



## **PRESIDENT**

**Leadership Profile**  
**Fall/Winter 2018**

## Position Summary

The Board of Trustees of Endicott College, in Beverly, Massachusetts, invites nominations for and expressions of interest in the position of President.

Shaped by a bold entrepreneurial spirit, Endicott College offers students a vibrant academic environment that remains true to its founding principle of integrating professional studies and liberal arts with experiential learning. Today, more than 2800 traditional undergraduate students pursue degrees on the Beverly campus, and 2400 students enroll in doctoral, master's, and accelerated undergraduate programs through Endicott's Van Loan School. A distinct and innovative undergraduate curriculum is anchored by multiple internship opportunities across disciplines. Whether on the Beverly campus, at the academic center in Boston, or at sites across the region and around the world, students embrace Endicott's commitment to experiential learning, which combines theory with hands-on, career-related experience.

From the 1939 purchase of an elegant seaside estate to accommodate both classrooms and living quarters, to the current 235-acres and 56 buildings that include academic centers, residence halls, athletic facilities, an arts center, and state-of-the-art technology, today's Endicott has continued to be a beautiful and supportive academic environment where students and faculty come together as a true community of learners. The college has come very far over the last 79 years and was recently recognized as one of the "Most Innovative Schools" according to the *U.S. News & World Report*.

The next president will join Endicott as it builds on an exciting history of growth, evolution, and innovation. The college's unwavering focus on its students; the community's collective sense of responsibility for Endicott's success; and a proven track record of outstanding academic, enrollment, and financial performance create a unique and unusually strong platform for new leadership. Among the next president's top priorities will be working with the campus community to imagine the future strategic direction for the college, building on its resources, relationships and remarkable success to strengthen Endicott's mission and to distinguish Endicott College as an innovative model of holistic, student-centered, pre-professional liberal arts education in New England, the nation and the world.

## About Endicott College

Endicott College maintains a strong position and outlook as it seeks new leadership. The last three decades at Endicott have been characterized by stable, successful leadership and continuous transformation, innovation, and growth both in academic programs and curricula, and in outstanding physical facilities.

By strategically investing in new ideas, diversifying revenue, and managing costs, the college has outperformed peer institutions on multiple indices. Moreover, each member of the Endicott community has a stake in the college's success and is invested in its future. Regular town hall-style meetings and community-wide gatherings serve as communication vehicles and reinforce a culture of engagement and transparency with all stakeholders.

Students and parents value the college's legacy of leadership and innovation in experiential learning. Endicott's naturally beautiful campus and safe, caring environment, along with its exciting athletics and arts programs, and consistently high job placement rates are among the college's most attractive features.

A local treasure, Endicott's success has steadily gained recognition among a growing audience – and there is more to come. Endicott College seeks a president who will bring new leadership and inspired vision, fresh perspectives and ideas, an authentic commitment to diversity and inclusion in all forms and a passion for higher education to honor the college's extraordinary past by charting a course towards an even brighter future.

Read more [Endicott facts and figures](#) online.

## The Office of the President

The president of Endicott College reports to a 31-member board of trustees and serves as a member. Reporting to and working closely with the president are the Director of Physical Plant, the Director of Public Safety, and the members of the President's Council:

- Senior Vice President and Dean of Academic Success
- Chief of Staff
- General Counsel
- Provost
  - Vice President and Dean of Graduate and Professional Studies
  - Vice President and Dean of the Undergraduate College
- Vice President of Admission and Financial Aid
  - Assistant Vice President, Athletics
- Vice President of Communications and Marketing
- Vice President of Finance
- Vice President of Institutional Advancement
- Vice President of Student Affairs and Dean of Students
- Assistant to President and Director of Communication Technology

## Opportunities and Expectations for Leadership

Endicott College's success to date is due in large part to the community's shared sense of responsibility for its progress. Community members' contributions are recognized and celebrated through highly valued social traditions, community meetings, transparent communication, and a caring and supportive culture that crosses all boundaries. The Endicott family extends well beyond campus to alumni, parents, volunteers, neighbors, and friends. It is essential that the next president understand, embrace and embed this unique and deeply felt quality in every action and communication. The campus expects and values leaders who are present, approachable, and open.

The college has renewed its focus on increasing racial, ethnic, and economic diversity and inclusion among faculty, staff, and students with promising results. The next president will be expected to enhance, model, and ensure a commitment to diversity and inclusion across the Endicott College community.

A commitment to Endicott's values and culture will be crucial to the next president's success in addressing the following priorities, among others:

### **Lead Endicott forward**

Endicott College has been thriving and solving long-term problems facing higher education since its beginnings as a two-year college for women. Institutionally agile and driven by a strong vision, Endicott has leapt over obstacles that have stifled other institutions, growing to nearly three times its original size while staying true to a shared sense of purpose and commitment to serving students and attending to every member of its community. In turn, the Endicott community is optimistic about its future; it sees the presidential transition as a unique opportunity to capitalize on the college's growth, success, and strengths with a fresh perspective. The college also recognizes the changing and highly dynamic external environment, and that the strategies that have enabled Endicott's historical success are different from those required to secure its future. With its current strategic plan extending through 2020, the college has begun the outreach and data gathering to inform the strategic planning process. The search for the next president offers an unprecedented opportunity to partner with the entire Endicott community in envisioning its future, articulating a strategy to realize the college's greatest potential and leading Endicott into the next chapter of its history.

## **Enhance academic excellence**

Endicott's success stems largely from a spirit of excellence in integrating professional studies and the liberal arts, with experiential learning opportunities across all fields. The college seeks to educate the whole student through dynamic academic and co-curricular programming; the effectiveness and agility with which the community implements programs and services sets Endicott apart. In its 2017 reaffirmation of Endicott's accreditation, NEASC cites among the college's strengths its culture of planning and assessment, strong retention and graduation rates, and rich mix of programs and delivery methods. A high priority for the future is to strengthen and broaden programs and enhance the academic excellence and reputation of the college regionally, nationally, and internationally. To build on these strengths, Endicott seeks to improve academic programs and units and achieve a common standard of excellence through greater synergy, collaboration and integration across the college.

## **Expand Endicott's network and brand**

Under late President Wylie's leadership, Endicott forged a robust network of partnerships and relationships with regional businesses and organizations that continue to support its longstanding commitment to experiential learning. These relationships have served the college well and are key to the high job placement rate and satisfaction of Endicott graduates. As the college begins to plan for the decade ahead, the next president will lead efforts to expand the scope and scale of these relationships beyond the North Shore and Boston — one of the most dynamic metropolitan areas in the nation — to other strategic locations in and beyond the U.S. where the college's extensive international programs can be leveraged. A more widespread network will provide a strong foundation for Endicott's marketing and branding initiatives and enable the college to leverage its innovative curriculum, beautiful campus, growing visibility, and increasing and ongoing success.

## **Strengthen operational and organizational capacity**

As Endicott has grown in size and complexity, its administrative and infrastructure needs have evolved. The position of provost, established in 2018, is an important step towards integrating programs, services and infrastructure across the organization. The leadership team is working together to adapt to and anticipate change with more sophisticated planning tools and recommendations for technology that will streamline processes and increase opportunities for data-driven decision making throughout the institution. With many exciting initiatives under way, including new buildings, multiple campuses, and a growing array of programs, Endicott College seeks a president who can inspire, develop, and empower highly effective teams of talented leaders from diverse backgrounds and perspectives to continue building an even stronger institution.

## **Grow Endicott's resource base**

Endicott College's financial strength is the product of wise stewardship, effective cost control, strategic resource allocation, and an entrepreneurial culture. Like many institutions, Endicott is heavily tuition-driven. Less common, however, has been the college's willingness to take calculated risks in exploring other streams of revenue. Consequently, Endicott has been able to generate healthy surpluses in the operating budget, which have been used to grow the endowment. Today, Endicott is an exciting, thriving, and beautiful college — the result of an entrepreneurial but fundamentally student-centered approach. The next president will have ample opportunities to build upon this success and shape new strategies to ensure a vibrant future.

Philanthropy is an important source of support for Endicott. It is not uncommon for nearly 80 percent of Endicott employees and trustees to give to the college in a given year. The college's alumni base consists of distinct groups with a diverse set of experiences and history with the college, including the loyal alumnae of the original women's college, a growing contingent of Van Loan School graduates, and a large young alumni population that is the direct output of the college's dramatic growth in recent years. Parents are key constituents and among the college's most generous donors. As the college's chief advocate and fundraiser, the next president will partner closely with the board of trustees, the institutional advancement office, and the college community to ensure the college effectively engages the entire Endicott family and increases philanthropic support.

## Preferred Skills and Attributes

Endicott's next president will be excited by the college's unique profile and passionate for educating the whole student. The president must have vision; leadership ability; significant administrative experience; the ability to develop productive relationships with Endicott's entire community of faculty, staff, students, alumni, parents and friends; integrity; and an inclusive, transparent communication style. Outstanding academic credentials, successful fundraising experience, and a record of achievement that will garner the respect of the entire Endicott community are essential. A terminal degree is preferred with deep appreciation for scholarly research and inspirational teaching required.

In addition, the ideal president will demonstrate the following skills and competencies:

- An equal opportunity listening approach
- Strong consensus building skills
- Ability to lead and manage change in a shared governance environment
- Ability to empower, delegate, and distribute leadership to a team
- The strategic ability and organizational skill to lead and manage a complex organization
- An understanding of the distinctiveness of Endicott's educational model and a vision for enhancing it
- Knowledge of the higher education landscape and best practices
- Fundraising ability
- Strong analytical and financial skills
- The ability to connect people with ideas and resources to make the sum greater than the parts.

The president will also possess the following preferred attributes:

- Academic focus and experience
- Persistence and perseverance
- An accessible, down to earth style
- Intellectual curiosity
- Ambition for a stronger, brighter future for Endicott
- Empathy and generosity
- Self-awareness coupled with humility
- Sense of fun and adventure
- Genuine interest in and enthusiasm for college life .



## Procedure for Candidacy

Endicott College has retained [Witt/Kieffer](#) to assist with this search. Applications, nominations, and inquiries are invited.

Candidates should email a CV, letter of interest, and a list of at least five references with contact information to Lucy A. Leske and Philip Tang at [EndicottPresident@wittkieffer.com](mailto:EndicottPresident@wittkieffer.com).

References will not be contacted without prior notice. Credential review will begin November 16, 2018, and will continue until the position is filled.

Endicott College is an equal opportunity/affirmative action employer and is committed to the principles of equal employment opportunity and complies with all applicable federal, state and local laws and regulations advancing equal employment. The College's objective is to employ individuals qualified and/or trainable for open positions by virtue of job-related education, training, experience and qualifications without regard to sex, race, religion, color, age, physical disability, sexual orientation, gender identity, national or ethnic origin or citizenship, veteran status, genetic information, pregnancy or any other status protected by law.