginalized, and



encourages dialogue between faith and reason, and which welcomes members of the community from all faith traditions and humanistic commitments.

- **External presence:** Demonstrated capability to serve as the public voice of the academic mission of the University internally and externally; innovative and entrepreneurial spirit to further advance Santa Clara's relationship with Silicon Valley; natural relationship builder with the experience or willingness to work with the donor community.
- **Disciplinary breadth:** Demonstrated ability to understand the broad range of academic areas represented at Santa Clara at undergraduate, graduate, and professional levels, and to encourage cross-disciplinary collaborations, especially within STEM.

Santa Clara University: An Overview

History

Established in 1777 by Father Junipero Serra, Mission Santa Clara de Asís was the eighth of the 21 original California missions. Santa Clara University's campus was built around the Mission, and to this day, it remains the University's anchor and spiritual center.

Originally named "Santa Clara College," SCU began in 1851 as an all-boys preparatory school. Santa Clara started offering college courses in 1853, and by 1875, enrolled more than 275 students at the preparatory and collegiate levels.



With the addition of law and engineering schools, the College became "The University of Santa Clara" in 1912. The Leavey School of Business opened in 1926, and within a decade, it became one of the first business schools in the country to receive national accreditation.

In 1961, the University admitted 75 female undergraduates, becoming the first Catholic coeducational university in California.

In 1985, the University adopted "Santa Clara University" as its official name. Today, Santa Clara University enrolls 9,000 undergraduate and graduate students from all over the world and offers more than 50 majors, minors and programs.

The University continues to adapt and evolve to meet the changing needs of students, and the world. Santa Clara is one of 27 members of the Association of Jesuit Colleges and Universities (AJCU). These institutions were founded by the Jesuits, a Catholic religious order established in the 16th Century by Ignatius of Loyola and his colleagues at the

University of Paris. The Jesuit institutions share a commitment to addressing themes including interreligious understanding, the role of women in the Church and society, and the service of faith and promotion of justice.

Mission and Vision

Santa Clara University challenges its students to move out of the classroom and contribute to the community. The University also challenges students to understand the moral and ethical implications of their academic work and to bring creativity to bear in solving real-world problems.

Mission

The University pursues its vision by creating an academic community that educates the whole person (*cura personalis*) within the Jesuit and Catholic tradition, making student learning the central focus, continuously improving the curriculum and co-curriculum, strengthening scholarship and creative work, and serving communities in Silicon Valley and around the world.

Vision

Santa Clara University will educate citizens and leaders of competence, conscience, and compassion, and cultivate knowledge and faith to build a more humane, just, and sustainable world.

Fundamental Values

The University is committed to these core values, which guide the institution in carrying out its mission and realizing its vision:



Academic Excellence

Santa Clara seeks an uncompromising standard of excellence in teaching, learning, creativity, and scholarship within and across disciplines.

Search for Truth, Goodness, and Beauty

Santa Clara prizes scholarship and creative work that advances human understanding, improves teaching and learning, and adds to the betterment of society by illuminating the most significant problems of the day and exploring the enduring mysteries of

life. In this search, Santa Clara University's commitment to academic freedom is unwavering.

Engaged Learning

Santa Clara strives to integrate academic reflection and direct experience in the classroom and the community, especially to understand and improve the lives of those with the least education, power, and wealth.

Commitment to Students

Teachers and scholars, mentors and facilitators all endeavor to educate the whole person; nurturing and challenging students intellectually, spiritually, aesthetically, morally, socially, and physically, preparing them for leadership and service to the common good in their professional, civic, and personal lives.

Service to Others

The University promotes a culture of service, not only to those who study and work at Santa Clara University, but to society in general, especially to its most disadvantaged members as work is done with and for others to build a more humane, just, faith-filled, and sustainable world.

Community and Diversity

Santa Clara University cherishes a diverse and inclusive community of students, faculty, staff, administrators, and alumni – a community that is enriched by people of different backgrounds, respectful of the dignity of all of its members, enlivened by open communication, and caring and just toward others.

Jesuit Distinctiveness

The University treasures a Jesuit heritage which incorporates all of these core values. This tradition gives expression to the Jesuit educational mission and Catholic identity while also welcoming and respecting other religious and philosophical traditions, promoting the dialogue between faith and culture, and valuing opportunities to deepen religious beliefs.



Academic Excellence

Over the past 10 years, Santa Clara University has attained new levels of academic achievement. Expanding academic offerings by creating nearly 20 new degrees, certificates and online degree programs, the size, diversity and caliber of the student body has increased. Many academic programs have been ranked among the top the country.

- #51 in Top Colleges, #10 in the West and #42 in Private Colleges (Forbes 2019)
- #62 on the 2017 "Best Undergraduate Business Programs" in the nation (*U.S. News & World Report*)
- #21 among U.S. colleges on the 2017-18 "Best Salary Potential" list (Payscale)
- #4 Intellectual Property Law Program in the nation (preLaw magazine)
- #1 Regional University in the West in 2018 (*U.S. News & World Report*)
- 2017 Excellence in Academic Libraries Award (ACRL)

Santa Clara University's undergraduate students have demonstrated they are among the best in the nation, as illustrated by a number of recent national awards:

- Santa Clara University's Ethics Bowl team prevailed over more than 200 other colleges and universities last year to win the 22nd Annual Intercollegiate Ethics Bowl Championship.
- In five of the last six years, Santa Clara University has been named a top producer of Fulbright awards. In 2018, eight Santa Clara students or recent alumni were selected as Fulbright Scholars.
- Sean Reilly, Santa Clara University Class of 2016, was selected to be one of 32 American Rhodes Scholars for 2018. Sean is the third Santa Clara graduate to receive a prestigious Rhodes Scholarship in the past nine years.
- Hayley Raquer, a biology major from the Santa Clara University Class of 2016, was selected to be in the inaugural class of Stanford University's Knight-Hennessy Scholars, a program modeled after the Rhodes Scholarship, with the aim of recruiting and providing full funding to the best and brightest students from around the world to pursue graduate studies at Stanford University.

Financial Strength

With prudent planning, budgeting, and expense reduction, Santa Clara University remains on solid financial footing. The endowment has nearly doubled, from \$515 million in 2009 to \$926 million in 2018. Within the current eight-year \$1 billion comprehensive campaign, the University has already raised \$620 million. In 2017, Moody's Investors Service downgraded



many American higher educational institutions but not Santa Clara, which retained its credit rating at Aa3/Stable Outlook.

A sound financial position has allowed Santa Clara University to continue to invest in improvements that enhance academic offerings and the campus community. The University's largest-ever gift, \$100 million from John A. and Susan Sobrato, leads fundraising for the 275,000 square-foot

Sobrato Campus for Discovery and Innovation. This "campus within a campus" is designed to promote cross-disciplinary exploration between engineering and the natural sciences. It will accelerate the achievement of Santa Clara University's vision and goals for STEM education, which emphasizes developing technical expertise, an entrepreneurial mindset, ethical reasoning, and collaborative approaches to tackling society's most urgent challenges.

Since 2009, Santa Clara University has also developed and renovated approximately 900,000 gross square feet of new learning and program space — one-third of the entire campus — and updated classrooms, facilities, and technology infrastructure across campus.

Santa Clara University's next provost will be called upon to build on past successes and to mobilize the University to new heights of academic achievement, while contributing to a more just, sustainable and gentle world in the Jesuit tradition.

Santa Clara University: Academic Community

Santa Clara's faculty and staff stand out in higher education not only for their achievements and passion for teaching, but for their unrelenting commitment to students.

What makes Santa Clara faculty particularly distinguished, and vital to the institution, is the ability to conduct in-depth scholarship at a very high level while prioritizing teaching and their continued development as teaching professionals. Within this context, Santa Clara professors are widely recognized for their research – from studying dark matter to investigating breakthroughs in nanotechnology to developing a sound map for the San Francisco Bay Area. Together with students, Santa Clara faculty look for answers to the biggest questions in the universe – and the smallest. Santa Clara's academic environment is one that fosters faculty commitment to both teaching and scholarship, in accordance with the University's teaching scholar model.

Academic Units of Santa Clara University

Santa Clara University offers students more than 50 majors, minors, and special programs for law and teaching. The graduate programs span business, engineering, education, counseling psychology, law, theology, and pastoral ministries.

Santa Clara University has six nationally recognized schools and colleges. Of those, five are located on the main campus in Santa Clara:

- [College of Arts and Sciences](#)
- [School of Engineering](#)
- [Leavey School of Business](#)
- [School of Education and Counseling Psychology](#)
- [School of Law](#)

The sixth is located in Berkeley, about 50 miles away:

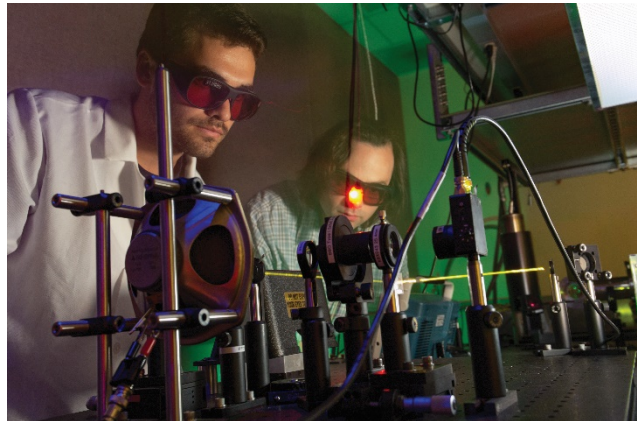
- [Jesuit School of Theology](#)

The College of Arts and Sciences, the School of Engineering, and the Leavey School of Business offer undergraduate degrees.

All Santa Clara University schools have graduate programs, though the College of Arts and Sciences supports only one, the Graduate Program in Pastoral Ministries. All of the Schools and the College have activities that include a focus on global learning and social justice. Over one-third of the University's students participate in at least one program abroad during their time at Santa Clara University. The University also offers minors in International Business and International Studies, as well as a full range of study-abroad options to grow students' global perspectives.

Centers of Distinction

Santa Clara University has three Centers of Distinction that encourage the pursuit of knowledge in service of humanity and create opportunities to share the Jesuit values and talents within Santa Clara University, throughout the communities, and around the world.



Ignatian Center for Jesuit Education

The Ignatian Center brings together Santa Clara University's most characteristically Jesuit programs to communicate and share the University's core values both on and off campus. The Center also sponsors neighborhood engagement and immersion projects throughout the surrounding communities and the world.

Markkula Center for Applied Ethics

The Markkula Center supports campus engagement with ethical issues and brings the University's resources to bear on real-world problems faced by individuals and organizations in Silicon Valley and around the world.

Miller Center for Social Entrepreneurship

The Miller Center focuses on accelerating global, innovation-based entrepreneurship in service to humanity.

At the Center of Innovation

Santa Clara University is distinct in its blending of a 167-year commitment to faith-inspired values of ethics and social justice, with an ongoing focus on entrepreneurship and innovation. The University's Silicon Valley location puts students in the heart of a global center for advanced technology and innovation. Santa Clara University students learn from professors who are business leaders and entrepreneurs in Silicon Valley, as well as through real-world internships that give them direct, hands-on experience in emerging technologies.

The addition of the Sobrato Campus for Discovery and Innovation will further student opportunities to grow technical expertise, an entrepreneurial mindset and collaborative approaches to tackling society's most urgent challenges. In addition, the College of Arts and Sciences launched the [REAL program](#), allocating over half a million dollars to fund 127 undergraduate students in the summer of 2018 as they pursued creative work, undergraduate research, paid internships, or individualized projects of their own choosing.



Santa Clara University: Student Life and Athletics

The [Division for Student Life](#) invests in programs and services that directly impact the student experience. The Division provides transformative experiences for first- and second-year undergraduates; delivers innovative learning opportunities that integrate the intellectual, social and personal development of students throughout their time at Santa Clara; advocates for the development and sustainability of an inclusive and respect-filled

campus community; and responds to the welfare needs and conduct issues of students. Santa Clara's approach to student life reflects its Ignatian values of respecting its students as individuals and working with them to maximize their personal development and academic pursuits.

Complementing current academic programs, [Santa Clara Athletics](#) is a key component of the Jesuit philosophy of the education of the whole person — body, mind, and spirit. Through participation in intercollegiate athletics and recreation, students learn critical life lessons and values, including sportsmanship, discipline, teamwork, overcoming adversity, preparation, trust in others, and selflessness, to name just a few. With 20 intercollegiate sports, Santa Clara's Division I teams have a history of excellence in the West Coast Conference and on the national stage, with national championships and student athletes going on to become All-Americans, Olympians, World Cup champions, and Hall of Famers. With the building of the Stephen C. and Patricia A. Schott Athletic Excellence Center, student athletes will have a new dedicated space to work out, train, practice, eat, and study together, while also opening much-needed facility options for events and for all students participating in clubs and intramural sports.

Key Student Facts

Applicants

Undergraduate applications have grown by 60% over the past 10 years. For the Class of 2022, Santa Clara welcomed 1,396 first-year students from a pool of over 16,000 applicants. These students come from 43 states and 27 countries and include 158 transfer students. Santa Clara received a record 16,295 applications for the Class of 2023, the second year in a row the University has more than 16,000 applications.

Top Students

In 2018, 87% of Santa Clara University first-year students were in the top 25% of their high school classes, up from 85% the previous year.

Retention Rate

In 2018, Santa Clara University achieved a 95% retention rate for all first-year students.

Graduation Rate

The four-year graduation rate of Santa Clara undergraduate students who entered in 2014 was 87.9% — the highest rate among comprehensive universities nationally. The University recently achieved the highest five- and six-year graduation rates on record: 90.5% for the six-year cohort (entering in 2012) and 90.2% for the five-year cohort (entering in 2013).

Student-Centered Teaching and Learning

Santa Clara has an average class size of 21 students.

Undergraduate Enrollment Fall 2018:

Arts and sciences: 2,959

Business: 1,626

Engineering: 935



Graduate Enrollment Fall 2018:

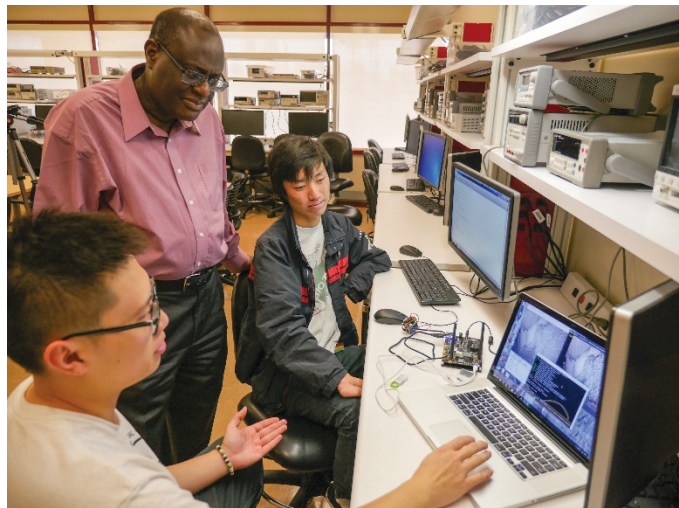
Arts and sciences: 53
Theology: 113
Business: 814
Education and counseling psychology: 589
Engineering: 833
Law: 720

For more detailed information, see [Institutional Research](#).

Campus and Location

Located 40 miles south of San Francisco in California's Silicon Valley, Santa Clara University has built a community that distinctly blends entrepreneurialism and innovation with a 167-year commitment to faith-inspired values of ethics and social justice.

Silicon Valley, the area that runs south of San Francisco through the city of San Jose, is known globally as a place where ideas are born. Many of the most significant scientific and technological advances in computing, as well as a broad range of fields from medicine to law, have come from this region. The Silicon Valley location contributes significantly to making the University a growing center for technology, innovation, and entrepreneurship. Its students benefit from being immersed in the innovation and energy of Silicon Valley and from faculty along with internship and study opportunities drawn from businesses in the area.



The Santa Clara campus spans 106 lush acres with world-renowned gardens and beautiful, state-of-the-art facilities surrounding the iconic Mission Church. The campus is adjacent to San Jose, the 10th largest city in the United States, and is a short drive to the beaches of Santa Cruz and to San Francisco, situating the University in one of the most culturally and environmentally diverse regions in the world.

Integral to Santa Clara's mission is a deep and ongoing engagement with the surrounding communities in Silicon Valley and well beyond. Santa Clara University's community programs, activities, and initiatives are distinct in that they help strengthen the connection between the University, its neighbors and the world, while creating opportunities for all Santa Clara University students to learn, serve, and grow.

Santa Clara's Jesuit School of Theology is located in nearby Berkeley, California. The Jesuit School of Theology is both a graduate school of Santa Clara University and a member of the Graduate Theological Union, a vibrant consortium encompassing eight graduate schools of theology in the Bay Area, most of them within a few minutes' walk of Santa Clara's campus in Berkeley. JST education is enhanced by its world-famous consortium library, its close

relationship with the nearby University of California, and proximity to the artistic and cultural diversity of the San Francisco Bay Area.

Santa Clara University plays a unique and vital role in Silicon Valley. The Thriving Neighbors Initiative of the University's Ignatian Center and the Leavey School's My Own Business Institute run a joint program aimed at creating new businesses in economically disadvantaged neighborhoods in San Jose. The University also operates the Entrepreneurs' Law Clinic to deliver high-quality legal services to area entrepreneurs.

Santa Clara University welcomes its neighbors to experience campus culture through a varied list of enrichment programs and public events, such as exhibits, performances, athletics, and public forums featuring some of Silicon Valley's most notable visionaries — often its own alumni.

The global community is also central to Santa Clara University's culture and curriculum. The University's quest to understand and interpret global issues permeates its academic programs. For example, Miller Center is the largest and most successful university-based social enterprise accelerator in the world. Founded in 1997, Miller Center has mentored more than 900 social enterprises, which in turn have positively impacted more than 320 million lives in developing countries. The Markkula Center for Applied Ethics is the largest center of its kind in the nation, with over ten focus areas, including business ethics, government ethics, internet ethics, and bioethics. In addition, the Jesuit School of Theology in Berkeley has established and is expanding a Global Theology Initiative that connects the University with the six other Jesuit-sponsored, English-speaking theology centers in Manila, Nairobi, Toronto, Boston, New Delhi, and Pune.

The University recognizes its obligation to transform how students see the world and their places in it. Grounded in ethics and social justice, a Santa Clara University education empowers students to help find solutions to global problems and to effect change in their communities.



Procedure for Candidacy

Inquiries, nominations and applications are invited. Review of applications will begin immediately and will continue until the position is filled. For fullest consideration, applicant materials should be received by October 31, 2019. Candidates should provide, as three separate documents, a *curriculum vitae*, a letter of application that addresses the responsibilities and requirements described in this leadership profile, and names and contact information for five (5) references. (References will not be contacted without candidate permission.) These materials should be sent via e-mail to WittKieffer consultants Suzanne Teer, Jean Dowdall, Ph.D, Alejandra Gillette-Teran and Julia Venetos at SantaClaraProvost@wittkieffer.com. The consultants can also be reached through the desk of Paula Verace, executive search coordinator, at pverace@wittkieffer.com.

Santa Clara University is an equal opportunity, affirmative action employer, and is committed to providing employment opportunities to minorities, women, veterans, individuals with disabilities, and other protected groups. The University does not discriminate on the basis of a person's actual or perceived membership in a protected class including race, color, national origin, ancestry, sex, sexual orientation, age, religious creed, physical or mental disability, medical condition, marital status, citizenship status, gender identity, gender expression, genetic information, military or veteran status, or other status protected by law. To request a disability accommodation in the application process, please contact the Department of Human Resources, 408-554-4392.

Clery Act Campus Crime Statistics: Santa Clara University annually collects information about campus crimes and other reportable incidents in accordance with the federal Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act. To view the Santa Clara University report, please go to the Campus Safety Services website at [https://university-operations.Santa Clara University.edu/campus-safety/clery-act-compliance/](https://university-operations.SantaClaraUniversity.edu/campus-safety/clery-act-compliance/). To request a paper copy please call Campus Safety at (408) 554-4441. The report includes the type of crime, venue, and number of occurrences.

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