



EXECUTIVE SEARCH PROFILE

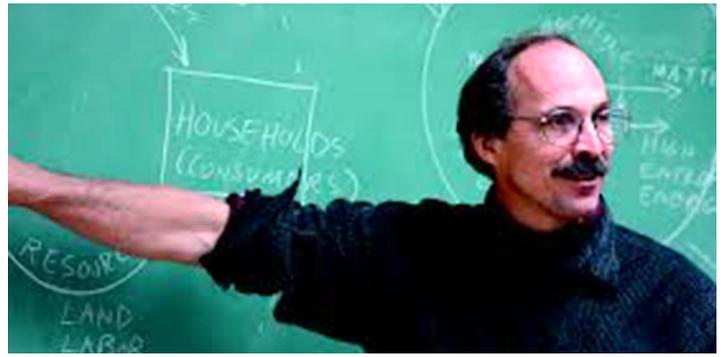
PRESIDENT



ANTIOCH  
UNIVERSITY  
NEW ENGLAND



R.H. PERRY & ASSOCIATES  
SEARCH COUNSEL TO HIGHER EDUCATION



## THE OPPORTUNITY

The President will strengthen Antioch University New England’s identity as a premier progressive institution by building on its historic legacy of providing innovative education for adult learners guided by the mission of empowering students with the knowledge and skills to lead meaningful lives and to advance social, economic, and environmental justice. In so doing, the next President will lead in furthering the University’s visibility, programs, services, and outreach, expand academic offerings, and achieve greater administrative efficiencies.

## THE UNIVERSITY

Antioch University (AU) was founded in 1852 as Antioch College in Yellow Springs, Ohio – a non-sectarian, co-educational institution, which practiced a stimulating and unconventional approach to student learning. Antioch’s first President, Horace Mann, was a respected educator, architect of the American Public School System, abolitionist and social reformer. As early as Antioch’s founding, the College advocated for social equity and was the first college in the United States to educate women on equal terms with men. Antioch also became the first American college to hire women on equal terms for faculty positions, and to appoint women as trustees. It was also among the first to offer African-Americans equal educational opportunities. It was also a pioneer in the development of experiential education.

Between 1964 and 1978, Antioch expanded dramatically with the launching of over 35 programs and campuses throughout the United States. The first of these was the Putney School of Education in Vermont which has since become Antioch University New England. In 1978, at the urgings of the Ohio Board of Regents, Antioch College changed its name to Antioch University to reflect the fact that it was no longer only an undergraduate liberal arts college. However, Antioch University is the same institution founded by Horace Mann in 1852. Although the College is no longer part of the University, its founding principles abide among the regional campuses.





## **THE UNIVERSITY *(continued)***

Today, AU is building upon its legacy of serving adult students at both the undergraduate and graduate levels as a university with five campuses with locations in Los Angeles, Santa Barbara, Seattle; the Midwest campus, located in Yellow Springs, OH and the New England campus in Keene, NH. Antioch University is governed by a Board of Governors (BoG), which is the fiduciary board for the corporation. However, to assist the BoG with its governance, it has established local Boards of Trustees for each of the five campuses. The local boards assist in providing oversight to the campus, participate in the Presidential search process, provide input into the Chancellor’s evaluation of the campus President, review and recommend the campus budget to the BoG, participate in fundraising and alumni relations and generally help to advocate for and advance the campus within its community.

Classified by Carnegie as Masters S and fully accredited by the Higher Learning Commission of the North Central Association of Schools and Colleges, AU houses two institution-wide programs – the Ph.D. in Leadership and Change and Antioch Education Abroad. Each campus has its own distinct identity that responds to community and regional needs. This diversity thrives within the context of an integrated university system with coordinated strategic planning, capital priorities, virtual academic support services for student learning and pathways for faculty involvement and voice in University academic affairs. The presidents work collaboratively with the University executive teams on all aspects of the University and the main functional areas work together to set priorities and share best practices.

AU is proud to be the recipient of a number of national awards and honors. In 2010/11, Antioch University received the following honors: U.S. President’s Honor Award for Community Service with Distinction; USA Today’s Top Twenty Colleges and Universities for Service to their Communities; Business Review Ten Top Institutions for Innovation; and US News and World Report 2012 Best Colleges, with three campuses recognized – Los Angeles, Midwest and Santa Barbara.

### **University Mission Statement**

*Antioch University provides learner-centered education to empower students with the knowledge and skills to lead meaningful lives and to advance social, economic, and environmental justice.*



## **The Antioch University Vision Statement**

*Antioch aspires to be a leading university offering learners and communities transformative education in a global context that fosters innovation and inspires social action.*

### **Core Values**

#### ***Excellence in Teaching and Learning***

*The University offers quality academic programs relevant to the needs of today's learners and embraces experiential learning by bridging academic outcomes with the real-world experience of all members of its learning community.*

#### ***Nurturing Student Achievement***

*The University educates the whole person by cultivating personal growth, pragmatic idealism, and the achievement of professional goals.*

#### ***Supporting Scholarship and Service***

*The University recognizes the active engagement of faculty in student learning, scholarship, and service. As well, Antioch University values the manifold ways students and graduates creatively and deliberatively apply their learning to the common good.*

#### ***A Commitment to Social Engagement***

*The University maintains an historic commitment to promoting social justice and the common good. Students graduate from Antioch University with a heightened sense of their power and purpose as scholars, practitioners, and global citizens.*

#### ***Building and Serving Inclusive Communities***

*The University nurtures inclusive communities of learners, inspiring diversity of thought and action. Antioch University engages and supports the educational, cultural, and environmental vitality of the diverse regional, national, and international communities that it serves.*

### **Institutional Goals**

- 1. Prepare graduates to lead and serve in their professions and communities through excellent academic programs that exemplify experiential learning, social engagement, professional preparation, and global citizenship.*
- 2. Improve access, affordability, and success for students who manage multiple responsibilities of school, work, and family.*
- 3. Promote inclusion, justice, and sustainability, in order to live our values.*
- 4. Become a fully integrated university system to maximize sustainability and prosperity.*
- 5. Expand financial, human, physical and information resources for long-term sustainability and overall effectiveness.*



## ANTIOCH UNIVERSITY NEW ENGLAND

Founded in 1964 and still the longest-running university campus, AUNE is a dynamic, innovative institution located in the beautiful city of Keene, New Hampshire, offering a rich educational experience to its students through scholarly, practice-oriented and learner-centered graduate study. AUNE aims to inspire all members of the learning community to develop the knowledge, skills and habits of mind to engage in change that transforms individuals, organizations, and communities.

The faculty are leading scholars and professionals in their fields of practice, and student learning is their priority. Grounded in the University's legacy as a progressive institution, the faculty have long been committed to an education that is rigorous and relevant. Antioch University's degrees and programs are guided by the University's core values of inclusiveness, social justice, experiential learning and socially engaged, global citizenship. The pedagogy honors real-world experience and the interface of theory, research, and practice. Antioch University's learner-centered approach to teaching and learning includes designing program delivery models that meet the needs of adult learners with offerings of on-line, blended, and classroom-based programs.

Master's degrees are awarded in the areas of Applied Psychology, Education, Environmental Studies, and Management. Doctoral degrees are awarded in the areas of Clinical Psychology (Psy.D.), Marriage & Family Therapy (Ph.D.), and Environmental Studies (Ph.D.). In addition, AUNE offers certificate programs in Applied Psychology and Education and the institution is well known for being one of only three schools in the United States to offer Waldorf teacher training.

AUNE students represent a diversity of life experience, knowledge, and perspective. They explore their interests through hands-on learning, working in innovative and collaborative ways to respond to the ecological, social, and economic challenges of the world today. The New Hampshire campus is populated by an enthusiastic mix of learners who take an integrative approach in the building of their knowledge, skills, and talents. AUNE students and alumni make up an ever-growing group of world citizens taking their AUNE experience of sustainability and social justice into their communities and beyond, carrying forward the philosophy that underscores every Antioch program: make a positive difference whenever and wherever the world needs you. While there is no standard profile of an AUNE student, the student body includes:

- approximately 800 learners of a range of ages, with an average age of 33;
- learners with an average of six years of professional experience when they enroll;
- a majority of learners remaining in their jobs while pursuing their education;
- a majority of learners from New England and the Northeast;
- approximately thirty-five percent relocating from across the country and around the world.

AUNE is also home to a dedicated staff of administrators, managers, professionals, technical, clerical, and maintenance employees whose commitment to the University at all levels enables the institution to operate effectively and efficiently.



## BACKGROUND

The President is the chief executive officer of the campus and is a Vice President of the Corporation, reporting directly to the Chancellor, Ms. Felice Nudelman, who assumed her role in July of 2012 after a successful career at the New York Times Company and in higher education. The AUNE President serves as the campus representative on the Antioch University Leadership Council, working in concert with the campus presidents and senior executive staff to advance the mission of the University.

Reporting to the President is the campus leadership team, comprised of the Vice President for Academic Affairs; the Vice President for Institutional Advancement; the Vice President for Finance and Administration; the Dean of the Division of Continuing Education and Community Outreach; the Assistant to the President for Sustainability and Social Justice; and the Director of Human Resources.

Dr. David Caruso has ably served as President of AUNE since 2006, and is credited for stewarding the campus through a period of stabilizing and evolving its organizational structure, preparing the campus to engage the emerging challenges of higher education, and assuring an educational environment of strong programs and student outcomes. He is retiring at the end of the 2012 academic year.

## CHALLENGES & OPPORTUNITIES

The next President of AUNE will build upon the successes of Dr. Caruso and provide transformational leadership in a time of growth and change for AUNE and Antioch University. The President will be part of a dynamic team comprised of the Chancellor, the University's senior administrative team and other campus Presidents working together to further the growth and development of Antioch University as a multi-campus university. The President will provide creative and inspirational leadership for AUNE ensuring that it continues to occupy a position of leadership in the rapidly changing environment of higher education by addressing the following challenges:

- Developing and implementing a vision that renews AUNE's unique position as an educational innovator and remains true to the University's mission, vision and core values;
- Seizing the opportunity that AU and its multi-campus, diverse structure, and engaged students, faculty and staff provide to be a team leader in the reinvention of education relevant to tomorrow's challenges;
- Increasing accessibility, value and student outcomes by engaging the faculty in producing new curricula and delivery models that keep AUNE's distinctive educational experience at the forefront of producing affordable education and social change leaders;
- Establishing strong connections as a leader in the Monadnock region and beyond to enhance the reputation of the University, further fundraising, and recruit strong Trustees;
- Increasing the resources of AUNE through successful fundraising, grants acquisition, prudent investment and sound financial management;



## CHALLENGES & OPPORTUNITIES (*continued*)

- Reinforcing faculty and administrative collaboration, and engaging faculty in University academic advancement to serve learners who must balance obligations to family, work and study;
- Creating growth opportunities for AUNE that align to the mission, build its presence in the region, drive new revenue and increase enrollment, with special emphasis on launching AUNE’s undergraduate degree completion program;
- Engaging in collaborative and strategic decision making that allocates resources in ways that are consistent with the mission and values of AUNE, enhance its growth, challenge and empower its faculty and staff, and support its engagement in the region;
- Furthering the interconnectedness of the AUNE community by developing strong relationships with all constituencies: students, faculty, staff, community members, alumni and Antioch University through active listening, collaborative decision making and effective advocacy, raising morale and inspiring trust in the future of AUNE;
- Building a collaborative relationship with the Board of Trustees to support the campus and to attract members who can further the work of institutional advancement; and,
- Partnering with the Chancellor of Antioch University to further the mission and goals of the University as a whole and of AUNE within the University.

## QUALIFICATIONS

The Board of Governors, The Board of Trustees for AUNE, the Antioch University Chancellor, and the Campus Community seek a new president who:

- Is a person of proven and unquestioned integrity who operates from a strong moral and ethical compass consistent with the unique educational roots of Antioch University;
- Can demonstrate a commitment to the mission and values of Antioch University and is a person of vision with the skills to unite the community around that vision;
- Is a strategic thinker and courageous leader with an entrepreneurial spirit;
- Is an academic leader who will garner respect from Antioch’s experienced faculty and staff;
- Communicates effectively in listening, speech, and writing, and can be an articulate and credible spokesperson and ambassador for the University and its mission;
- Has the personal and professional presence necessary to be a leader in the Monadnock region and beyond and to raise the profile of AUNE;



## QUALIFICATIONS *(continued)*

- Advocates for adult learners, fosters scholarship and is student-oriented; understands the principles and methodologies of adult learning;
- Exhibits a collaborative and flexible management style, seeking input before decision making; has the courage to make timely, informed executive decisions as appropriate and understands the impact of decisions on the University community;
- Demonstrates strategic finance capabilities in combination with transformational leadership skill; and,
- Acts as a change agent and problem solver, with a demonstrated record of leading and managing change and a high level of comfort with a variety of leadership models and styles.

## POSITION REQUIREMENTS

- A terminal degree (Ph.D., Ed.D., J.D.) from a regionally accredited institution of higher education;
- A successful record as a college/university president or senior administrator with experience in graduate education (other equivalent significant leadership experience will also be considered);
- Expertise in strategic planning, finances, board relations, and the accreditation process;
- Successful experience in all aspects of fund-raising;
- Experience in building institutional resources and pursuing partnerships for growth;
- Is approachable, skilled at building strong interpersonal relationships and has a sense of humor;
- Experience in leadership and management within a system of higher education is desirable;
- Experience in performance management, setting goals and holding the responsible administrators accountable; and,
- Ability to relocate to the Monadnock region and be an active member of the community.



# KEY INDICATORS 2011

Investment in Plant, Less Depreciation:	\$28.9 million (University) \$2 million (related to AUNE)
Plant Replacement Insured Value:	\$14 million
Cost of Operating Physical Plant:	\$8.4 million (University) \$1.3 million (AUNE)
University Endowment:	\$8 million (University) \$1.1 million (for benefit of AUNE scholarships/ programs)
AUNE Budget:	\$16.2 million
Total University Budget	\$82.2 million
Tuition Revenue:	\$65.3 million (University) \$14.2 million (AUNE)
Student Enrollment for Fall, 2012:	819 (AUNE)
Tuition Discount Rate:	2.9%
AUNE Retention Rate:	95.8% after 2 years for Masters; 94.3% after 2 years for PhD
Retention Rate for all Campuses:	76%
Living Alumni:	Approximately 30,000 (University) Approximately 9,500 (AUNE)
Number of Full-time Faculty at AUNE:	49.3 FTE
Tenured:	N/A
Faculty Salaries:	\$66,000 is University average \$59,912 (AUNE)
AUNE Student/Teacher Ratio:	18.47/1 (FTE student/FTE faculty)
Degrees Offered by AUNE:	M.A., Clinical Mental Health Counseling M.A., Dance/Movement Therapy and Counseling M.A., Marriage and Family Therapy M.S., Environmental Studies M.S., Resource Management and Conservation M.Ed., Elementary Teacher Certification M.Ed., Waldorf Teacher Education M.Ed., Experienced Educators M.B.A., Sustainability Psy.D., Clinical Psychology Ph.D., Marriage and Family Therapy Ph.D., Environmental Studies



## APPLICATION PROCEDURES

To ensure full consideration, candidates should e-mail the following application materials as MSWord or PDF attachments to **AUNE@rhperry.com**: a cover letter addressing the challenges, opportunities and qualifications listed above; a current résumé or C.V.; and the names, phone numbers and e-mail addresses of five references.

**Review of applications begins February 1, 2013 and the expected start date is in July, 2013, or earlier if possible.**

### FOR FURTHER INFORMATION, PLEASE CONTACT:

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Telephone: (757) 585-2644

OR

**MR. PAUL G. DOEG, *Senior Consultant***

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## POLICY

R. H. Perry & Associates is committed to the highest standards of professionalism in all dealings with candidates, sources, and references. We fully respect the need for confidentiality and assure interested parties that their background and interests will not be discussed without consent of the applicant prior to her or his becoming a candidate.

*It is the policy of Antioch University not to discriminate against and to provide equal employment opportunity to all qualified persons without regard to race, color, national origin, religion, sex, sexual orientation, gender identity, age, disability, veteran status, or any other protected classification.*

**[www.antiochne.edu](http://www.antiochne.edu)**

