UTICA COLLEGE

Never stand still

PRESIDENT
THE OPPORTUNITY

The ninth President and fourteenth Chief Executive Officer of Utica College will have the opportunity to lead a dynamic and entrepreneurial comprehensive college to its next level of success through strategic growth, focused vision, and collaborative leadership.

THE COLLEGE

Values

Utica College’s mission rests upon a foundation of values that guide the College community’s decisions and actions. These values include the following:

- Individual attention for our students
- Lifelong learning
- Pragmatic approaches to teaching and learning
- Continual improvement in our educational and operational quality
- Diversity of perspective, background, and experience in an increasingly global society
- Community and professional service
- Ethical behavior and integrity in all that we do
- Freedom of expression and the open sharing of ideas and creativity
- Open, honest, and collegial communication
- The well being of others
Overview
A comprehensive, independent, coeducational private institution of higher education located in the heart of Central New York, Utica College offers an academic experience that is deeply engaging and enriching, with a vibrant and diverse community of life-long learners. Excitement, enthusiasm and gratitude are common themes used by Utica College graduates when describing their experiences at the College.

From the institution’s post-World War II founding to serve area veterans through its early adoption of online learning and its development of cutting-edge programs like cybersecurity, Utica College has remained flexible and innovative, growing and thriving through its commitment to meeting the demands of an evolving marketplace and the needs of the communities it serves.

The modern 128-acre campus situated on the western edge of Utica provides the Utica College community with a special home – an intimate place to work, learn and grow.

History
Founded in service to the families of the Mohawk Valley and their World War II veterans, Utica College has never veered from its original purpose. Since the first faculty member stood before the first student in the first class on Oneida Square, generations of Utica College faculty, staff and administrators have distinguished themselves by the depth of their commitment to engaging students where they find them; reaching their imaginations, intellects and hearts, and challenging their sense of what’s possible.
History (continued)

Today’s Utica College is a leader among educational institutions: a progressive, creative and adaptive enterprise fully committed to the exploration of pedagogical and structural innovation. The College graduates fundamentally well-educated men and women, able to surely guide the course of their own lives, and shape the contributions they will make to the world in which they live.

Originally established by Syracuse University in partnership with Utica-area business and civic leaders, Utica College applied for and received its own accreditation in 1978. A 1995 agreement afforded Utica governance and autonomy as an independently chartered institution; however, Utica and Syracuse maintained an academic relationship, whereby Utica undergraduates continued to earn the Syracuse baccalaureate degree. Utica College conferred its own first graduate degree in 2000.

In the fall of 2008, the College announced that it would transition to full independence, with the entering freshman and transfer classes of fall 2010 becoming the final Utica students eligible to receive the Syracuse diploma.

A Culture of Growth

In the past 17 years, Utica College has grown remarkably, driven by the desire to meet the needs of society and its students. This commitment to entrepreneurial and strategic change has resulted in:

- Increasing freshman enrollment by 77% and total enrollment by more than 250%;
- Introducing more than 40 new academic programs, including programs in Cybersecurity, which have earned the College national and international recognition;
- Becoming a nationally-recognized leader in online and blended programs;
- Investing significantly in the physical plant;
- Instituting major restructuring in College governance;
- Expanding athletics from 11 to 25 programs;
- Completing a comprehensive campaign that exceeded its goal by nearly $10 million;
- Opening its first out-of-state campus in Florida in a unique partnership with private investors.

The College has dedicated nine new buildings, including two state-of-the-art academic buildings: F. Eugene Romano Hall houses state-of-the-art advanced facilities and technology for the Health Professions and Life Sciences; and the Economic Crime, Justice Studies and Cybersecurity Building supports one of the foremost programs in Cybersecurity and Criminal Justice studies.

In Spring 2015, the College broke ground on a new welcome center for visitors and prospective students as well as the 135,000 square-foot Todd and Jen Hutton Sports and Recreation Center, which, when completed, will be one of the largest structures of its kind in North America.
Strategic Plan

Reflecting the institutional dedication to academic vigor and impact on the whole student, the current 2020 Strategic Plan emphasizes four institutional priorities:

- **The Academic Endeavor**: We will build our reputation on prominence or distinction in every educational program.
- **The Student Experience**: We will have a positive lasting impact on every student.
- **Strengthening the Institution**: We will ensure the long-term health and well being of the institution.
- **Building a New Tomorrow**: We will embrace change that furthers our mission, reinforces our values and achieves our vision.

The Academic Experience

The foundation of the Utica College academic experience is a commitment to integration of the liberal arts with professional study, where students gain practical, career-focused knowledge and experiences, developing the life-skills needed to not only succeed in a career, but throughout life as a flourishing individual and responsible citizen.

The College provides a level of personal attention unimaginable at larger institutions. Whether held on campus or online, classes are small and interactive – 66.2% of classes have fewer than 20 students, with an average 11:1 student-to-faculty ratio.

The College’s academic structure includes three schools: Arts and Sciences, Business and Justice Studies, and Health Professions and Education. Utica is always moving forward with innovative programs and pedagogies that expand access and improve quality. In Fall 2015 for example, the College is introducing nine new academic programs, including an MPS in Cyber Policy and Risk Analysis and undergraduate programs in Wellness and Adventure Education, Animal Behavior, Neuroscience, and Psychobiology. As well, faculty are continually exploring new ideas, carving new academic pathways, and preparing students to meet the challenges of the modern workforce.

Faculty are already exploring for the 2015-16 year undergraduate programs in Nanoscience and Nanomaterials, Biomedical Science, IT and Sports Management, and Nutrition, as well as an MA in Data Science and a concentration for the M.P.S. in Cyber Policy in Unmanned Aerial Vehicle (Drone) Cybersecurity.

Co-curricular student development is an exceptionally important part of a student’s college experience and Utica’s College’s Academic Promise. At Utica, a broad liberal-arts core of coursework is combined with opportunities for learning that students gain while outside the classroom, engaging in the community and with colleagues and peers.

Utica College is fully accredited by the Middle States Commission on Higher Education and a number of programs have been accredited or given recognition by discipline-specific accrediting agencies.
Student Life
Utica students thrive in a community that is ethnically, socio-economically, and culturally diverse. The College serves a diverse student population: residential, commuter, adult and online, with students from 50 states and nearly 40 countries.

The diversity of experiences available to students expands their possibilities. Students learn within a variety of disciplines, thanks to a core curriculum. They learn by doing, as they engage in internships, applied research, leadership and service activities, and off-campus study. And they learn in community with students from all across the nation with differing backgrounds. Such experiences not only foster students’ cultural sensitivity, but also widen their viewpoints and their future prospects.

Students are involved in more than 100 campus organizations. The Utica College Pioneers compete in 25 NCAA Division III sports as a member of the Empire 8 Conference and the Eastern College Athletic Conference. Approximately 25 percent of undergraduate students participate in intercollegiate athletics. A wide selection of intramural and club sports provides additional recreational opportunities.

More than three-quarters of first-year undergraduate students reside on campus. Themed Housing units provide an exciting and unique experience for students to become even more involved with the campus community by living with students who share the same interests, and with a faculty/staff mentor that also shares those same interests and works with the residential floor.
LOCATION

The City of Utica is the county seat of Oneida County and an economic and cultural hub of the beautiful Mohawk Valley. Located approximately 45 miles east of Syracuse and 90 miles northwest of Albany, Utica is undergoing a revitalization and reinvention focused on nanotechnology, healthcare, and industrial services.

A diverse and inclusive community – known as the “Second Chance City” and home to one of the largest refugee populations in the United States – Utica offers a vibrant cultural scene supported by first-rate facilities such as the historic Stanley Theatre and Munson-Williams-Proctor Museum of Art.

Outdoor and athletic opportunities include the Boilermaker Road Race (one of the largest 15K races in the country) and close proximity to both the mountains and lakes of the Adirondacks as well as the Thousand Islands of the Saint Lawrence River. In addition, the Utica College Pioneers and the Utica Comets of the American Hockey League regularly sell out the Utica Memorial Auditorium, providing both a source of pride and economic influx for the city.

With the continued redevelopment and revitalization of the city, a number of restaurants and other establishments have opened in the downtown area, including the Tailor and the Cook, which was named a 2014 “Top 100 Restaurant in America” by OpenTable.

Utica College is an important resource for the greater Utica-Rome metropolitan area and the Mohawk Valley. It plays a vital role not only in providing myriad educational, cultural and athletic opportunities, but also in service as a part of the economic growth of the entire region.

Current Leadership

Dr. Todd Hutton, Utica College’s eighth President, has announced his retirement for August 1, 2016. As discussed previously, the Utica College community has experienced extraordinary transformation and growth during Dr. Hutton’s tenure. Since Dr. Hutton’s appointment August 1, 1998, first-year enrollment has increased by 77% and the overall student body (undergraduate, graduate and online students) has grown by 250%, surpassing 4,200 students. Additionally, the College has become a leader in developing unique partnerships to provide internationally-recognized online and blended online programs in cybersecurity, as well as accelerated second degree programs. Under Dr. Hutton’s leadership, the College completed a seven-year, $25 million comprehensive campaign, surpassing its goal by nearly $10 million, adopted and is fulfilling a long-range strategic plan, campus master plan, and integrated marketing plan.

While guiding the College into a new era in its history and striving to move it to the forefront of small private colleges and universities, Dr. Hutton has continued to honor the College’s core values by nurturing and encouraging the warm, intimate atmosphere and personal attention upon which Utica College has prided itself for more than 60 years.
Organization
The President of Utica College is the Chief Executive Officer of the College and reports directly to the Utica College Board of Trustees. Currently, direct reports to the President include: Executive Vice President & Chief Advancement Officer; Provost & Vice President for Academic Affairs; Senior Executive Associate to the President & Vice President for Planning & Facilities Oversight; Vice President for Technology & Chief Information Officer; Vice President for Legal Affairs & General Counsel; Vice President for Human Resources and Personnel Development; and Executive Assistant to the President. A full administrative organizational chart can be found here.

LETTER TO PROSPECTIVE CANDIDATES

On behalf of the Board of Trustees, I’m very pleased to share with prospective candidates the position requirements for the next President of Utica College. We’re extremely excited and enthusiastic about the College’s future as we move forward in our recruitment and believe this to be an outstanding career opportunity.

Utica College is in a position of strength due in large measure to the great progress that’s been made under the extraordinary vision and leadership of Dr. Todd Hutton, who will retire in the summer of 2016. During Dr. Hutton’s eighteen year tenure, UC has enjoyed unprecedented growth and transformation.

Over the past decade alone, Utica College has developed approximately forty new academic programs, expanded offerings to include professional, online and graduate education, and grown enrollment by more than 200%. Although the College remains enrollment-driven, the entrepreneurial skill and spirit with which the College’s leadership has addressed the needs of students and the marketplace have made the College a highly viable and vital higher education institution.

The Presidency of Utica College offers a goal-oriented and passionate educational leader an extraordinary opportunity to take one of the most entrepreneurial, distinctive and diverse independent and comprehensive colleges in the United States to the next level of success.

Our preferred candidate will be someone who is comfortable following the strong legacy of Dr. Hutton, understanding that UC is on a positive track, while at the same time is motivated and energized to lead future growth and take on new challenges. The chosen candidate will be “all in” as an active participant and “hands on” leader of a vibrant and welcoming campus community in a revitalized area of upstate New York.

As we begin this search process, perhaps the most fitting expression that characterizes our approach is “one great ride deserves another.” With this in mind, we invite potential candidates to review the opportunities/challenges and position qualifications provided below. We look forward with great anticipation to seeking and selecting the right person who has the skills, abilities, desire and motivation to be the next President of Utica College.

Thanks for your interest and for taking the time to review this unique executive position and job profile.

Sincerely,
Mark Salsbury ’79
Chair, Presidential Search Committee
OPPORTUNITIES & CHALLENGES

Significant opportunities and challenges for Utica College’s next President include:

• Building from the current mission, vision, culture, and strategic plan as a baseline; extending and developing them for success and future growth.

• Articulating and consolidating the College’s identity to continue elevating UC’s prominence as a higher education institution.

• Continue the work of strategically building and developing a mission-driven and appropriately balanced academic portfolio through critical and collaborative decision-making, considering: professional disciplines and liberal arts; ground, online and hybrid learning modalities; undergraduate and graduate programs; a main campus and satellite locations; and tenured, full-time and adjunct faculty.

• Balancing the College’s innovation and entrepreneurial spirit with programmatic and infrastructure development.

• Addressing the challenges of affordability and student debt while achieving favorable financial and educational outcomes.

• Continuing the recent successes in student enrollment growth; identifying opportunities to solidify that growth, resulting in strong enrollment and retention, graduation metrics and positive student outcomes.

• Developing strategies to enhance resource development and fundraising to strengthen the long-term financial viability of the college; planning for and executing a comprehensive capital campaign tied to institutional priorities.

• Embracing and actively fostering the College’s history of and strong commitment to all forms of diversity throughout the campus community; supporting initiatives that weave that commitment into the fabric of the College’s curricular and co-curricular programs, recruitment and retention of diverse faculty, staff, and students, and strengthening policies of inclusion, equity and access.
PROFESSIONAL & PERSONAL QUALIFICATIONS

Utica College seeks the following key characteristics in its ninth President:

• Leadership skills that inspire others and can coalesce a range of constituencies both strategically and operationally; innovative, entrepreneurial and consultative approach to leadership, willingness to take calculated risks, and the courage to make difficult decisions; a proven record of risk assessment and change management.

• Ability to develop a vision and strategy with the desire and ability to execute it; dedication to planning and skill in providing the structure and discipline necessary to implement that vision.

• Strong management skills, financial and business acumen; a management style that is collaborative and inclusive; a disciplined and responsible approach to decision-making and delegating while promoting a culture of accountability.

• A combination of academic credentials and/or intellectual abilities and strong executive experience sufficient to command the respect of a highly creative and committed faculty and staff; successful executive/managerial experience sufficient to lead a complex institution.

• Inclination, desire, and aptitude to raise funds; the ability to develop additional external resources for the institution.

• Passionate commitment to student learning and to students’ academic, personal, and career success.

• Excellent interpersonal skills to develop strong relationships with all constituencies of the College to further a sense of family and community among students, faculty, staff and alumni; an approachable, outgoing and engaging management style.

• Experience with and a commitment to the co-curricular activities that make UC’s campus vibrant, including an interest in and support of intercollegiate athletics.

• A commitment to promoting and achieving a broad diversity of thought, background and perspective in order to further develop a welcoming campus climate that is supportive of underrepresented and culturally diverse communities.

• Knowledge of trends in higher education; the interest and capability to influence the discussion of the direction of higher education in New York State and nationally; the ambition to maintain Utica College’s place as a leader in a dynamic marketplace.

• A familiarity with current academic technological modalities, keen interest in staying abreast of emerging educational technologies and the ability to articulate compellingly the merits of new instructional technologies.

• Ability to tell Utica College’s story effectively with joy and enthusiasm; and to solidify and promote the College’s brand locally, regionally, nationally and internationally as appropriate.

• Unquestioned integrity, honesty and trustworthiness.

• Humility; self-confidence without self-importance, authenticity.

• Presence and involvement at events on campus and in the community.
**UTICA COLLEGE**

**KEY INDICATORS 2014-15**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Value</th>
</tr>
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<tbody>
<tr>
<td>Investment in Plant, less depreciation</td>
<td>$61.6M [as of 5.31.14]</td>
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<tr>
<td>Plant Replacement Insured Value</td>
<td>$114.9M</td>
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<tr>
<td>Cost of Operating Physical Plant</td>
<td>$7.7M [IPEDS FY 2014]</td>
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<tr>
<td>Endowment</td>
<td>$24M [as of 3.31.15]</td>
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<tr>
<td>Budget</td>
<td>$69M [FY15]</td>
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<tr>
<td>Tuition Income</td>
<td>$51.6 Net Tuition &amp; Fees [as of 5.31.15]</td>
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<tr>
<td>Enrollment</td>
<td>Total: 4,249 [as of Fall 2014]</td>
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<tr>
<td></td>
<td>Undergraduate (full- and part-time):</td>
</tr>
<tr>
<td></td>
<td>Graduate (full- and part-time):</td>
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<tr>
<td>Tuition Discount Rate</td>
<td>52% overall</td>
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<tr>
<td>Average SAT Score</td>
<td>974 [Fall 2014 freshmen]; 467 SATW</td>
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<tr>
<td>High School Rankings</td>
<td>Top 10% = 9%</td>
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<tr>
<td></td>
<td>Top 25% = 30%</td>
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<tr>
<td></td>
<td>Top 50% = 63%</td>
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<tr>
<td>Freshman Retention Rate</td>
<td>71.6%</td>
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<tr>
<td>Graduation Rate</td>
<td>44.0%</td>
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<tr>
<td>Living Alumni</td>
<td>25,000 [active]</td>
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<tr>
<td>Residential Student Population</td>
<td>77%</td>
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<tr>
<td>Number of Full-time Faculty</td>
<td>158</td>
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<td></td>
<td>Tenured/Tenure Track: 77% [112 total]</td>
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<tr>
<td>Average Faculty Salaries</td>
<td></td>
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<tr>
<td></td>
<td>Professor: .................................. $81,900</td>
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<tr>
<td></td>
<td>Associate Professor: ......................... $77,700</td>
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<tr>
<td></td>
<td>Assistant Professor: ........................ $63,200</td>
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<tr>
<td>Student/Faculty Ratio</td>
<td>11:1</td>
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<tr>
<td>Degrees</td>
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<td></td>
<td>Graduate: CAS, DPT, MBA, MED, MPS, MS</td>
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<tr>
<td>Academic Portfolio</td>
<td>Undergraduate Majors:</td>
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<td></td>
<td>Graduate Programs:</td>
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<tr>
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<td>Online Programs:</td>
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<tr>
<td>Library Volumes</td>
<td>296,953 [Fall 2014]</td>
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<tr>
<td>Athletics</td>
<td>25 varsity sports, NCAA Division III</td>
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APPLICATION PROCEDURES

For full consideration, candidates should submit via e-mail by **October 12, 2015**: 1) a cover letter that addresses the opportunities and qualifications listed above; 2) a current résumé or C.V.; 3) contact information for five professional references to: UticaPresident@rhperry.com. Review of applications will begin immediately and continues until the position has been filled.

FOR FURTHER INFORMATION, PLEASE CONTACT:

MATTHEW J. KILCOYNE, *Vice President & Senior Consultant*
(202) 253-9846

or

DR. JEAN A. SCOTT, *Senior Consultant*
(740) 525-4790

R. H. PERRY & ASSOCIATES
2607 31st Street, NW
Washington, DC 20008

[www.rhperry.com](http://www.rhperry.com)

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.

Utica College is an equal opportunity, affirmative action employer committed to fostering a diverse and inclusive workplace.

[www.utica.edu](http://www.utica.edu)