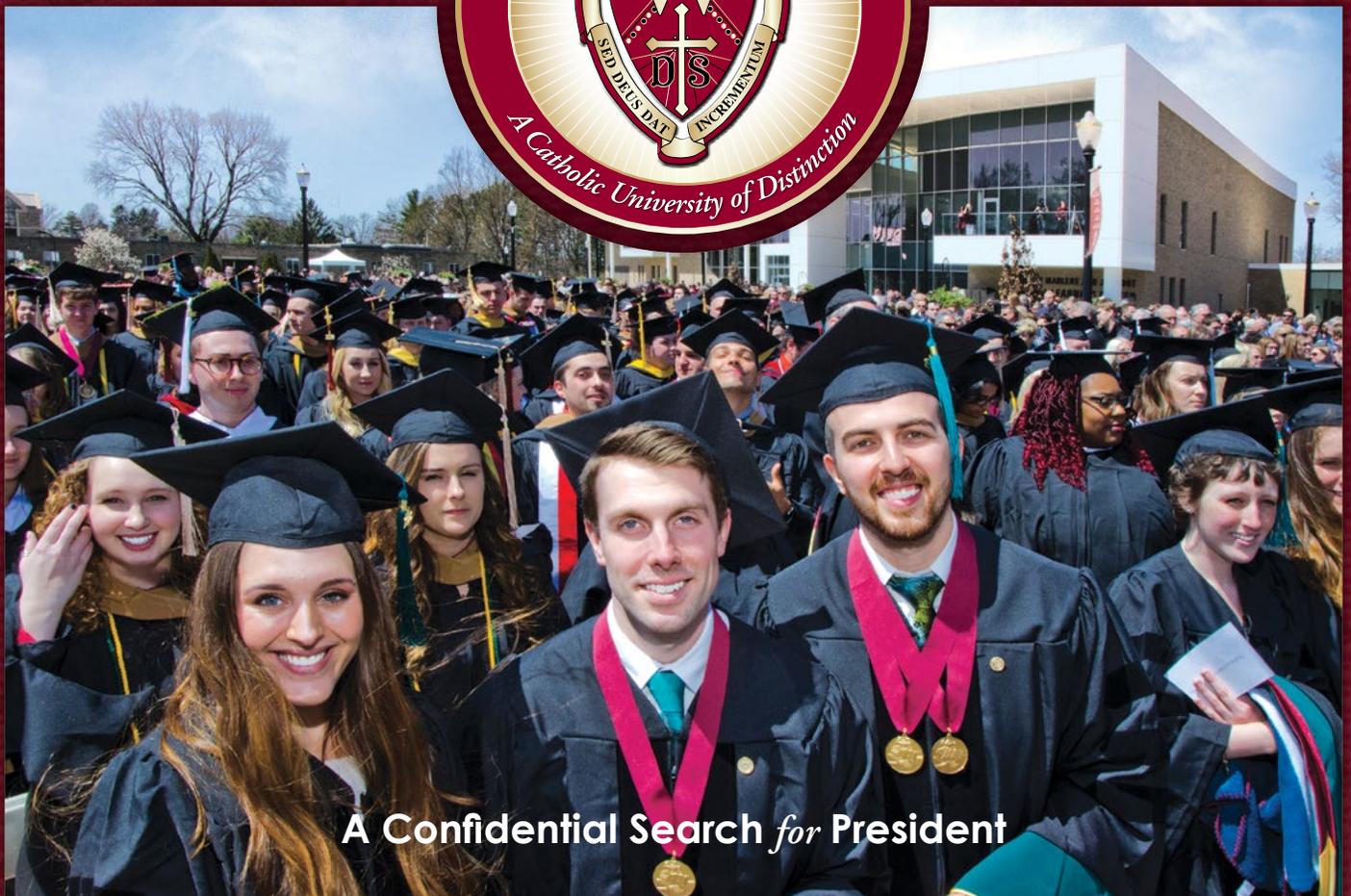
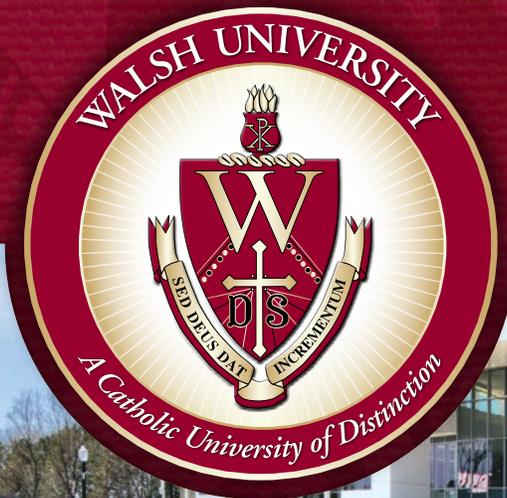


WALSH UNIVERSITY

North Canton, Ohio

A Presidential Leadership Opportunity at
A Catholic University of Distinction

March 2019



A Confidential Search *for* President

Table of Contents

Table of Contents	i
Overview	ii
Mission Statement	
History	1
The Brothers' Legacy	2
Service to Others	
Walsh University Today	3
Location	4
Catholic Identity	5
Accreditation	5
The Board of Directors	5
University Leadership	6
Distinctions	7
Academic Program	7
Faculty and Students	8
Athletics	8
Finances and Facilities	9
Opportunities and Challenges	10
Requirements, Expectations, and Highly Valued Qualifications	11
The Leadership Agenda for the Next President	12
Process for Nomination and Application	12

A Presidential Leadership Opportunity at *A Catholic University of Distinction*

Walsh University, a Catholic University of Distinction, invites nominations and applications for the seventh president of the University. Sponsored by the Brothers of Christian Instruction, Walsh University is a private, Catholic, coeducational, comprehensive institution of higher education in North Canton, Ohio, enrolling nearly 3,000 students from 40 states and 34 countries in associate, undergraduate, graduate, doctorate, and certificate programs.

Walsh University is dedicated to educating its students to become leaders in service to others through a values-based education. It enriches an international perspective in the Judeo-Christian tradition with a campus outside of Rome, Italy, and global learning opportunities in Uganda, Tanzania, Haiti, Central Europe, London, Uruguay, and Central America.

This prospectus identifies special features and characteristics of the University, as well as the requirements, expectations, and highly valued qualifications of the next president. The process for nomination and application is outlined below. The priority deadline for applications is May 3, 2019.

Mission Statement:

“Founded by the Brothers of Christian Instruction, Walsh University is dedicated to educating our students in becoming leaders in service to others through a values-based education with an international perspective in the Judeo-Christian tradition.”



Walsh University is mission driven and student focused. Students participate in roughly 40,000 hours of service to the community as a requirement of the core curriculum. The University has partnerships with more than 200 community businesses and organizations to provide experiential learning opportunities, which tackle issues such as hunger, mental health, veterans’ affairs, and community betterment. The Blouin Global Scholars and Leaders in Social Justice are two examples of learning communities with a mission focus to help the community at a local and international level. There are hundreds of faith initiatives and programs offered throughout the year to both students and the community at large.

For 12 years, Walsh has sent students for residential study at Castel Gandolfo, Italy. Faculty and students have also traveled to war-torn northern Uganda, southern Uganda, and Tanzania, combining their scholarship with practical

insights to global communities and environments. Alumni are regularly recognized with medals of distinction for extraordinary achievements in frontiers of science, Fortune 500 businesses, entrepreneurial innovation, educational leadership, and exemplary service.

The Walsh University community welcomes persons of all faiths and encourages individuals to act in accordance with reason guided by the example and teachings of Jesus Christ.

Walsh University is located on a beautiful campus in the safe, suburban area of North Canton, Ohio. Walsh’s physical structures include a number of state-of-the-art academic buildings, several chapels, places for quiet prayer reflection, 10 residence halls, several dining facilities, a student activities center, multiple wellness centers, as well as athletic fields and facilities.



History

The Brothers of Christian Instruction, a worldwide order with a North American Province headquartered in La Prairie, Quebec, had hopes of opening a new college in the midwest that would serve as a beacon of Catholic higher education. They stood at the corner of an alfalfa field in North Canton, Ohio, with a vision to turn the 50 acres into a thriving college. That vision became a reality when Bishop Emmet Walsh of the Diocese of Youngstown welcomed and helped fund the project.

Walsh's first class of 67 men entered on November 17, 1960. Four years later, women entered as well. In 1993, international outreach and programming brought University status. From two buildings, Walsh has grown to 27 buildings on 136 acres. Nine academic and residential buildings have been added since 2005. Faithful service has driven growth. Grounded in ethics, Walsh's curriculum has prepared teachers, nurses, health professionals, business leaders, and many more alumni to excel in their chosen fields. Since 2001, the University has consistently grown enrollment, programs, and endowment; balanced its budget; and dramatically reduced its debt. It recently completed the most successful campaign in its history. The University's focus on servant leadership and a values-based education stems from the Brothers of Christian Instruction's deep commitment to carry the message of the Gospel to the students they educate.



The Brothers' Legacy

Since their founding, the Brothers have lived their charism of providing students with a values-based education as a way to serve God and humanity. Walsh meets every student as a unique individual embarking on a deeply human and highly personal journey. The entire Walsh community works to welcome all students, support them with care as they navigate experiential learning, sustain them as they meet interdisciplinary challenges, and engage them to stay connected with Walsh throughout their lives. The overarching goal is to produce career-ready graduates who will persevere as ethical lifelong learners, addressing global and local issues through technology, transformative person-to-person commitment, and collaborative teamwork.

As aging Brothers of Christian Instruction retire, vigilant effort preserves their legacy. Dozens of faculty and staff have participated in four extraordinary Presidential Legacy Groups—year-long discussion meetings on campus and summer visits to the Brothers' complex in Alfred, Maine. Dozens of students have also visited Maine and made pilgrimages to European sites. A new residential International Community of Brothers, a resident priest, a University chaplain, and a Vice President for Mission Implementation assure the living presence on campus of religious and committed laity as they participate in campus events and interact with students in daily life.



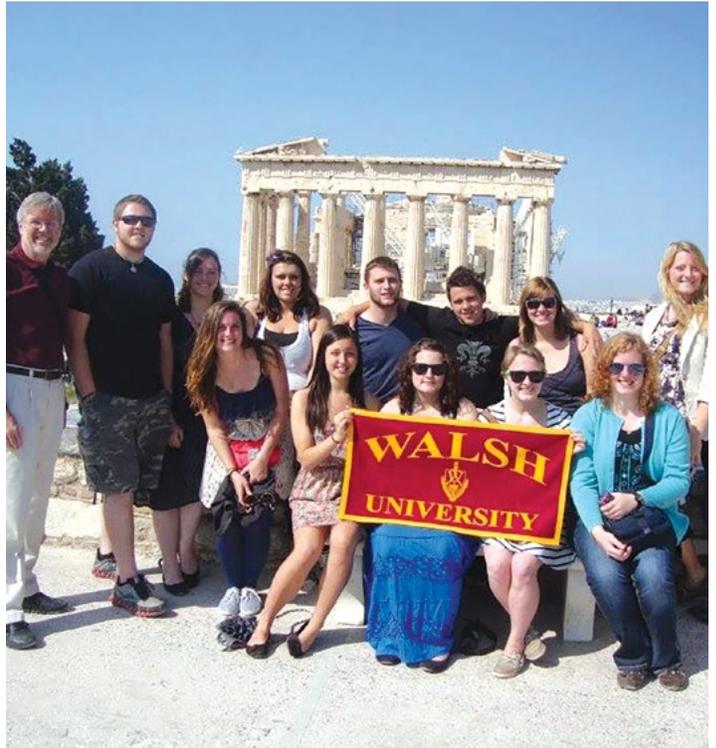
Walsh University Today

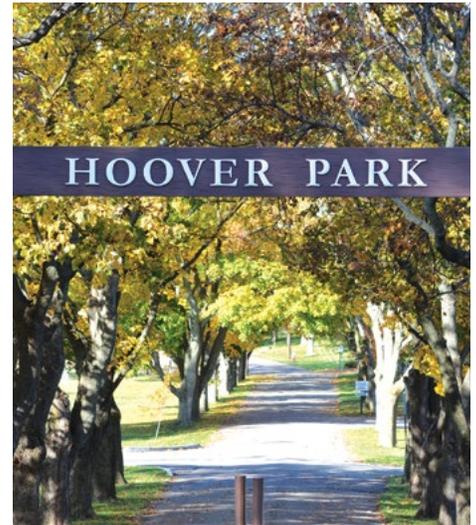
Throughout its history, Walsh has lived true to its founding vision of educating the working class. Currently, about 34% of Walsh students come from families at or below the poverty level. In addition, 27% are first generation students.

In the 1990s, Walsh began offering classes at multiple sites (main campus, three off-campus sites, varied corporate and hospital sites) so that degree completion could be more accessible for working adults. Those options are now transitioning to online delivery with access to individual faculty and campus-based services.

The mission to prepare students for servant leadership in an expanding world has never wavered. International enrollment and global learning have grown in the 21st century. Walsh's Rome campus in Castel Gandolfo, the Pope's summer residence, hosts undergraduates for 3-8 weeks of immersion study. At the University of Kisubi, in Uganda, Walsh established a master's in education program and graduated classes of 50 for several years. That program is now operated independently from Walsh. The new Marlene and Joe Toot Global Learning Center (2018) on the main campus epitomizes Walsh's mission-driven support for experiential and interdisciplinary learning, producing career-ready graduates who address global and local issues through technology, transformative person-to-person commitment, and collaborative teamwork.

New programs for traditional undergraduates, partnerships with other universities, and graduate degrees have attracted new students and faculty—in museum studies, graphic design, cybersecurity, computer science, physical therapy, occupational therapy, exercise science, nursing, and engineering.





Location

Walsh University is located on [136 beautiful acres](#) in North Canton, Ohio, population 17,000. North Canton is a friendly community with excellent public and private schools, quality health care, and affordable housing. The relationship between the local community and Walsh University is very positive.

The population of Canton is approximately 70,000 and the Akron area has a population of approximately 200,000. North Canton is easily accessible to Cleveland, Columbus, Youngstown, and Pittsburgh. The area boasts numerous venues for the arts, professional sports, festivals, fine dining, and recreation.

The region is served by the Akron-Canton (6 miles) and Cleveland (60 miles) airports. Popular destinations in the area include the NFL Professional Football Hall of Fame, historic Hoover Park (owned and operated by Walsh University), the National First Ladies Library, the Canton Classic Car Museum, the Canton Museum of Art, the MAPS Air Museum, and [many more](#). The number of area museums offers students in the museum studies program excellent internship and employment opportunities.





Catholic Identity

Walsh University is grounded in and guided by the principles of the Catholic Church. The University's Catholic identity is expressed in its approach to the intellectual, spiritual, social, and physical development of its students. The Catholic Intellectual Tradition and Catholic Social Teachings shape the curricular and co-curricular experiences of students. The University invites and welcomes all persons, of all faiths, as it affords dignity and respect to all of God's family.

For students embarking upon their faith journey, there are hundreds of faith-based programs throughout the year. Mass is celebrated on campus daily in the Our Lady of Perpetual Help Chapel. A vibrant campus ministry program addresses the personal, spiritual, and religious needs of the entire Walsh community by offering a variety of services such as student-led retreats, Bible studies, social gatherings, and community outreach initiatives.



Accreditation

In its nearly 60 years, the University has been continuously accredited by the Higher Learning Commission. The University is scheduled for its reaffirmation of accreditation in November 2019. Individual programs hold specialty accreditation from the following professional associations: The Commission on Collegiate Nursing Education, the Council for the Accreditation of Educator Preparation, the Commission on Accreditation in Physical Therapy Education, and the Council for Accreditation of Counseling and Related Educational Programs. The University is in the candidacy stage for accreditation of its business programs through the Association to Advance Collegiate Schools of Business.

The Board of Directors

The University is governed by an independent and diverse Board of Directors. Members of the Board of Directors are highly accomplished, dedicated, enthusiastic, and committed to the success and viability of Walsh University. Directors include religious, corporate, and civic leaders from seven states and Canada. The maximum number of Directors is 36, and includes five Brothers of Christian Instruction or their designees. The Bishop of Youngstown is an ex officio member of the Board of Directors. Directors serve a three-year term and may serve no more than three consecutive terms without a hiatus. The President is an ex officio, non-voting member of the Board of Directors, and a voting member of all Board committees, except the Executive Committee. The regular meetings of the Board occur three times a year. The Chair of the Board of Directors serves a two-year term. The present chair is the Honorable Sara Lioi. Her term as chair will expire in the spring of 2019. Judge Lioi is serving as Chair of the Presidential Search Committee.

Standing committees of the Board include the following: Executive, Academic, Buildings & Grounds, Governance, Advancement & Marketing, Finance & Audit, Student Affairs & Athletics, Investment, and Information Technology. To allow faculty participation in the discussion of critical issues affecting them, the Board biennially selects one faculty representative to attend board and committee meetings as a non-voting member and also annually invites the faculty senate to elect two faculty members to serve on the Academic, Finance & Audit, Student Affairs & Athletics, and Investment committees.

University Leadership

After 18 years overseeing the monumental growth of Walsh University, President Richard Jusseume is scheduled to retire June 30, 2019. President Jusseume became the sixth president of Walsh University in 2001. Of the 67 private four-year universities in Ohio, he is the second longest serving president. Under President Jusseume's guidance, Walsh affirmed its Catholic identity and experienced phenomenal growth in almost every facet of its operations including enrollment, academic programming, faculty and staff, financial resources, and physical facilities. For example, total enrollment grew from 1,684 to 2,782; the number of buildings increased from 11 to 27; the number of undergraduate majors increased from 32 to 70; and the endowment grew from \$2 million to \$27 million. A history of the accomplishments of the University

under the leadership of President Jusseume can be found on the Walsh University [website](#).

To ensure a smooth transition for the new president, President Jusseume will remain in a consultant position for the final year of his contract. His specific duties will be determined by the new president in consultation with the Board.

Members of the President's Cabinet include the following vice presidents: academic affairs, administration and chief information officer, advancement, athletics/athletic director, finance and business affairs, marketing and communications, and student affairs. Also reporting to the President are the senior chaplain, associate vice president for mission implementation, associate vice president for strategy and planning, and the executive assistant to the president. The cabinet members are very talented and include recent additions as well as seasoned administrators.



Distinctions

Walsh University has been recognized among *Colleges of Distinction* and *Catholic Colleges of Distinction*. The Cardinal Newman Society has recommended Walsh University in its guide to *Choosing a Catholic College*. The University is listed in the “*I’m First! Guide to College*,” a guidebook published by Strive for College, designed for low-income and first-generation college-bound students. The University is named as a *Military Friendly School*, ranked in the *Top 50 Midwest Regional Universities* by *U.S. News and World Report*, and ranked in the *Top 10 Most Affordable Private Colleges* in Ohio by College Scorecard.

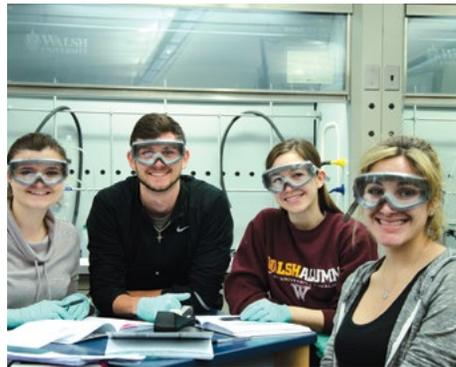
Academic Program

The academic program consists of over 70 programs and tracks leading to certificates, associate degrees, bachelor degrees, master degrees, and doctorates. The University has four schools: The Byers School of Nursing, the DeVille School of Business, the School of Arts and Sciences, and the School of Behavioral and Health Sciences. Other academic programs are organized within divisions: The Division of Fine and Performing Arts; The Division of Humanities; the Division of Literature, Language, and Communication; the Division of Mathematics and Sciences; and the Division of

Education. Walsh also has launched and branded a Digital Campus offering both undergraduate and graduate degrees for the growing area of online programs.

The undergraduate curriculum includes vigorous general studies and nationally recognized service learning. The aim is to help all students grow through intercultural competency, professional internships, and capstone interdisciplinary learning. On average, 160 undergraduates each year live and study abroad—in 2017-18 there were 189. A campus-wide Academic Day features student research in fields such as bioinformatics, elementary education, graphic design, and criminal justice. The annual Honors Convocation recognizes the impressive accomplishments of students in academics and real-world service for the common good.

The Renacci Forum and Center for Civic Engagement in the Marlene and Joe Toot Global Learning Center houses prestigious institutes in applied humanities and in community health, promoting both cross-disciplinary research and University-wide programming on complex and pressing issues. The Saint John Paul II Center for Science Innovation encapsulates the Catholic and academic call both to pursue frontiers of knowledge and to respect and preserve the dignity of human life.





Faculty and Students

The University promotes academic excellence, a diverse community, and close student-teacher interaction. The student-faculty ratio is 13:1. Through a creative and thoughtfully integrated curriculum, faculty and staff foster critical thinking, effective communication, spiritual growth, and personal, professional, and cultural development. The number of full-time faculty is approximately 140, made up of productive scholars and excellent teachers who emphasize active learning and engagement.

Students hail from 40 states and 34 countries. Fifty percent of students self-identify as Catholic. Of the full-time students, 98% receive financial aid. Nearly one third of undergraduates are first generation students and 34% are Pell Grant eligible. All students participate in service work and experience an internship opportunity. Ten residence halls provide a variety of living options for residential students; no more than two rooms share a private bathroom. Students are encouraged to

be actively engaged and creative. As an example, in 2016, four Walsh students with an intense interest in entrepreneurship sought a place where students could develop their enterprising skills and foster creativity. Noting that some of America's most successful companies started in garages, the students came up with a plan to transform an unused garage space on campus into a student innovation center. The Garage hosts a monthly speaker series, mentorship programs and innovation challenges, among other programs.

Athletics

The University sponsors a comprehensive athletic program encompassing 11 sports for women and 11 for men. The Cavaliers compete within the NCAA Division II and are members of the Great Midwest Athletic Conference (G-MAC). Student athletes enjoy state-of-the-art athletic facilities. A third of undergraduates participate in team or individual sports. The average GPA of Walsh student athletes is 3.35.

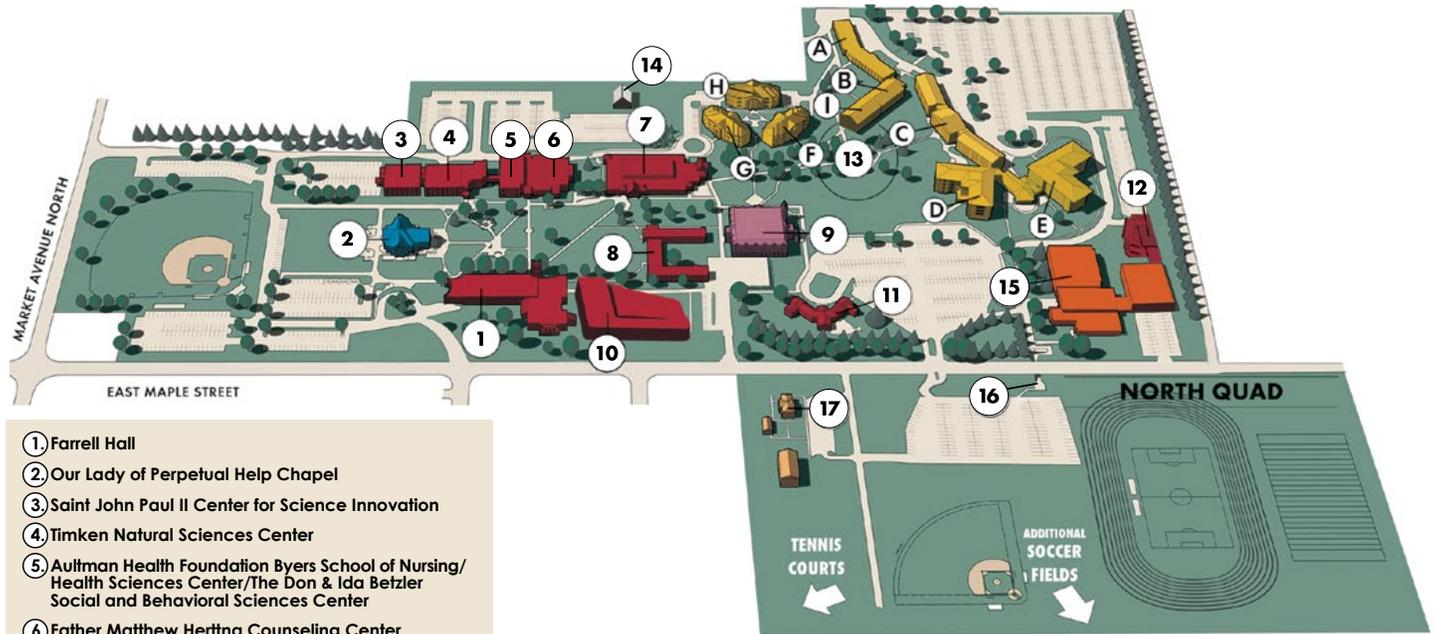
Finances and Facilities

The financial health of Walsh University is sound. The University has balanced its budget for the past 18 years. The operating budget for FY 2018-2019 is approximately \$78 million. The market value of the University's endowment has grown from \$2 million in 2001 to \$27 million in 2019. Approximately half the endowment is permanently restricted. Long-term debt has been reduced from \$30 million in 2009 to approximately \$16 million in 2019. The University completed a successful comprehensive campaign in 2018, recording gifts and pledges during the campaign of \$32.5 million, far exceeding the initial campaign goal of \$25.5 million. Reflective of their commitment to the University, members of the Board of Directors contributed 28% of the total raised.

The physical plant has an approximate value of \$123 million, net of accumulated depreciation of \$53 million. Since 2000, Walsh University has built a 300-seat chapel, new residence

halls, a student activities center, an athletic complex, a fine arts hall, a counseling center, and two natural science academic buildings. Additionally, the premier Marlene and Joe Toot Global Learning Center, featuring technological systems and collaborative gathering spaces, opened in 2018. New buildings were constructed only when funding was secured, thus allowing the institution simultaneously to enlarge its physical plant, observe sound fiscal management, and reduce debt. The physical plant is impeccably maintained and there is no significant backlog of deferred maintenance.

Moreover, the University expanded its physical footprint and services. The addition of Hoover Park, the Hoover Historical Center, and other properties extended the University's north and south boundaries. Recent adjacent roadway improvements now mark the "University district." Additionally, Walsh acquired a building located on Main Street in the heart of downtown North Canton, which it converted into a children's interactive makerspace and museum.



- 1. Farrell Hall
- 2. Our Lady of Perpetual Help Chapel
- 3. Saint John Paul II Center for Science Innovation
- 4. Timken Natural Sciences Center
- 5. Aultman Health Foundation Byers School of Nursing/Health Sciences Center/The Don & Ida Betzler Social and Behavioral Sciences Center
- 6. Father Matthew Herftna Counseling Center
- 7. The Barrette Business and Community Center
- 8. La Mennais Hall
- 9. The Paul & Carol David Family Campus Center
- 10. The Marlene and Joe Toot Global Learning Center
- 11. Hannon Child Development Center
- 12. The Birk Center for the Arts
- 13. Residence Hall Complex
 - (A) Seanor Hall
 - (B) Lemmon Hall
 - (C) Menard Hall/Betzler Towers
 - (D) Marie & Ervin Wilkof Towers
 - (E) Olivieri Family Towers
 - (F) Brauchler Hall
 - (G) Meier Hall
 - (H) Stein Hall
 - (I) The Commons
- 14. St. Katharine Drexel House
- 15. Gaetano M. Cecchini Family Health and Wellness Complex
- 16. Tunnel to Athletic Fields
- 17. Hoover Historical Center and Hoover Park

Walsh University at a Glance

Founded	1960	Tuition and Fees	\$29,300
Location.....	North Canton, OH	Tuition, Room, and Board ...	\$39,525
Enrollment Fall 2018:		Operating Budget \$78 million	
Undergraduate Students	2,044	Endowment	\$27 million
Total Students	2,782	Alumni	14,000
Female/Male	59%/41%	Athletic Teams	Cavaliers
Average ACT score	22.6		
Full-Time Faculty	140		
Total Full-Time Employees	360		

Opportunities And Challenges

The Strategic Plan 2016-2020 enumerates key initiatives and strategies: sustain mission and legacy; develop programs combining University strengths with market demand; create transformational, flexible, student-centered learning experiences; increase diversity; optimize prudent fiscal policies; collaborate with external stakeholders; and enhance the student experience. Significant progress has been made toward reaching the goals outlined in the current strategic plan. As the present plan draws to conclusion, it presents an opportunity for the next president to engage constituents in an inclusive process that will shape the vision, goals, and objectives for Walsh University in the years ahead.

For a relatively young institution, Walsh University has achieved remarkable success. Among Walsh's more than 14,000 alumni, 55% are under the age of 40. Graduates of the University are financially supportive of their Alma Mater, contributing 26% of the funds raised in the most recent campaign.



Walsh enjoys a beautiful and well-maintained physical plant without significant deferred maintenance issues. This allows the University to allocate resources toward funding for academic programs, student scholarships, faculty development, and endowment. Increasing the endowment is both an opportunity and challenge.

As with all institutions of higher education, Walsh faces challenges. Ohio is home to 67 private colleges and many public universities with excellent reputations and lower costs of attendance. Reduced federal aid, student debt, and public skepticism about the value of college degrees intensify fiercely competitive marketing for a shrinking pool of high school graduates. Walsh has responded with strategic national and international recruiting, integrated marketing, rigorous internal program review, bold yet selective addition of majors and

other programs. Nonetheless, vigilant attention to enrollment and new revenue sources is demanded of the President, cabinet, faculty, and staff.

Addressing the enrollment challenges ahead will require adapting to the demographic changes in traditional students and adult learners. The successful recruitment and retention of students from diverse backgrounds will demand more financial aid, additional learning resources, and a teaching and learning environment that is welcoming and more diverse. The Diversity Council, established four years ago, is a step forward in engaging the University community on important issues and promoting change, but its work alone is not sufficient. Strong presidential leadership will be necessary to navigate the difficult conversations and decisions on diversity.

The opportunities for study abroad and internationalization of the curricula are significant (Rome, Uganda, Tanzania, Haiti), and more partnerships are possible with the worldwide presence of the Brothers. The stunningly beautiful Marlene and Joe Toot Global Learning Center presents numerous opportunities for creative programs and services to complement the Digital Campus platform. The Digital Campus will require an innovative and entrepreneurial leader to shepherd it and realize its potential.

The University recently engaged the faculty and others in a process of program prioritization; the results of that body of work await review and action. Faculty workloads and resources for academic programs have not been realigned with the establishment of new academic programs and enrollment growth. Wages for faculty, administration, and staff have fallen behind, and there are serious information technology hurdles to overcome in response to student and faculty needs. The new president is expected to lead the next steps in making difficult decisions regarding resource reallocation.





Requirements, Expectations, and Highly Valued Qualifications

It is a requirement that the President of Walsh University be Catholic. A doctorate or terminal degree is preferred; yet, the University welcomes applicants who have exceptional executive experiences that align well with the needs of the University, the desired qualifications, and the leadership agenda. Candidates with evidence of executive leadership in the academy, particularly within Catholic higher education, are encouraged to apply. Candidates should be conversant with the Catholic Intellectual Tradition and the principles of Catholic Social Teaching. An appreciation of the importance of liberal arts education in today's marketplace is essential. The University expects candidates to have demonstrated evidence of advocacy and commitment to diversity, inclusion, and social justice in accordance with Catholic Social Teaching.

Congruent with the charism of the Brothers of Christian Instruction, it is expected the President be a person of faith, of genuine humility, and one who approaches leadership with a servant's heart. The personality of Walsh University and its position within the Stark County community command an authentic leader who is approachable, visible, and joyfully present at campus activities and community events.

There are many challenges facing independent and Catholic higher education institutions, especially those that are tuition dependent in a densely competitive environment facing changing demographics and a decline of high school graduates. Thus, candidates should have a keen understanding of contemporary higher education as well as evidence of financial acumen, acuity, and agility. They should likewise have a creative and innovative approach to problem solving.

The University values applicants who are student centered and have a successful track record in building relationships with a variety of constituents. The University seeks a person experienced in fundraising, with the willingness and vigor to engage benefactors throughout the country. The University expects its chief executive officer to be a skilled communicator, an active listener, and a collaborative leader with high emotional intelligence. The President is expected to value shared governance yet be a decisive decision maker, as well as an individual whose persona is inspiring, trusting, and of the highest integrity.



The Leadership Agenda for the Next President

1. Engage University and community constituents in an intentional listening and learning process in order to capture the ethos of Walsh University, to embrace the charisma and legacy of the Brothers of Christian Instruction, to understand its Catholic identity as perceived by various constituents, and to respond to the opportunities and challenges ahead.
2. Focus attention on efforts that will sustain net tuition and fee revenues while being mindful of the Brothers' commitment to providing an affordable education, maintain balanced budgets, engage current and prospective donors to meet fundraising needs, and preserve the Catholic identity of the University.
3. In consultation with the Board of Directors, faculty, administration, staff, and alumni, assess the current allocation of resources and realign the financial and human resources of the University. Factors to take into account include, but are not limited to, the body of work completed in the program prioritization process, the present status of wages for all employees, the hardware, software, and bandwidth needs in information technology, and the recruitment and retention of students, faculty, administration, and staff.
4. Initiate and orchestrate a new strategic planning process that is inclusive and transparent – one that results in a bold vision for the future of Walsh University; one that has concrete goals and metrics; one that has assigned accountability for implementation; and one that has specific timelines for completion.
5. Identify, prioritize, and leverage the opportunities advantaged by the new Global Learning Center, the launch of the Digital Campus, partnerships with the Brothers of Christian Instruction, and other colleges and universities, domestic and abroad.

Process for Nomination and Application

The Board of Directors has determined that a confidential process is critical to ensure the widest possible range of candidates. Applications should contain the following: 1) a detailed letter of application addressing the issues, requirements, expectations, qualifications, and leadership agenda outlined in the search prospectus; 2) a current CV; and 3) a list of five professional references with contact information (phone, email) and an explanation of the candidate's working relationship with each. References will not be contacted without explicit permission from the candidate, and candidacy will remain confidential from application through appointment. Nominations and applications should



be sent as an email attachment in Microsoft Word format to: WalshPres@academic-search.com. For full consideration by the search committee, applications should be submitted by May 3, 2019. Additional information about Walsh University can be found at <https://www.walsh.edu/>.

Academic Search, Inc. is assisting Walsh University in this confidential search. Senior Consultant Dr. Rick Artman is leading the search, assisted by Associate Consultant Shally Wise. They can be reached at rba@academic-search.com and sw@academic-search.com.

Equal Employment Opportunity

Walsh University has an established policy of equal employment opportunity. This policy is applied to all qualified employees and applicants for employment, without regard to race, color, sex, age, religion, or creed. Walsh University reserves the right to exercise discretion in employment decisions in a manner consistent with its status as a Catholic university committed to Catholic principles and values.

About Academic Search

For more than four decades, Academic Search has offered executive search services exclusively to institutions of higher education. Academic Search was founded on the principle of strengthening higher education leadership through professional search services. We are the only search firm in the nation with a formal relationship to a premier leadership development program. As the subsidiary of the American Academic Leadership Institute (AALI), Academic Search provides substantial financial support to a number of leadership identification, development, and support programs across all sectors of public and private higher education. For more information, visit <http://www.academic-search.com/>.



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