

SEARCH PROSPECTUS:

VICE PRESIDENT FOR ACADEMIC AFFAIRS



BAY PATH
UNIVERSITY

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ABOUT

Founded in 1897, Bay Path reinvented itself several times over before becoming a comprehensive regional university in 2014. Headquartered in beautiful Longmeadow, MA with additional campus locations in Sturbridge, East Longmeadow, and Concord, Bay Path primarily serves the Massachusetts, Connecticut, and New York regions, although nationally recognized and accredited online degree programs, especially in niche programs, draw students from farther afield. The University offers more than 90 different degree programs to over 3,400 students on campus and online through three divisions. The traditional residential and commuter undergraduate college on the scenic Longmeadow campus serves female students, many of whom are first-generation, Pell-eligible, diverse college students from different backgrounds. The American Women's College is the only online women's college in the country; with flexible programs and a focus on degree completion, it serves many non-traditional students. The graduate division is coeducational and offers masters and doctoral programs with flexible schedules in online, hybrid, and in-person formats. Bay Path has 304 full-time and 670 part-time faculty and staff and has an annual operating budget of \$58 million.



MISSION

A Bay Path University education empowers undergraduate women and graduate women and men to become leaders in their careers and communities with an innovative approach to learning that prepares students to flourish in a constantly changing world.

The Bay Path experience is nothing less than transformational. Our women-only undergraduate programs and our coeducational graduate programs are offered both on campus and online, providing a flexible, 21st-century education for learners at all stages of life and career. Bay Path students find a supportive and diverse community, close mentoring, and rigorous preparation for success in a complex and globally interdependent society. Students graduate with the applied knowledge, portable skillset, and confidence to thrive in their professions, identify and realize their dreams, and make a lasting difference in the world.

PRESIDENT

Sandra J. Doran J.D. was unanimously elected by Bay Path University's Board of Trustees to be the university's sixth president, beginning her tenure on June 30, 2020. President Doran believes that a college presidency is not a career choice, it is a very specific calling that serves both a personal and institutional purpose. Her distinguished career as an academic leader, senior executive in the corporate sector, lawyer, innovator, and battle-tested entrepreneur, has provided her with a unique skill set that she is actively putting into practice to ensure that Bay Path University continues to excel in pursuing its core mission of empowering undergraduate women and graduate women and men to become leaders in their careers and communities. For more information about President Doran and her background, visit: <https://www.baypath.edu/about/leadership/president/>

ABOUT (CONT.)

STRATEGIC PLAN

In January, Bay Path launched its [2021 Strategic Planning Process: Building One Bay Path](#). Facilitated by [Cambridge Hill Partners](#), the goal is to develop a three-year plan that underscores and strengthens those aspects that are fundamental to our future: a community that fully embraces and lives its promise to diversity, equity, and inclusion; an irrefutable pledge to keeping students at the center of our work and decision-making; financial sustainability based on a model of innovative growth; and, finally and importantly, a collective commitment to working together as *One Bay Path, one that recognizes our common purpose and mission*. This is a very comprehensive planning process, with numerous opportunities for input by members of our community. Having already committed to developing a new blueprint for higher education by building on the many innovative initiatives of past years, one that empowers the students we serve to learn in a way that makes the most sense for their individual learning styles and goals, we look forward to our future with great optimism.

DIVERSITY EQUITY AND INCLUSION

One University - Nurturing our Diversity, Striving for Equity, Embracing Our Inclusive Future

At Bay Path, maintaining a welcoming campus community to people of all backgrounds is a top priority. We firmly believe that individuals of all religions, nationalities, races, gender identities, sexual orientations, and socioeconomic statuses have the right to a safe, accepting, and enriching higher education experience. Our unwavering commitment to [DEI](#) is being weaved into everything we do. On President Doran's first day at Bay Path, she immediately formed a DEI Advisory Committee to the President. This committee is a subcommittee of the Diversity and Inclusion Council formed in 2016 with representatives from across the University, including a representative from the Board of Trustees. The Council establishes goals and develops action plans in concert with all areas of the university to address issues including community culture, professional development of faculty and staff, accountability, transparent communications, recruitment and retention of students, Human Resources recruitment of diverse staff, ADA compliance and commitment, curriculum, and student experience.



FACULTY

Bay Path's faculty is made up of experienced professionals and educators who combine a love of teaching and instruction with real-world expertise. Based on campus and throughout the country, they bring unique perspective and purpose to their work and to our students. As authors, researchers, teachers and business leaders, they are routinely recognized for their scholarship and contributions. Bay Path faculty sit on the boards of local and national professional and academic organizations, regularly serve as accreditation reviewers for programmatic and regional accreditors, conduct and publish scholarly research in monographs and journal articles, and present at national conferences. Recent awards and accomplishments include a 2019 Marquis Who's Who in America's Lifetime of Achievement in Education Award; the 2018 Smilow Cancer Center, Greenwich Hospital Campus, Breast Center Award; an appointment as an Educational Surrogate Parent for the Massachusetts Department of Elementary and Secondary Education and the Federation of Exceptional Children; the production of a top 100 mental health podcast; the curation of a celebrated exhibition at the Springfield Museums, finalists for the Delphi Award by USC's Pullias Center and a \$50K NASPA Virtual Innovation Award.

GOVERNANCE

Bay Path University has been successful in large part due to the dedication of its talented faculty and staff. Notably, Bay Path is a non-tenure institution; however, most faculty have served the University for many years. The Faculty Assembly serves as the major governing body for the faculty. All full-time faculty members and full-time administrators with faculty status are members of the Faculty Assembly and are eligible to vote. The Chair of the Faculty Assembly, elected for a two-year term, is also a member of the Academic and Student Affairs Cabinet and ensures that all members are heard in the discussion forum, that relevant information is communicated to the entire Faculty Assembly in a timely manner and that appropriate academic administrators are available to attend all meetings. The Chair also serves as a non-voting advisory member of the Academic Committee and of the Student Life Committee of the Board of Trustees.



ACADEMIC AFFAIRS

TRADITIONAL UNDERGRADUATE PROGRAM

Located in Longmeadow, MA, [the undergraduate college](#) at Bay Path University offers more than 40 academic programs and a transformational campus experience. On campus, Bay Path prioritizes flexibility, adaptability, and hands-on learning to prepare students for a constantly changing world. In recent years, the undergraduate experience was transformed to more effectively meet the learning needs of today's students and to enhance engagement and learning in and out of the classroom for both residential and commuter students. A few outcomes of this transformation include:

- The establishment of the signature [Women as Empowered Learners and Leaders](#) (WELL) program as the heart of the Core Curriculum for students in all undergraduate programs
- The launch of the [Women in STEM Honors](#) (WiSH) program and the Center for Excellence for Women in STEM
- The recipient of two U.S. Department of Education Title III grants to improve student persistence, retention, and engagement at the undergraduate level: \$1.9 million in 2012 and, in 2019, a \$2.2 million award, the core objectives of which are to develop and implement: 1) a Guided Pathways model; 2) strengthened student support; and 3) integrated technology.

THE AMERICAN WOMEN'S COLLEGE (TAWC)

Offering 40 undergraduate degree and certificate programs, The American Women's College (TAWC) is the first and exclusively all-women's online undergraduate program in the nation. Recognizing that access to higher education remains one of the greatest limiting factors for many of the 77 million women in the United States without a bachelor's degree, Bay Path built upon the University's successful One Day A Week Program to support adult women pursuing undergraduate degrees on an accelerated timeline. Following the successful pilot of an all-women, fully-online degree program in Leadership and Organizational Studies, the University launched The American Women's College in 2013. Through a \$3.5 million *First in the World* grant through the U.S. Department of Education Fund for the Improvement of Postsecondary Education (FIPSE), the technology-rich Social Online Universal Learning ([SOUL](#)) program was designed and developed, including predictive analytics to drive student success, distinguishing it from other online providers. Women graduate from TAWC at rates that far exceed national averages. In addition to having been awarded over \$5 million in funding, SOUL and TAWC have attracted national attention and recognition for these impressive results, including prizes funded by the Gates and Lumina Foundations, Educause, and Intentional Futures, as well as Digital Learning Awards from the Online Learning Consortium. Through its distinctive framework that prioritizes professional support, community engagement, and individual flexibility, TAWC offers an important and innovative educational opportunity to adult women seeking their bachelor's degree.

ACADEMIC AFFAIRS (CONT.)

GRADUATE DIVISION

Bay Path University is an innovative and responsive institution whose academic programs remain rooted in its mission while being responsive to changing market conditions. Bay Path offers flexible programs that are easily tailored to students' individual circumstances, making the pursuit of [graduate education](#) possible for working adults.

Bay Path offers 33 career-oriented graduate programs at the Master's and Doctoral levels in niche fields of study like Genetic Counseling, Physician Assistant, Cybersecurity, Nonprofit Management and Philanthropy to name a few. Graduate programs are carefully aligned with the University mission and offer applied learning opportunities that position students for career advancement.

Depending on the program, BPU's 1500+ graduate students enjoy the flexibility of on-ground, hybrid, and/or online course delivery. Specific programs prepare students for professional licensure and/or certification; in these cases, academic and professional requirements of student learning for each professional association or external accrediting body are consistently met. Additionally, Bay Path's graduate programs offer professional certificates, typically one year in length, are offered in certain programs.

Bay Path's graduate programs affirm a continuing commitment to provide "a flexible 21st-Century education for learners at all stages of life and career." Enrollment in graduate programs for men and women at BPU has burgeoned from 2006 to 2020 increasing from 274 to 1507 graduate students. The Chronicle of Higher Education has recognized Bay Path University as being one of the fastest growing, private, non-profit Master's institutions in the US.



FINANCIAL STABILITY

Bay Path University is a financially sound institution. Enrollment growth over the past decade has driven a strong balance sheet, a growing \$65 million endowment, and a balanced \$58 million annual operating budget. With a conservative fiscal philosophy, the University uses a disciplined approach to operating and capital budget management, which has contributed to the institution's financial health, including minimal debt and a well-maintained campus with little deferred maintenance.

Bay Path's track record in securing grants in support of innovative initiatives and practices that improve the student experience has been a significant asset. Since 2008, more than \$16 million in external grant funding has been received, providing vital operational support and capacity to pursue transformational programming and services.

CAMPUSES AND COMMUNITY

The main campus in Longmeadow, MA, comprises a total of 38 buildings located on 65 acres, including 12 acres used for athletics. The Philip H. Ryan Health Science Center is situated on 11 acres in East Longmeadow, approximately four miles from the main campus. This state-of-the-art facility hosts upper-level undergraduate and graduate programs in health sciences. The University also has campuses in Sturbridge, MA and Concord, MA. Although our campuses are in Western Massachusetts, Bay Path University has a robust online community with students and faculty living regionally and across the United States.

Located a short 25-minute drive north of Hartford, CT, 90 minutes west of Boston, MA, and 2.5 hours northeast of New York, NY, Longmeadow, MA is a beautiful, historic New England town with easy access to large

urban centers and a highly ranked public school system. Settled in 1644 and incorporated in 1783, the town was originally a farming community serving nearby Springfield, MA. Today, the town is still largely comprised of open space, including gorgeous parks and conservation areas. The 735-acre Forest Park, New England's largest city park, sits at the town's northern border. Particularly picturesque and surrounded by historic buildings from the 18th and 19th centuries, the Longmeadow Town Green maintains the town's historic charm and is registered with the National Register of Historic Places. For more information about the region, visit: <https://explorewesternmass.com/>

www.longmeadow.org/

www.visitma.com/regions-towns/western-massachusetts/

KEY FACTS

All data points are based on 2019 Bay Path census and 2020 academic year

ENROLLMENT

Traditional undergraduate	628
The American Women's College (TAWC)–Fully Online	1,189
Graduate (master's & doctoral)	1,507
Total Enrollment	3,324

STUDENTS OF COLOR

Undergraduate women of color	40%
Graduate students of color	24%

FIRST-GENERATION STUDENTS

Traditional Undergraduates	40.8%
TAWC	46.7%

GENDER

Female	91%
Male	6%

Unknown 3%

TRADITIONAL UNDERGRADUATE RESIDENT / COMMUTER

Resident = 44.4% Commuter = 55.6%

PELL DISTRIBUTION

Traditional Undergraduate	57%
Average Pell grant	\$2,961
TAWC	52%
Average Pell grant	\$2,313

GRADUATION RATES

Traditional Undergraduate

As of 2019, based on data six-year data from 2011 to 2013, the graduation rate is 57%

TAWC

As of 2019, based on data six-year data from 2011 to 2013, the graduation rate is 63%.

NCAA DIVISION III

Seven teams (Basketball, Cross Country, Lacrosse, Soccer, Softball, Volleyball, Track & Field)

THE OPPORTUNITY

The next Vice President for Academic Affairs (VPAA) will join Bay Path University during an exciting time in the institution's history. In August 2020, Sandra Doran succeeded long-time president Carol Leary. In the announcement of her appointment, the University highlighted that President Doran's previous work, "require(ed) creative problem solving, nimbleness, the ability to pivot and the advanced skills necessary to design and implement growth strategies to provide a vibrant student experience." President Doran brings this same approach to her work at Bay Path University.

Bay Path has a very distinctive model. The University advances its historic mission of undergraduate education for women in both a traditional setting on campus in Longmeadow, MA and through The American Women's College (TAWC), an online educational format. Bay Path complements these offerings through a variety of graduate programs, an increasingly prominent part of the University's enrollment; those programs are open to men. Every academic offering--regardless of discipline, population, level, or delivery mode--is marked by a commitment to access, quality, and preparation for career or future study. The University has been exceptionally successfully at achieving these goals even through the pandemic; in fact, Bay Path was one of only three colleges nationwide to receive the top prize for the Virtual Innovation Awards, an award highlighting excellence in virtual student services. The University is an important part of a broader local and regional ecosystem, and seeks to advance its mission and the health of the community through strategic partnerships within that ecosystem.

President Doran seeks to draw upon these core commitments and to apply them anew to ensure alignment between the University's curricular offerings and delivery, rapidly changing student needs, and employer expectations. The successful VPAA will be a forward-looking thought leader who can also extend the University's longstanding commitment to innovation. Consistent with the University's mission of meeting the educational needs of underserved populations and longstanding commitment to social justice, Bay Path seeks a champion for diversity, equity, and inclusion with a track record of building more inclusive work and learning environments. This is an ideal moment for a leader who shares Bay Path's core commitments and who brings a collaborative, innovative, forward-looking, and student-centered approach to academic leadership.



Bay Path University continues to be a pioneer in reimagining an education and career ecosystem. The University will play an increasing role in aligning curricula with employer needs and curating training and experiential learning, so that learners can affordably demonstrate the skills and experience for professional growth throughout their lifetime. Leveraging an innovative spirit and data-driven technologies, Bay Path seeks to implement a uniquely learner-centered, inclusive, and scalable approach to delivering just-in-time education in a changing economy through strategic partnerships and workforce training alliances. Technology solutions from partners that map job requirements to skills training, deliver experiential and project-based learning based on employer needs, and match an individual's interests to educational and career pathways, may fuel the packaging and repackaging of Bay Path's offerings as the higher education landscape continues to evolve.

Like many colleges and universities, Bay Path has experienced uneven enrollment results in recent years, partially as a result of demographic changes and partially as a result of an increasingly competitive higher education marketplace. The University has taken the steps necessary to align use of resources with this changing reality and is undergoing a comprehensive program review process. Unlike many other institutions, Bay Path enters this moment from a position of long-term financial stability with a net asset base that has steadily grown and a history of balanced (or revenue positive) annual operating budgets. As a result, the University has the wherewithal to invest in new initiatives that show evidence for potential success as well as sustaining—or perhaps advancing—current activities which demonstrate promise, even while it seeks to ensure the effective stewardship of existing activities.

THE LEADERSHIP AGENDA

The next VPAA will have the opportunity to build on the forward momentum created by the recent appointment of President Sandra J. Doran and the development of a new strategic plan. This new era in the university's history calls for bold leadership that extends into the future Bay Path's legacy as a uniquely creative, pioneering, and entrepreneurial institution. The academic affairs area at Bay Path University represents the largest part of its operation, and this role represents a job with very broad scope. In addition to carrying out these responsibilities for leadership within academic affairs, the successful candidate will be a valued colleague by their peers and an important thought partner to the president.

The following priorities provide the framework for the leadership agenda.

CREATE A SHARED VISION THAT FOSTERS INNOVATION IN AN ENVIRONMENT OF COLLEGIALITY AND COOPERATION

The VPAA will articulate a clear and compelling vision for the academic enterprise that builds on BPU's innovative approach to higher education, marshals the collective talents of faculty and staff in an environment of collegiality and cooperation, and employs transparent, data driven decision making and strategic thinking to optimize the student experience. In an increasingly competitive marketplace, BPU is exceptionally well suited to thrive—it has a history of innovation, a unique mission, a strong sense of community, and already serves a variety of students through a variety of modalities. The next academic leader will leverage these strengths in ensuring the University's academic offerings remain high-quality, accessible, sustainable, and career focused. The VPAA will do this through listening deeply, communicating consistently and transparently, engaging stakeholders throughout in pursuit of this shared vision, and taking timely action.

DEVELOP A SUSTAINABLE BUSINESS AND EDUCATIONAL MODEL THAT STRENGTHENS THE FISCAL HEALTH OF THE INSTITUTION AND BUILDS ON BPU'S EXISTING ASSETS AND IS RESPONSIVE TO CHANGES IN THE MACRO ENVIRONMENT

In partnership with other campus leaders, the VPAA will play a primary role in developing a sustainable model that leverages existing academic assets and provides the agility needed to stay ahead of and respond to changes in the macro environment. The model will promote enrollment and net revenue growth,

strengthen the fiscal health of the institution, and encompass academic and operational best practices that enable high quality educational experiences for students.

Bay Path University is largely tuition dependent, meaning the University's financial health depends on sustained enrollment and net revenue success. The University has as part of its mission a focus on career preparation; there remains a significant opportunity to build partnerships with local and regional employers to strengthen these efforts, building relationships and student pipelines that benefit the University, the local economy, and the students. Because of the rapid rate of change in the external environment, the VPAA must be an astute observer of trends that provide likely challenges and opportunities for BPU and must be capable of working with others to translate these observations into prompt action.

At the same time as there are external opportunities to strengthen the business and educational model, there exist opportunities for improvements internal to BPU as well. The organizational structure is heavily siloed, with each division of the academic affairs area pursuing their own policies and practices largely in isolation of other divisions. As a result, many current practices are duplicative and sometimes inconsistent. The new VPAA will advance an organizational culture that evolves to meet the needs of the complex university Bay Path has become. Through seeking efficiencies and sharing best practices within the University, there is an opportunity to steward resources more effectively and to deploy them in a way that enhances the student experience.

CHAMPION DIVERSITY, EQUITY, AND INCLUSION (DEI) AT THE POLICY AND CURRICULAR LEVELS AND CREATE A WELCOMING ENVIRONMENT FOR ALL STUDENTS, FACULTY, AND STAFF

As an important expression of its long-held commitment to social justice, BPU is committed to creating a welcoming environment where all students, faculty and staff are empowered to thrive. There has been progress toward realizing that goal, and the VPAA will play an important role in accelerating that progress. The next VPAA will champion a campus culture that embeds the values of DEI in its approach to policy and practice and in the curriculum, weaving questions of diversity, equity, and inclusion into the fabric of policy decisions at every level. The VPAA will be a visible and vocal advocate for achieving meaningful and

THE LEADERSHIP AGENDA (CONT.)

lasting DEI by displaying the courage to engage the campus in uncomfortable conversations and face difficult situations. Ultimately, Bay Path seeks to serve a student body that represents the rich diversity of society and for students of all backgrounds to succeed at a high level; the VPAA will be an essential driver in this effort.

ENSURE ALIGNMENT OF CURRICULAR CONTENT AND MODALITIES WITH STUDENT AND WORKFORCE NEEDS

The VPAA will lead efforts to ensure that curricular content, delivery modalities, and options for earning credentials align with student needs as well current and future workforce demands. The University has a history of pushing educational boundaries in innovative ways, and the environment is well-suited for a leader who can assist Bay Path in pursuing emerging practices and strategic partnerships to meet educational needs. The VPAA will work with faculty and staff to develop creative pathways for high school and community college students as well as seamless pathways from BPU undergraduate programs to BPU graduate programs. They will vigorously seek ways to leverage

BPU's strengths and areas of growth (including current ones such as health-related programs at the graduate level) and will continue to pursue ways in which online and hybrid learning models can improve access, strengthen enrollment, and enhance student success. This leader will collaborate with enrollment, marketing, and institutional communications units to embed a BPU brand that is consistent with student learning outcomes and the student experience, and will have primary responsibility for ensuring that the University delivers on that brand in the student experience. The VPAA will serve as an ambassador for the campus by proactively communicating BPU's brand to regional industry leaders and other external stakeholders with the aim of developing mutually beneficial partnerships. In addition, this person will ensure the use of robust program review processes to identify academic offerings that may have run their course in meeting market needs, utilizing this process to inform reductions or modifications to existing programs as well as identifying new possibilities. The VPAA will be adept at utilizing information—such as like market research, assessment of student outcomes, and data analytics—to inform decisions.



CHARACTERISTICS, EXPERIENCES, AND SKILLS OF THE IDEAL CANDIDATE

In keeping with its tradition of innovation and creativity, Bay Path University seeks strategic and creative thinkers who may emerge from a variety of backgrounds and possess the following required characteristics:

- Terminal degree from a regionally accredited college or university (or the equivalent for degrees from outside the United States)
- Seven years of experience in leadership, including significant supervisory and financial management responsibilities. Higher education experience strongly preferred.

The successful candidate will bring a variety of experiences. Bay Path University seeks someone with demonstrated skill in the following:

- Articulating a shared vision and leading implementation toward that vision
- Attracting philanthropic support, including a successful record in securing grants
- Building learning and work environments that advance diversity, equity, and inclusion
- Creating environments that lead to deep learning
- Leading ongoing curricular revision efforts (adding, modifying, reducing) that align institutional mission, student demand, workforce and societal needs, and financial realities
- Leading through collaboration, with transparency, and within the context of shared governance
- Translating innovation and creative thinking into timely action
- Working with a variety of student populations (traditional, returning adult, graduate, et al) and in a variety of delivery modalities including face-to-face, hybrid, and fully online

In addition, the ideal candidate will have the personal characteristics that align with the Bay Path University culture and the needs of the role at this time. Among those characteristics are:

- A personal commitment to advancing diversity, equity, and inclusion
- An innovative, creative, and entrepreneurial spirit
- Deep enthusiasm for the unique mission of Bay Path University (access, educational opportunity for women, student success, etc.)
- Natural curiosity, particularly around trends in higher education and those outside higher education that might provide opportunities or challenges
- Strong written and verbal communication skills as well as the willingness and ability to listen effectively
- The ability to utilize data to inform decisions
- The perspective of a future-oriented systems thinker who can see the present as it is and the future as it could be





PROCESS OF APPLICATION AND NOMINATION

The search for Bay Path University's next Vice President for Academic Affairs is being assisted by Academic Search. Applications, nominations, and expressions of interest can be submitted in confidence to BayPathVPAA@academicsearch.org. Applications should consist of a substantive cover letter addressing the qualifications and expectations listed above, curriculum vitae, and a list of five professional references with full contact information and a note indicating the nature of your working relationship with each; references will not be contacted without the explicit permission of the candidate.

Review of applications will begin on March 22, 2021 and applications received by April 5, 2021 will be assured full consideration. Applications will be accepted until the position is filled. Confidential discussions about this opportunity may be arranged by contacting senior consultants, [Maria Thompson](#) or [Scott Flanagan](#).

Commitment to Diversity, Equity, and Inclusion

Bay Path University is a diverse community devoted to proactively nurturing a campus-wide culture that promotes and ensures equity, respect, inclusion, and safety for all members regardless of race, color, national origin, age, gender, religion, sexual orientation and gender identity, socio-economic

background, or physical ability. We are one University that opens our hearts and minds to conversations, to learning and to creating a community that is welcoming of all. Regardless of position, it is expected that each employee will embrace this commitment and demonstrate an attitude of respect toward and acceptance of all members of our community.

Bay Path University is dedicated to building a culturally diverse and pluralistic faculty committed to teaching and learning in a multicultural environment and strongly encourages applications from minorities, women and all underrepresented backgrounds. An Equal Opportunity Employer, Bay Path University is committed to fostering diversity in its student body, faculty, and staff.

Bay Path University is a smoke and tobacco-free community.

All offers of employment are contingent on satisfactory background checking.

In compliance with the Americans with Disabilities Act (ADA), if you have a disability and require a reasonable accommodation to apply for a position please email us at HR@baypath.edu or call 413-565-1168.

ABOUT ACADEMIC SEARCH

Academic Search is assisting Bay Path University in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute. For more information, visit www.academicsearch.org.



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