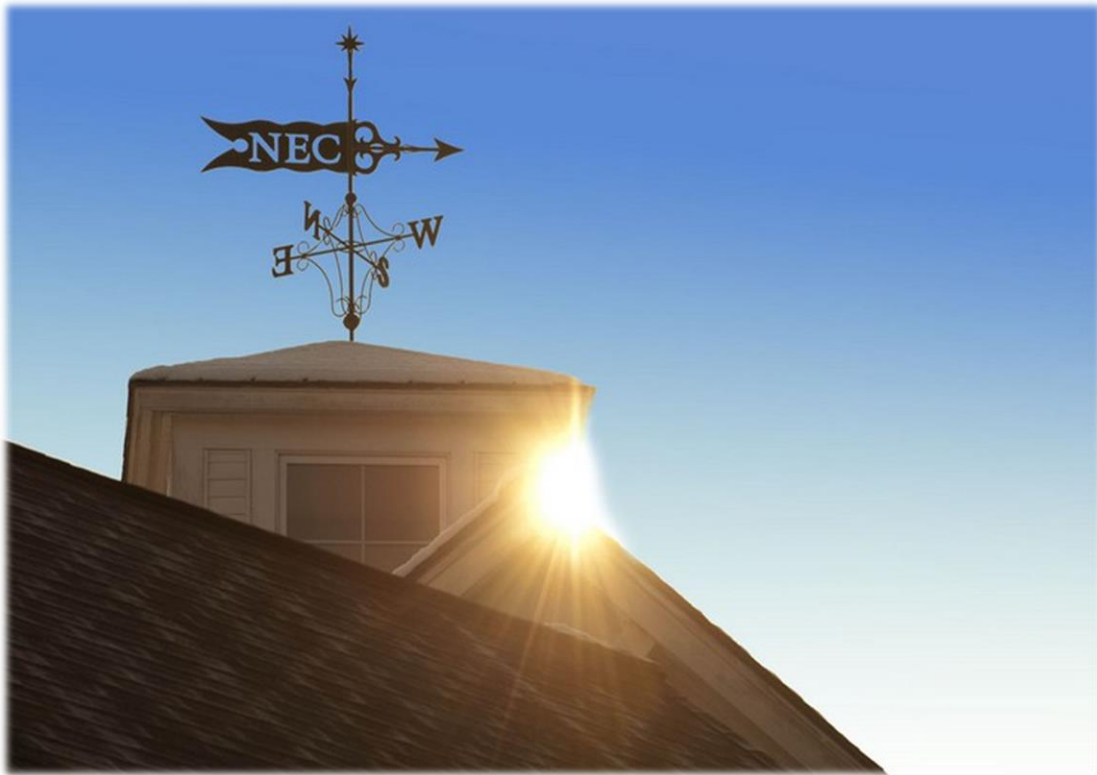




New England College

Vice President for Academic Affairs



Haley Associates

Katherine Haley, Ph.D.

Tom Horgan, Ed.D.

THE OPPORTUNITY

New England College (NEC) seeks nominations for and expressions of interest for the position of Vice President for Academic Affairs.

New England College is a private, liberal arts-based comprehensive college located in the quintessential New England town of Henniker, New Hampshire. The institution is dedicated to providing exceptional education for undergraduate, graduate, and doctoral students from the region, across the country and the world.

Ranked by *U.S. News and World Report* in Tier 2 of baccalaureate colleges in the north, New England College offers students a robust, thorough, and engaging educational experience focused on experiential learning. One of 10 founding members of Project Pericles, this national initiative promotes learning through civic engagement and social responsibility. New England College was also named to President Obama's Higher Education Community Service Honor Roll for exemplary community service. *Time Magazine* recognizes NEC as one of the top 25 colleges in the nation for building diversity in the student body.

Founded in 1946, New England College was established to serve the needs of veterans attending college on the G.I. Bill after World War II. New England College offers a dynamic and transformational educational experience in a picturesque campus setting. The Contoocook River runs through the center of town and alongside the campus; a covered bridge joins the main campus with roughly 20 acres of athletic fields. Due to New Hampshire's unique first-in-the-nation primary status, virtually every presidential candidate appears on or near campus during the campaign season.

New England College's next Vice President for Academic Affairs will join a collaborative, innovative and nimble senior team led by President Michele Perkins. An important member of that team, the VPAA will focus on academic quality, sustainable growth and programmatic creativity to meet the needs of the students of the future. Further integrating the student experience inside and outside the curriculum, as well as student success, will be important priorities for the new VPAA.

New England College seeks an innovative, pragmatic, collaborative, and student-focused academic leader, who will forward the college's broad institutional strategy to grow in size, strength, and reputation. An earned doctorate or terminal degree is preferred. The successful candidate should have administrative experience in higher education; excellent skills in communicating with faculty, students, alumni, and staff; and a familiarity with emerging pedagogies and academic technologies. Non-traditional candidates with exceptional qualifications will also be considered. Review of applications will begin in October of 2016 and will continue until the position is filled. The appointment begins on July 1, 2017. For guidance in applying, please see the *Procedures for Candidacy* section at the conclusion of this document.

NEW ENGLAND COLLEGE: AN OVERVIEW

An innovative and agile institution with a dedicated faculty committed to student success and growth, New England College offers an atmosphere of collaboration and cooperation and a deeply imbedded culture of civility. The institution is committed to maintaining its long history of excellence in the liberal arts, while also flourishing within an entrepreneurial culture. NEC enjoys the benefits of a strong financial portfolio generated from a diverse revenue stream of academic programs in strong traditional undergraduate enrollments and both online graduate and low-residency programs.



Mission Statement:

New England College is a creative and supportive learning community that challenges individuals to transform themselves and their world.

New England College emphasizes experiential learning as an essential component in the development of an enduring academic community. Building

upon a strong liberal arts foundation, the college challenges its students to reach their full potential through informed discourse and the pursuit of excellence in a framework of academic freedom that reflects the following values:

- Value 1: Imaginative, innovative, and creative approaches to all endeavors
- Value 2: Respect for self in the development of personal, social, physical, and intellectual abilities
- Value 3: Caring and collaborative relationships among members of our community
- Value 4: Respect for the varied qualities of individuals, communities, and the world
- Value 5: An appreciation of beauty and elegance in the search for truth
- Value 6: Inquiry into and the pursuit of social justice
- Value 7: Ethical and responsible citizenship, including service to the community
- Value 8: The pursuit of ecological sustainability
- Value 9: Continuous learning and a lifetime of personal achievement

Vision Statement:

New England College will be the most highly respected and sought-after small private college in New Hampshire, known for its innovative academic programs and as a leader in experiential education.

Strategic Plan:

New England College's 2016-2021 Strategic Plan galvanizes the NEC community around a compelling vision that will steer the institution's efforts over the next five years. This Plan is the result of a process that combined the leadership of the board and senior administrators with the significant contributions of faculty, staff, students, and alumni.



The Strategic Plan builds on the college's traditions and strengths to present bold initiatives that respond to the changing dynamics of higher education and positions the college for a vibrant future.

Academic Offerings:

Approximately 1,600 undergraduate (900 on campus/700 online), and 800 graduate students from all over the world represent New

England College, making the experience uniquely rich in diversity and collaboration.

New England College offers 36 bachelor's degree programs, 18 master's degree programs, and one doctoral degree program. The college is accredited by the New England Association of Schools and Colleges through its Commission on Institutions of Higher Education. Additionally, the school's Teacher Education Program (as well as the majors in Physical Education, Special Education, Elementary Education, and Secondary Education) is approved by the New Hampshire Department of Education. Currently, the school employs 50 full-time faculty members, and holds a 12:1 student-to-faculty ratio.

NEC students have benefited from over 1,000 internship opportunities, ongoing access to real-world experience, and hands-on training through active collaboration with industry partners and career counseling services.

NEC has a robust and growing online educational presence and over the last 15 years the college has launched a number of vibrant graduate and undergraduate, online and low residency, hybrid programs. Today, enrollments in non-traditional programs exceed the traditional undergraduate campus student population. Over the next five years it is anticipated that non-traditional programs will grow significantly, and substantial expansion of online offerings will be a critical component in the future success of the institution.

Recognition for New England College

- *US News & World Report* has recognized New England College in the following categories:
 - Best Online Graduate Education Program
 - Best Online Graduate Business Programs
 - Best Online Bachelor Degree Education Program
 - Best Online MBA Program
- Military Advanced Education recognized New England College with its Top Military Friendly University designation
- Victory Media recognized NEC with its Military-Friendly Schools® designation

Project Pericles:

New England College is one of 10 founding members of Project Pericles. A Project Pericles Center was established at NEC to fulfill three major goals: 1) to coordinate activities for civic engagement, social responsibility, and service learning throughout the college; 2) to develop connections between the college and the local, state, national, and international communities to provide opportunities for civic engagement and service learning; and 3) to integrate concepts of civic and social responsibility into the curriculum and co-curriculum. New England College derives an enormous benefit from the association with other Periclean institutions and with the founder, Eugene Lang.



The other participating schools include: Allegheny College, Bates College, Berea College, Bethune-Cookman College, Carleton College, Chatham University, Dillard University, Drew University, Elon University, the Evergreen State College, Goucher College, Hampshire College, Hendrix College, Macalester College, Morehouse College, New School, Occidental College, Pace University, Pitzer College, Rensselaer Polytechnic Institute, Rhodes College, St. Mary's College of Maryland, Skidmore College, Spelman College, Swarthmore College, Ursinus College, Wagner College, Widener University, and the College of Wooster.

Student Affairs:

The college is home to several student organizations, including various student government committees. Students also publish an award-winning campus newspaper called *The New Englander*, and operate a campus-based radio station—WNEC-FM. Fraternities and sororities are also an active and vital part of campus life at New England College.

Athletics:

New England College competes in 18 intercollegiate NCAA Division III athletic sports, including soccer, lacrosse, ice hockey, field hockey, softball, baseball, basketball, wrestling,

and cross country. Women's volleyball will be added in 2017. In 2011, New England College Athletics began competing in the North Atlantic Conference (NAC), after over a decade of membership in The Commonwealth Coast Conference.

About the President

Michele Perkins, Ed.D., is one of the longest serving and most highly respected presidents in New Hampshire. Dr. Perkins brings an exceptionally successful record of higher education leadership and transformation as the 15th president of New England College. Appointed president in 2007, her tenure as president has been highlighted by renewed strategic and campus planning, curriculum innovation, financial well-being, and enhanced external support. She has led an integrated process of optimal enrollment planning; as a result, New England College has grown to over 2,400 students, the highest enrollment in the college's history. As a result of President Perkins' leadership and commitment, the college is nationally recognized for its commitment to civic engagement and experiential learning in its undergraduate and graduate programs.



Dr. Perkins began her service to the college in the fall of 2001 as Vice President for Enrollment. Two years later, as Senior Vice President, her responsibilities included all areas of admission, student development, athletics, financial aid, student accounts, public information, and human resources. She was instrumental in founding New England College's School of Graduate and Professional Studies, which currently offers diverse Master's and Doctoral programs online, on campus, and on location in schools and businesses throughout New Hampshire and Maine. Since Dr. Perkins became President, New England College has tripled its enrollment and doubled its endowment.

Dr. Perkins holds Bachelor and Master degrees in Theatre and Performance Studies from Northwestern University and Emerson College, respectively. She earned her Ed.D. in Higher Education Management from the University of Pennsylvania. Dr. Perkins' academic research interests include organizational change in the small college and leadership decision-making. Dr. Perkins currently serves on a number of boards and advisory groups in higher education. She is the immediate Past Chair of both the New Hampshire College and University Council and Campus Compact for New Hampshire. Dr. Perkins is a member of the Executive Committee of the New Hampshire Commission on Higher Education and is a past member of the Board of the Council for Independent Colleges where she served as a member of the Executive Committee and Vice Chair of the Public Information Committee. She is a member of the Board of Directors of the New England Council, a member of the Board of Trustees at Emerson College, and was appointed by New Hampshire Governor Maggie Hassan to serve as a member of the New England Board of Higher Education.

New England College: Facts & Figures

*Numbers based on Fall 2015 semester

Enrollment:

- Approximately 1,600 undergraduates (700 residential and 900 online)
- Approximately 800 graduate students
- Students represent 49 states and more than 15 countries
- 43% men | 57% women (traditional campus population more heavily weighted to men)
- 32% minority traditional population
- 4% international enrollment
- 40% diversity enrollment

Faculty:

- 50 full-time faculty members
- 78% hold terminal degrees
- 55% of classes taught by full-time faculty
- 12:1 student-to-faculty ratio

Graduation:

- Undergraduates that enroll in graduate school: 19%
- 4-year average freshmen retention rate: 62%
- 4-year graduation rate: 40%
- Job and graduate school placement in 1st year: 93%

Most Highly Enrolled Fields:

- Business: 28%
- Psychology: 15%
- Criminal Justice: 10%
- Education: 6%
- Biology/Health Sciences: 5%
- Kinesiology: 4%
- Liberal Studies: 4%

Academic Programs

Degrees:

- Associate of Arts and Science | AA | AS
- Bachelor of Arts and Science | BA | BS
- Master of Arts and Science | MA | MS
- Master of Business Administration | MBA
- Master of Education | M.Ed.
- Master of Fine Arts | MFA
- Doctorate of Education | EDD
- Certificate of Advanced Graduate Studies | CAGS

Accreditation is by the New England Association of Schools and Colleges (NEASC).



For additional information on New England College please visit www.nec.edu

The Campus and Henniker, NH: Henniker is a family friendly and healthy community located approximately 17 miles from Concord, the state's capital, 31 miles from Manchester, the state's largest city, and 81 miles from Boston, Massachusetts. The 225-acre campus, which has no distinct borders separating it from the town of Henniker, features 30 buildings, many in the white clapboard style or brick mid-

century architecture. The campus is known throughout New England for promoting environmental education initiatives. Pat's Peak Ski Resort lies just outside the village center, and many students participate in outdoor activities such as skiing, snowboarding, whitewater rafting, hiking in the White Mountains, and rock climbing.

The newest building on campus is the John Lyons Center, which opened this fall. The Lyons Center includes approximately 19,000 square feet of academic, meeting, and faculty space. Built to LEED standards, the building features a two-story learning commons and café, surrounded by classrooms, seminar rooms, group study spaces, and offices.

The Role of the Vice President for Academic Affairs

The VPAA is the chief academic officer of the college. The VPAA is responsible for providing vision, direction, and operational oversight in fulfilling the college's mission and strategic planning priorities, and is responsible for ensuring the academic integrity of the college. Reporting to the President, the VPAA coordinates and operationalizes college-wide academic initiatives and works closely and collaboratively with the vice presidents in creating, modifying, launching, and growing all academic programs, on campus, at off-site locations, and online. The VPAA is the chief accreditation liaison for the college and ensures that NEC is compliant in all areas required by NEASC, the State of New Hampshire, and all other accrediting organizations engaged with the college.

Duties and Responsibilities:

- Serve as chief academic officer of the college, ensuring academic program quality and success;
- Responsible for quality of instruction and development of faculty in all program areas, on campus, offsite, and online;

- Serve as the chief accreditation liaison for New England Association of Schools and Colleges (NEASC) and other accrediting institutions, including New Hampshire Department of Education; and oversee compliance issues in academic areas;
- Work with the president and the senior team to ensure that annual and long-range revenue goals are achieved;
- Develop, launch, and support new academic programs and ensure innovations in existing programs (including methods of delivery) that respond in a timely manner to a rapidly changing environment;
- Oversee institution-wide assessment processes and implement necessary changes to ensure continuous improvement of all academic programs; ensure communication of results and decisions to internal and external stakeholders in order to promote and realize the mission and vision of the college;
- Work with VP of Information Technology to ensure a state-of-the-art learning environment for all educational delivery models;
- Ensure the college offers an inclusive environment that celebrates and promotes understanding and respect within a diverse student body, staff, and community;
- Provide leadership for allocation of college resources and academic space planning in a manner consistent with the goals of the strategic plan;
- Oversee the creation and achievement of a comprehensive, integrated retention plan with specific retention and revenue goals for undergraduate and graduate programs in cooperation with the VP for Enrollment, the VP of the School of Graduate and Professional Studies (SGPS), and the Dean of Students;
- Cultivate and support partnerships between the college and business/industry, not-for-profit organizations, and other educational institutions, in cooperation with the VP of the School of Graduate and Professional Studies.

The following issues have been identified as particular priorities for the new VPAA:

Forward Strategic College Goals and Strategy:

Work closely with the president and senior leaders to forward the strategic goals of the college—to grow in distinction, size, reputation, and programming. Also work to fulfill the potential of New England College for sustainable growth and market strength.

Provide Opportunities for Faculty Development:

With a focus on promoting high quality, effective teaching, faculty access to development in fostering engaged and experiential learning, online best practices, service learning, and support of faculty in their scholarly pursuits according to the Boyer model.

Address Recruitment and Retention:

As at most other colleges, NEC must actively and continuously address issues of student recruitment, retention, and graduation. To address these issues successfully, there must be a unified effort from all areas of the college. For undergraduates in particular, the college must target student persistence and graduation rates. One front in this effort is to assure

that the curriculum is current, responsive, innovative, and inviting. The VPAA will work with the Vice President for the School of Graduate and Professional Studies to assure the curricular offerings are evolving to attract students and meet market demand.

[Better Integrate the Living/Learning Student Experience:](#)

For undergraduates in particular, the VPAA will work to strengthen the residential experience and to leverage more effectively learning across the entire student experience.

[Qualities and Qualifications:](#)

- Excellent written and oral communication skills
- Strong leadership and vision
- Knowledge of current and emerging pedagogical models in higher education
- Creativity and “out-of-the-box” thinking combined with strong structural and systems orientation
- Ability to develop and oversee budgets
- Ability to manage multiple priorities
- Excellent problem-solving, analytical, and organizational skills
- Minimum 7-10 years’ progressive experience in higher education administration
- Evidence of successful academic planning and implementation, program development and evaluation, and personnel and budget management
- Record of teaching, scholarship, and service consonant with the mission of NEC and consistent with appointment at senior faculty level
- Experience with traditional residential models and knowledge of development and growing online, hybrid, and low-residency education programs
- An earned doctorate or terminal degree from an accredited college or university in an academic discipline fielded by New England College preferred
- Non-traditional candidates with exceptional experience and qualifications are also encouraged to apply

[Procedure for Nomination and Application](#)

Review of nominations and applications will begin in October of 2016 and will continue until the position is filled. For best consideration, apply or submit nominations before December 30, 2016. This appointment begins July 1, 2017.

Please submit a letter of application addressing your match to the criteria New England College has established in this document, along with your vita and a list of at least five references (who will not be contacted until later in the search) to:

Katherine Haley, Ph.D. or Tom Horgan, Ed.D.

[Haley Associates LLC](#)

NECVPA@haleyassociates.net

603.748.4399 or 603.568.8237

New England College prohibits discrimination on the basis of race, color, creed or religion, national origin, sex, sexual orientation, age, marital status, pregnancy, veteran's status or disability in regard to treatment, access to or employment in its programs and activities, in accordance with federal and state laws and regulations. In compliance with the Americans with Disabilities Act (ADA), individuals with disabilities needing accommodation should contact the ADA Compliance Officer.

New England College is committed to providing equal opportunity in all conditions of employment and creating a welcoming and supportive environment that celebrates diversity. If an imbalance is found to exist, the college will make good faith efforts to recruit, hire and promote persons underrepresented in the workplace.