

SEARCH PROSPECTUS

President, Empire State College



SUNY EMPIRE
STATE COLLEGE

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SEARCH

The Chancellor and Board of Trustees of the State University of New York (SUNY) system, the Empire State College Council and larger college community seek a dynamic, engaged, effective leader who is visionary, inspirational and collaborative as the

next president of Empire State College. This is an unparalleled opportunity to have statewide impact as the leader of a distinctive institution with a history of innovation especially in the fields of adult and online learning.

EMPIRE STATE COLLEGE: AN OVERVIEW

Empire State College was established in 1971 by the State University of New York Board of Trustees and then-Chancellor and, later, United States Commissioner of Education Ernest L. Boyer. Empire State College was envisioned to be a distinctive statewide SUNY institution focused on nontraditional teaching and learning, where students create individualized degree programs within broadly defined areas of academic study with the guidance of faculty mentors.

Accredited by the Middle States Commission on Higher Education, SUNY Empire State College serves learners throughout New York, across the nation and around the globe who are pursuing asso-

ciate, bachelor's and master's degrees online and at more than 30 locations in the state of New York and at several international locations. A range of flexible learning modes, including independent study, group study, blended-learning opportunities, residencies, traditional face-to-face classes and many online programs and courses, provides Empire's students with the ability to learn in ways best suited to them. Since its creation, SUNY Empire State College has recognized the value of learning acquired through life, work and military experience. Well-developed processes for assessing and awarding credit for college-level learning gained through prior experience enable students to accelerate degree attainment.



MISSION AND VISION

"SUNY Empire State College provides motivated adult learners with access to innovative, flexible and quality academic programs that empower people and strengthen communities. We build on the diversity of our students, their work and life experiences and their individual personal and professional goals as the cornerstone for each academic program." SUNY Empire State College will be the leading public college for students

across the state of New York and around the world seeking affordable and flexible, quality degrees. "We will be distinguished by our outstanding faculty and staff, our record of student success, our innovative programs and personalized learning opportunities, our rich continuum of student support services, our social and economic impact, and our commitment to a diverse and engaged academic community."

SUNY AND ESC GOVERNANCE

As one of the comprehensive colleges of the State University of New York system, Empire State College is governed by the SUNY Chancellor and Board of Trustees. The Board appoints the College President, allocates resources to the College and approves its plans and programs. Like all SUNY institutions, the College has a College Council that fosters positive relations between the institution and the communities it serves and promotes the institution's interests internally and externally. Members of the College Council are appointed by the Governor of New York, with the exception of the student representative, who is selected from among enrolled students based on the recommendation of faculty, staff and students. The biographies of College Council members can be explored at www.esc.edu/college-council/membership/.

The shared governance system at Empire State College is well-defined and highly participatory. Administrators and faculty maintain the College's historic institutional commitment to governance, working to ensure active participation in governance from various constituencies to create an environment where multiple perspectives are included. The College transacts much of the work of shared governance through the College Senate and its seven standing committees. Following an open nomination process, members of each respective constituency elect senators and committee representatives.

The College Senate, standing committees, and Program, Planning and Budget Committee (PPBC) are important advisory bodies. The Senate is consulted on major policy issues, as are the committees relevant to a given issue. The Senate exercises its role as a policy advisor through motions and resolutions, which are discussed and adopted or rejected by a vote of the majority. Many of these actions originate in the standing committees, divisions or other bodies, such as the Faculty Conference. The PPBC advises and consults with the College President about institutional priorities, short- and long-range planning, and development of the College budget. The College Senate appoints members of PPBC following a procedure set out in the College Bylaws.



LEADERSHIP OF EMPIRE STATE COLLEGE

The College is led by the President, with a cabinet currently consisting of the provost and executive vice president for academic affairs, the executive vice president for administration, the vice presidents for decision support (strategic planning), enrollment

management, and advancement, two assistant vice presidents, one for human resources and another for information technology, and the chief of staff for the President's office. For information about the Office of the President, please visit: www.esc.edu/president

EMPIRE STATE COLLEGE DISTINCTIONS

SUNY Empire State College is proud of its capacity to provide motivated learners with access to innovative, flexible and quality academic programs that empower people and strengthen communities. The College builds on the diversity of its students, their work and life experiences, and their individual personal and professional goals as the cornerstone for each academic program. Empire State prides itself on meeting students where they are. More than 80,000 graduates have benefited from this unique approach.

FACULTY MENTORSHIP

The College's founders made the conscious decision to use the title "mentor" for Empire State College faculty members to reflect a philosophy of education that emphasized the process of learning as well as the results of that process. To this day, faculty mentors work with students in ways that go beyond the traditional professorial role. Mentors assist students to articulate their educational goals and design individual programs of study. They guide students in preparing for and navigating the complex but rewarding process of seeking credit for prior learning. They provide a point of personal contact for the student from their point of entry to the completion of a degree. They guide students in making choices from the numerous study options available at the College.

PERSONALIZED DEGREE PROGRAMS

The 12 undergraduate areas of study provide students with unique opportunities to develop degrees that build on their goals and areas of interest and incorporate their prior college-level learning, whether acquired at other institutions of higher education or through learning

from workplace-based training, experience or individual study. Undergraduate students enroll in an educational planning study in which they work with a faculty mentor to plan a degree program that meets the College's academic requirements.

The core features of undergraduate study at the College are:

- individually-designed degrees
- broad options for the assessment and award of credit for prior college-level learning acquired outside formal higher education
- opportunities to build prior college study into the Empire State College degree through the college's transfer-friendly policies
- multiple modes of study
- a close mentoring relationship with a faculty member



EMPIRE STATE COLLEGE DISTINCTIONS (cont.)

MODES OF STUDY

To provide flexibility for students and enable them to study in ways that fit their preferred learning style, the College offers the following ways to earn credit towards ESC degrees:

- guided independent study
- study groups (small seminar-sized classes)
- residency-based studies (learning opportunities with both independent and group study components)
- online courses (both synchronous and asynchronous)
- blended studies that combine face-to-face and online participation
- cross-registration at other colleges
- classroom-based courses (particularly through the Center for International Programs and The Harry Van Arsdale Jr. Center for Labor Studies)
- prior learning assessment

CREDIT FOR PRIOR LEARNING

Empire State College is a forerunner in valuing learning students gain outside a classroom. In fulfilling its commitment to the adult learner, Empire State promotes the concept that students deserve credit for

college-level learning no matter how they acquired such knowledge. ESC's well-developed processes for assessing and awarding credit for college-level learning gained through the classroom, life, work or military experience helps students save time and money in pursuing their degrees. Prior learning accounts for nearly one-third of the credits granted through the College towards its undergraduate degrees. This has become a popular notion in higher education in recent years, but has been a central tenet of Empire State College for its nearly 50-year history.

ONLINE LEARNING

The College was a pioneer in distance education, opening its prior Center for Distance Learning in 1979, and was the first SUNY college to offer fully online programs across the disciplines. Today, SUNY Empire Online is distributed across the College, providing mentoring, courses, studies, programs and services for students studying fully online, and for those students who pursue their studies at regional sites. Approximately 60 percent of credits earned by students are delivered online. The College also offers online programs and courses through the School for Graduate Studies and the School of Nursing and Allied Health. The College offers more than 500 courses fully online, and supports a wide variety of blended options combining face-to-face and technology-mediated learning.





EMPIRE STATE COLLEGE ORGANIZATION

The College is organized around both academic disciplines and geographic regions.

The academic organization of the College consists of a number of schools, centers and programs. The School of Undergraduate Studies offers undergraduate programs through the Divisions of Arts and Humanities, Business, Human Services, Science Math and Technology, and Social and Behavioral Sciences. The School for Graduate Studies provides a range of graduate degrees. The School of Nursing and Allied Health provides health-related programs on both the undergraduate and graduate levels. The Harry Van Arsdale Jr. Center for Labor Studies, based in Manhattan, provides programs for trade union members. The Center for International Programs, based in Saratoga Springs, offers instruction in English and degrees at seven international locations.

ESC serves students in New York through face-to-face instruction and services in all regions across

the state of New York. The college's multiple locations are clustered regionally, each serving local needs. These regions include the Buffalo-Niagara area; the Finger Lakes and Genesee Valley; Central New York, the North Country and the Southern Tier; the state's Capital Region; the mid- and lower-Hudson Valley; three New York City boroughs; and locations on Long Island. In addition, the Center for International Programs operates in Tirana, Albania; Prague, Czech Republic; Santo Domingo, Dominican Republic; Athens and Thessaloniki, Greece; Beirut, Lebanon; and Eskisehir, Turkey.

These locations are in addition to the College's Coordinating Center in Saratoga Springs, which houses the President's Office, the Office of Academic Affairs, the Office of Administration, the Office of Enrollment Management, the Office of Alumni and Student Relations, Information Technology Services, the Registrar and Human Resources.

ACADEMICS

SUNY Empire State College currently offers undergraduate degrees (A.A., A.S., B.A., B.S., B.P.S.) in twelve defined areas of study. Students develop individualized degrees within faculty-developed guidelines in:

- The Arts
- Business, Management and Economics
- Community and Human Services
- Cultural Studies
- Educational Studies
- Historical Studies
- Human Development
- Interdisciplinary Studies
- Labor Studies
- Public Affairs
- Science, Mathematics and Technology
- Social Science

In addition to these individualized degrees, students can follow more structured courses of study in a focused B.S. in Accounting and an RN to BSN in

Nursing and a BS in Allied Health.

At the graduate level, SUNY Empire State College currently offers 15 Master's Degrees in:

- Business, Management and Leadership
- Education
- Liberal Studies
- Policy Studies
- Nursing Administration and Nursing Education

In addition, the College offers a wide variety of specialized advanced-level graduate certificates. Always looking to fill student and community needs, the College is developing and reviewing new structured degrees, including:

- Ed.D.
- M.S.-IT
- B.S. in Addiction Studies
- B.S. programs in Business Administration, Marketing, and Human Resources, and other structured programs

FACULTY

The College organizes undergraduate faculty under five primary academic divisions, each guided by associate deans. Students work with over 200 faculty mentors, who both teach courses in their disciplines and mentor students throughout their time at the College. In addition, the College employs adjunct faculty to teach both online courses and specialty independent studies. ESC faculty come from a variety of academic and professional backgrounds. Over 95 percent of full-time faculty hold doctoral or other terminal degrees.



STUDENTS

SUNY Empire State College students constitute a diverse community of learners. Motivated and enthusiastic, the typical student is an adult learner, and many hold down jobs, and have families and civic commitments that do not easily accommodate the conventional college experience.

Their median age is 35. The majority, who study part time, are residents of the state of New York. The makeup of the student body reflects the income, educational, ethnic and racial diversity found in New York from the Canadian border to Long Island's southern shore.

Students come from large metropolitan areas, suburbs, small towns and rural communities. Sixty-one percent

are white, 15 percent are African-American, 12 percent are Hispanic, and 4 percent are Asian/Pacific Islanders or American Indians. The College enrolls students from every state in the U.S. and from 42 other countries. The total enrollment is near 18,000. Of this number, about 36 percent are full-time and 64 percent are part-time. The majority are in undergraduate programs, with about 1,655 enrolled as graduate students. The College serves 1,200 students with military affiliation, with more than half of those being veterans.

The College's alumni population stands at 84,000. More than 95 percent of the New York state residents who graduate from ESC continue to live in the state at least for extended periods after earning their degrees.

ACCREDITATION

SUNY Empire State College is accredited by the [Middle States Commission on Higher Education \(MSCHE\)](#), a voluntary, non-governmental, regional membership association that assures the educational quality of colleges and universities. MSCHE accreditation verifies SUNY Empire's institutional account-

ability, self-appraisal, improvement and innovation through peer review and the rigorous application of standards within the context of the College's institutional mission. The College is already preparing for its next regular accreditation review process, which will culminate in a team site visit in the spring of 2020.

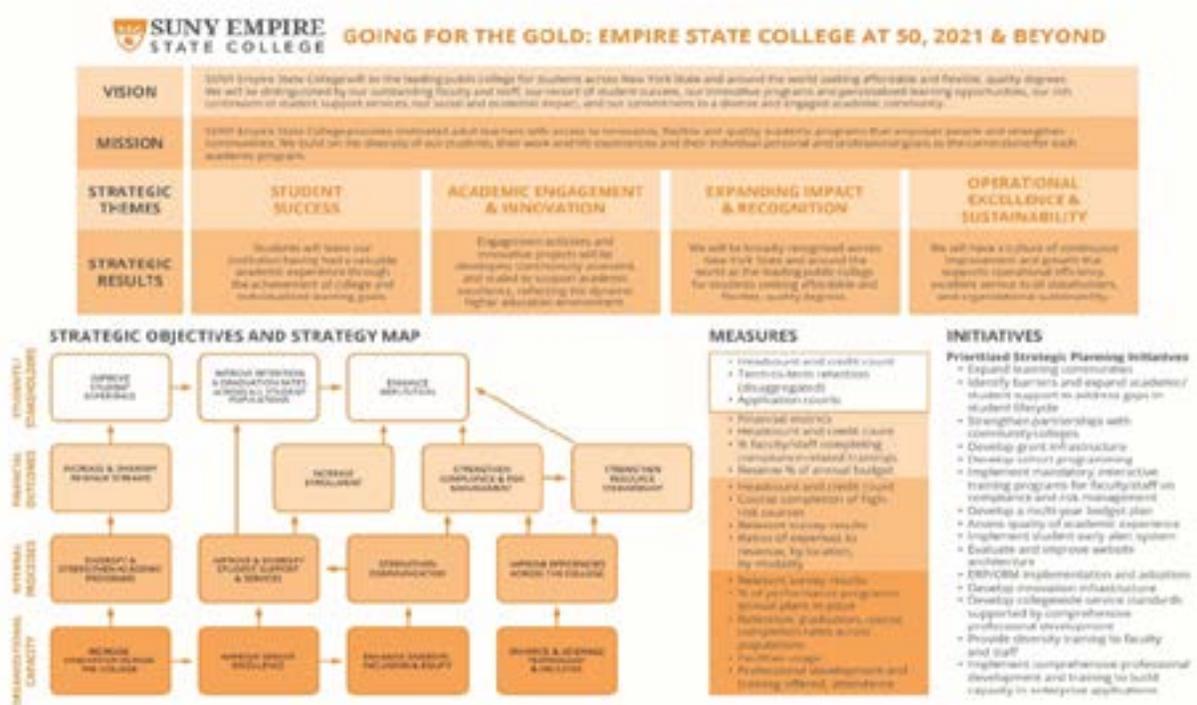
BUDGET

The College's recent annual operating budget was over \$83 million, with over 78 percent from tuition and fees, and about 11 percent each from state aid and other sources of revenue. The College's annual budget process generally begins with preparatory work each fall, formal submissions and plans early in each calendar year, and then targeted completion by June, provided the state has a fiscal year budget in place and the State University of New York has completed its allocation process at that point.



EMPIRE STATE COLLEGE STRATEGIC PLAN

A large and inclusive group of stakeholders led the process of creating the current strategic plan, *Going For The Gold: Empire State College at 50, 2021 & Beyond*, which sets an exciting vision to leverage the College's past success. A high-level snapshot of that plan is displayed below:



EMPIRE STATE COLLEGE FOUNDATION

The Empire State College Foundation's assets have increased over the last several years, with total assets now at \$33.5 million. The Foundation supports the College with more than \$1.7 million annually, and students in need receive nearly \$84 million in aid in the form of grants, loans and work study.

Pending the appointment of new leadership, the College and the Foundation are eager to begin their first comprehensive campaign since 2009. In May 2018, a feasibility study for that campaign was completed, establishing working goals and priorities, which are currently in place. The new President will have the opportunity to work closely with the

Foundation Board and top supporters to immediately initiate the leadership phase of the campaign, and then celebrate the launch of the campaign's public phase in concert with the College's 50th anniversary in 2021.

Efforts for future funding for the College need to be diversified. The President will have the opportunity to shape and guide such efforts, working with the Vice President for Advancement, the ESC Foundation and Council members, and alumni and community members to forge deeper relationships around the state and country to encourage partnerships and giving to the College.



SARATOGA SPRINGS, NEW YORK

The President's main office and the central administration of Empire State College are located in Saratoga Springs, New York. With a population of nearly 31,000, Saratoga Springs is recognized as one of "America's Greatest Main Streets," and as one of America's Dozen Distinctive Destinations by the National Trust for Historic Preservation. The city's mineral springs have long been an attraction, as has the Saratoga Race Course, founded in 1863 and recognized as the oldest continuously operating sporting venue in the U.S. Nearby is the National Museum of Racing and Hall of Fame. Saratoga Spa State Park includes mineral

baths, a pool complex and the Saratoga Performing Arts Center, a landmark concert venue. Within the park is the Saratoga Automobile Museum, featuring exhibits of vintage models and race cars, one of 10 outstanding museums of art and history in the city. In nearby Stillwater is the Saratoga National Historical Park, which marks the site of the "turning point" battles of the American Revolution. The city is situated midway between New York City and Montreal, Canada. Albany, the capital of the state of New York and the home of the SUNY System Administration, is a 35-minute drive south on the Adirondack Northway.



OPPORTUNITIES AND CHALLENGES FOR THE NEXT ESC PRESIDENT

The Chancellor and Board of Trustees of the State University of New York and the Empire State College Council seek the next President to carry Empire State College forward into its bold future. Reporting to the Chancellor of the State University of New York, the President of Empire State College is responsible for the administration of the only SUNY institution whose primary focus is providing adult learners across the state of New York and beyond with opportunities to earn a college degree.

If you are an innovative, dynamic and engaged leader who is visionary, inspirational, empathetic, collaborative and effective, and who is motivated to influence the future of personalized, mentored and technology-enabled learning, you should give serious consideration to this presidential opportunity. The next president should hold a commitment to student access and completion, to pedagogical innovation, to education pertinent to society and workforce needs in both New York and the world. ESC is a community of dedicated faculty and staff who share that commitment and passion, and who choose to give their talents, knowledge and skills

to Empire State College in order to further its special mission. Collaborative environments of faculty and staff exist across the state, and the desire to further participate in shaping the future of Empire State College is evident across the entire college community.

Empire State College may be at an inflection point, where its historic mission, statewide reach, specialized resources, and innovative potential can be collaboratively leveraged to serve the growing population of adult and nontraditional learners across the state of New York and beyond for the next 10 years and more. ESC has experienced a substantial amount of internal change in recent years. Some of those changes need completion to support effectively the College's students, faculty and staff. This requires balancing economic realities with the need for innovation. As ESC is heavily reliant on enrollment and tuition income, and enrollment has gradually declined since 2010 from a high of about 20,000 students, both growing enrollment and exploring new sources of revenue in order to continue to support the College's historic mission and delivery approaches are priorities.

OPPORTUNITIES AND CHALLENGES FOR THE NEXT ESC PRESIDENT (cont.)

The assets and opportunities of ESC for the next President include the following:

- Highly dedicated faculty and staff, devoted to the mission of the College of access and student success for adult and nontraditional learners
- A large and growing demographic of adult and nontraditional learners—many without any college credits or with unsatisfactory past college experiences—who have pressing needs for degrees and certificates to maintain and advance their work and civic lives
- A statewide and international reach of ESC’s faculty, staff, locations and technology through the SUNY System’s central administration and 63 other campuses
- A SUNY Chancellor who desires to leverage all of SUNY’s educational assets, including particularly ESC, to serve the citizens of New York in better ways going forward—promptly, efficiently, effectively, with high quality, and at scale
- A robust array of currently relevant degree and certificate programs, offered in multiple and flexible formats, with more programs already in process of approval and under development

Taking full advantage of ESC’s assets and opportunities will require innovation, collaboration and dedication, along with multiple personal leadership talents. Some of the priorities for the future success of ESC may include:

- Addressing federal, state and SUNY funding and financial aid formulas and approaches that are not favorable to ESC, particularly given its large percentage of part-time students and nontraditional learning locations. The need to explore new partnerships and other revenue sources should be a priority for the next President, as well as increasing enrollment and improving retention in all programs

through whatever means are most effective and meaningful for the College.

- Filling a number of interim leadership positions in academic and administrative areas at ESC. The next president has ample opportunity to confirm or bring in key team members to best complement the President’s own skills and vision. This work must be balanced against cost and organizational efficiency.
- Managing and completing ongoing change while encouraging collaboration and innovation. In addition, ESC is built on a history of innovation, and further changes may be necessary to maintain, strengthen and grow the College going forward. Active listening, open and engaged communication, shared governance and inspirational leadership are needed to advance the College into the next phase of its future.
- Implementing a recently finalized strategic plan, created by engaged stakeholders from throughout the College community that sets forth a clear, measurable and attainable set of goals for the institution.
- Active fundraising and carrying out the College’s future campaign will be essential activities for the new President.

Because the College provides education across the large state of New York, locations serve different cultures, environments and needs. The needs of large, urban populations in Manhattan, Long Island, Buffalo and Rochester are different from those of suburban Hudson Valley locations or less populated rural areas of the state. These very different cultural environments require inclusive communication and the ability to implement the mission and the vision of the College in multiple ways to serve the diverse needs of students and ensure that members of the College community in all regions feel understood and appreciated and are involved in decision-making and systems changes.

QUALIFICATIONS

The College Council of Empire State College, and the entire ESC community of faculty, staff and students, seek a visionary leader who possesses a true appreciation for the adult learner, who values educational innovation, and who possesses strong financial management acumen. The ability to work effectively within a comprehensive public university system committed to improving the economy and quality of life for the citizens of the state of New York is vitally important. The new President should have an advanced degree, with a doctoral degree preferred. Preferred experiences would include leadership within large and dispersed organizations, higher education leadership, and experience in public and unionized environments, particularly within complex political environments such as New York state government. The next President must value and be passionate about the unique mission of the College and demonstrate a commitment to diverse and non-traditional students. S/he will cultivate an outward presence to raise the visibility of the College, as well as foster partnerships and garner external funding in support of the College. The new President should already understand or be

quickly able to master the relevant concepts central to successful enrollment management and retention, academic program delivery and development, student success and military education.

Desired personal leadership attributes include integrity, excellent communication skills, and the collaborative ability to bring faculty and staff and outside stakeholders together to focus on mutually beneficial strategies. The successful President will demonstrate a keen sense of nurturing relationships with SUNY Trustees and officials, ESC College Council and Foundation members, faculty, staff, students, alumni, friends, and donors. Successful fundraising experience is highly desirable. The next President should demonstrate talent for hiring, supporting and evaluating key team members, assessing and improving organizational structures and effective and enthusiastic fundraising. Genuineness in listening, synthesizing discussions, and explaining mutual paths forward will contribute greatly to success. ESC desires a President who respects and honors the College's mission and its history while also having an inspiring vision of where the College needs to head in the future.



APPLICATIONS AND NOMINATIONS FOR THE POSITION OF PRESIDENT

The search for the ESC president will be conducted according to guidelines promulgated by the State University of New York, Empire State College procedures and relevant state and federal laws. A search committee representing the College Council, the College's faculty, professional and support staff, its students and alumni, the Empire State College Foundation and the larger SUNY community will review applications, screen candidates, and make recommendations to the ESC College Council, whose members will recommend final candidates to the SUNY Chancellor and the SUNY Board of Trustees.

This search is being assisted by senior consultants William Howard and Kate Nolde of Academic Search, Inc. To have a confidential conversation and learn more about this opportunity, please contact either Kate Nolde, Senior Consultant, at

kvn@academic-search.com, or William Howard, Vice President and Senior Consultant, at wfh@academic-search.com, to arrange for a discussion.

Nominations, applications, and inquiries may be sent in confidence to empirepresident@academic-search.com. For full consideration, applications should be submitted by January 14, 2019. Consideration of applications will continue until an appointment is made. Application materials (to include a letter of interest, curriculum vitae, and the names, addresses, telephone numbers, and email addresses of five references—who will not be contacted without permission) should be electronically submitted to: empirepresident@academic-search.com. The successful candidate will be subjected to a thorough background check, and will need to be able to achieve clearance for military site visits.



ABOUT ACADEMIC SEARCH

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

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