



UNION
COLLEGE
FOUNDED 1795

**An Invitation to Apply for the Position of
President
Schenectady, New York**

THE SEARCH

Union College, a historic, distinguished and highly selective residential liberal arts college, seeks its nineteenth President. Union has been a leader in the integration of the liberal arts, science, and engineering for more than two centuries. As a result of its unique history and distinctive assets, the College is exceptionally well-positioned as a national leader in redefining what it means to be liberally educated. As technology advances and the boundaries between disciplines are increasingly blurred, Union College's integrated approach to liberal arts and engineering with exceptional faculty, motivated students, and supportive alumni provides the next President an outstanding platform to build upon a long history of innovation and propel the College toward a bold future.

Officially chartered in 1795, Union College is one of the oldest liberal arts colleges in the country. Union was the first liberal arts college to redefine the traditional liberal arts education and adopt an engineering curriculum. A Union education is rigorous, innovative, and encourages students to work beyond the limits of disciplinary boundaries, allowing them to think globally and lead creatively in a world where problem solving requires breadth across humanities, arts, social sciences, natural sciences, and engineering without sacrificing depth of preparation. The College, which is private, residential and undergraduate, offers 44 majors and is home to 2,200 students, 209 faculty, and 889 staff. Each year, Union undergraduates declare majors in roughly equal percentages across four academic divisions, reflecting strength across its broad array of academic programs. The College is perennially highly ranked and is considered among the most academically distinguished liberal arts colleges in the country, with particular distinction in undergraduate research, international programs, and support for women in STEM, all led by faculty who are dedicated to teaching and research.

Union is poised for great achievement following the successful 12-year tenure of President Stephen C. Ainlay, under whom the College thrived academically, physically and financially. In the last decade the College has received a record number of applications and early decision requests, increased selectivity and diversity, constructed and renovated 14 buildings, concluded a successful capital campaign and won an NCAA Division I hockey championship with an

impressive group of scholar athletes. The College has recently also broken ground on a \$100 million integrated science and engineering complex – the most ambitious project in the College’s history – that will rank among the most innovative undergraduate science and engineering facilities in the nation upon its completion in 2019.

Union College seeks an influential leader and strategic thinker whose positive energy, character, integrity, intellect, and passion will inspire all those associated with the institution. The next President will bring a professional and personal commitment to the integration of liberal arts, science, and engineering and seize the opportunity to secure Union’s place as the national leader in integrated liberal arts education. This President will bring a broad intellectual curiosity, a demonstrated commitment to diversity in all its forms, financial and fundraising acumen, and a natural inclination toward community engagement. The President will embrace Union’s culture of community by building meaningful and personal relationships with students, faculty, staff, parents and alumni. The President will serve as the College’s ambassador to local and national audiences and will oversee the execution of key strategic objectives, building on the College’s 2013 Strategic Plan and conceiving bold plans for the future.

A Presidential Search Committee composed of trustees, faculty, students, and alumni is working with Isaacson, Miller, a national executive search firm, to assist with this recruitment. Confidential inquiries, nominations, and referrals may be directed to the firm as indicated at the end of this document.

THE COLLEGE: HISTORY AND OVERVIEW



Union College takes great pride in its history with a mission that includes “shaping the future while understanding the past.” On February 25, 1795, Union was the first college to receive a charter from the Board of Regents of the University of the State of New York. It has continuously operated as one of the thirty oldest institutions of higher education in the United States. Union established the “Alpha” chapter of Phi Beta Kappa in New York (and the fifth oldest chapter in the U.S.). The College’s name is not derived from the new Union of American states, but from its early mission to be an ecumenical institution where diverse religious denominations could study and work together. The understanding of what it means to be diverse has expanded over the years and the commitment to building a diverse community characterized by mutual respect is part of Union’s institutional DNA.

Union College's early history played a seminal role in the development of the modern American college curriculum. Though Union's earliest students received a classical education similar to that of the College's antecedents, in the 1820s Union became one of several Hudson Valley colleges to adopt parallel courses of study. In this way, students continued to pursue the liberal arts while also studying natural sciences. Union was among the first colleges to allow modern languages to satisfy graduation requirements and Union's engineering curriculum, which continues as a robust component of the campus to this day, began in 1845. What once were parallel courses of study have blossomed into an integrative approach to the liberal arts and applied sciences.

Academics

Today, Union College continues to be at the forefront of education continuously defining, and redefining, what it means to provide a liberal arts education. Students develop in-depth expertise in their chosen discipline and, with emphasis on the intersections between fields, students also get the kind of interdisciplinary exposure that lets them tackle problems from multiple angles, becoming part of a community of scholars who are non-linear thinkers, bringing skills of their disciplines into one another to understand context and address the multi-faceted challenges of the 21st century.

The College offers nearly 50 majors, and students have the option of minoring in nearly all of them in addition to 14 other minor-only programs. Majors in the fields of Engineering, Psychology, Biological and Biomedical Sciences, and the Social Sciences are among the most popular. Each year, Union undergraduates declare majors in roughly equal percentages across four academic divisions.

Students at Union have numerous opportunities for integrative study. Twenty of Union's majors are designed to be interdisciplinary, and students can petition to engage nearly any other major in an incorporative manner by completing an Interdepartmental Major. If a student has an interest that cannot be adequately studied in any of these ways, the student may petition to major in an Organizing Theme Major that uses coursework from departments and programs from across the College.

Faculty members are also committed to interdisciplinary and multidisciplinary understanding. Union hosts an annual national symposium on engineering as a liberal art that brings faculty from various disciplines to Union to consider best curricular practices. The Mellon Foundation has sponsored a number of initiatives aimed at enabling faculty to reach across disciplines. These included recent faculty tours to China and Germany that have resulted in team taught courses in the general education curriculum.

Union's academic year is divided into three ten-week trimesters. The first runs from early September to Thanksgiving, the second from early January to March, and the third from early April to June. Students typically take three courses per trimester for a total of 36 courses of study throughout their four years at Union. Students may also participate in a "mini-term" between the first and second trimester of the academic year (e.g., to study theater in England, art in Italy, and alternative energy in New Zealand), as well as additional academic programming in the summer. The trimester allows students in highly structured majors, such as engineering, to more easily participate in terms abroad.

Nearly 60 percent of Union students go on terms or mini-terms abroad in 40 programs in 29 countries – one of the highest percentages among American liberal arts colleges. Roughly 80 percent of programs are led by Union faculty, and all financial aid (with the exception of work study) applies to full terms abroad making the opportunity more accessible to students. In addition, the College offers scholarships to assist students with travel costs. Union also has an impressive track record in post-graduate Watson and Fulbright Fellowships and Teaching Awards, and was named in the *Chronicle of Higher Education* as one of the nation's top-producers of Fulbright recipients in 2015-2016.

Union is committed to creating opportunities for meaningful academic endeavors outside the classroom. Union is active in the National Conference on Undergraduate Research, and students across all disciplines regularly collaborate and even co-publish alongside their professors, often after participating in college-funded summer research opportunities. For 25 years, students from every discipline at the College have presented their work during the campus-wide Steinmetz Symposium, named for a renowned scholar and beloved Union professor who was Thomas Edison's close colleague. Classes are canceled for the day to allow faculty, staff, students, and visiting parents to sample projects in all fields Union has to offer. Last year 500 students participated in oral and poster presentations as well as dance performances, musical concerts, and an art exhibit.

Student Life

Admission to Union is more selective than ever before. For the incoming class that joined Union in the fall of 2017, Union received 6,676 applications for 570 positions with a 38 percent admission rate. Middle 50 percent SAT scores for the class of 2021 were 630-700 in critical reading and 640-730 in math. On average, the first-year retention rate is 93 percent, and the graduation rate is 86 percent. Over 60 percent of students receive institutional financial aid.

Union students are actively engaged in the campus community. Students participate in more than 100 student-run organizations and engage in more than 15,000 hours of community service annually through work with Union's Kenney Community Center and other campus clubs, residences, organizations, and athletic teams.

At Union College, athletics is an extension of the academic enterprise, Union College athletes are students first. To emphasize this point, the Department of Athletics reports through the Dean of the Faculty and Vice President for Academic Affairs. In the last ten years, the average GPA of Union's NCAA student-athletes has exceeded the general student-body average. Athletes also make up a robust portion of the student body. Nearly 200 members of each entering class are NCAA varsity athletes. Student-athletes have also applied Union's interdisciplinary academic approach to their sports. Recently, engineering students on the men's ice hockey team redesigned the lighting in the hockey rink to reduce energy usage. Most of Union College's athletic teams, known as the Dutchmen and Dutchwomen, compete in the Division III Liberty League. Men's and women's ice hockey compete in the Division I Eastern College Athletic Conference and do not provide athletic scholarships for athletes. The men's hockey team captured their first national championship in 2014.

Union students have several residential options and can choose to remain independent or live in other housing arrangements. The student-run Theme House Consortium boasts a series of residences built around particular programs in the academic curriculum and in other interest areas. Union became home to America's first fraternities with the founding of Kappa Alpha in 1825 and remains home to fraternities and sororities today. Students who live on campus belong to a Minerva House, seven lively hubs blending academic, social, residential and leadership interests. All faculty, students, administrators, and staff are members of one of these seven Minerva Houses which sponsor a wide range of programs open to the rest of the community based on the houses individual theme.

Diversity is central to Union's institutional identity and mission. Students come from 39 states and 37 countries. Eight percent are international, and twenty-one percent are domestic students of color – a seven percent increase in six years thanks to the Posse program, AOP, HEOP, and focused efforts to make Union a more diverse and inclusive community. Union has been recognized nationally for its diversity and inclusion efforts, and the ability to embrace a broad definition of diversity, by winning the Higher Education Excellence in Diversity (HEED) award five years in a row. The College was also featured in *USA Today* as one of the top five colleges or universities for women studying STEM in 2017.

The strong sense of community at Union breeds fiercely loyal alumni who treasure their experiences on campus. The Union Alumni Association is composed of 29,000 graduates. The alumni have been generous over the years and are a remarkably successful group. Union's historic and continued commitment to depth and breadth in the liberal arts has produced leaders in all fields, including arts, medicine, science, engineering, media, entertainment, law, and politics. The College is consistently recognized in national rankings for high return on investment. Union alumni include Nobel Prize, Lasker Award, and Academy Award winners, a National Book Award winner, 2 MacArthur Fellows, an Olympic Gold medalist, seven Cabinet secretaries, a secretary of state, 13 governors, 200 judges, 90 college presidents, and Chester A. Arthur, the 21st President of the United States.

Faculty

At the core of Union's academic experience are its 209 faculty members. Ninety-eight percent of tenure-line faculty hold a terminal degree in their field. Union faculty members are highly respected scholars, performers, researchers, and artists who are deeply dedicated to the liberal arts, their scholarship, and to teaching undergraduates. Their work has been supported by funding from numerous external sources including the National Science Foundation, the National Endowment for the Humanities, the Pew Foundation, the Teagle Foundation, the Andrew W. Mellon Foundation and the NASA New York Space Grant Program.

Close student-faculty interaction and small classes are a hallmark of the Union experience. The relationship between students and faculty motivates students to learn through inquiry and discourse. The College's 10:1 student-faculty ratio allows for students and professors to get to know each other, fostering a spirit of collaboration and partnership. Union students are bright and eager to engage faculty in the classroom, the lab, and across campus. They join faculty in research and faculty report routinely that teaching Union undergraduates stirs their own scholarly creativity and stimulates research productivity.

The Union faculty and all of its educational offerings are organized into four divisions:

1. The Walter C. Baker Faculty of the Humanities
2. Social Sciences
3. Science and Mathematics
4. Engineering and Computer Science

Divisions are further organized into two general centers. These divisions are used, along with academic departments, to ensure that the faculty is broadly and comprehensively represented in all of the College's activities and to organize the faculty participation in shared governance.

Staff

Approximately 889 staff members work with Union's faculty and students. They are integral not only to the administration, maintenance, and operation of the College, but also to its educational mission. The staff's loyalty, hard work, and commitment to the mission of the College are critical to its success. Students value the support and guidance they receive from staff members in their academic pursuits, in residential life, and in financial aid. Staff members, often long-time residents of Schenectady or the surrounding areas, help to further solidify bonds between the campus and the Capital Region.

The Campus

Union's campus is beautiful and carries historical significance. It was the first campus in the United States to be fully developed by a comprehensive master architectural plan. The campus was intended to facilitate an academic community of faculty, students, administrators, and staff, all living and working together. Joseph Ramée produced the design in 1813, and his campus layout persists to this day. In 2013, Union hosted a bicentennial symposium of the campus landscape, which is still considered by architectural historians to be one of the most significant architectural creations of early America. Under The Ramée Plan, the College is organized around a rolling central court. The Court is flanked by academic buildings to the east, with residences primarily clustered to the west and south. In the center of the court stands the 16-sided Nott Memorial, named for Union's fourth President, Eliphalet Nott, who served as President for 62 years until his death in 1866. Designated as a National Historic Landmark in 1986 and used for meetings, art exhibitions and study space throughout the year, "the Nott" is the unofficial icon and symbol of Union College.

Following the largest campaign in its history, Union has undertaken aggressive investment in the renovation of its campus, strengthening facilities by building or renovating 14 major structures over the past few years. Nearly every academic building has received refurbishment, along with significant expansions and construction of new facilities. Recent projects include facilities for social sciences, dance, humanities, and a visual arts renovation. In 2008, the Peter Irving Wold Center was added to campus. The center houses state-of-the-art teaching and research space where students and faculty can collaborate and pursue the integration of science and engineering with the social sciences and humanities. The facilities are supported by an IBM Intelligent Cluster donated to the College by IBM in 2011. An incredibly high-powered computer cluster, the equipment has provided Union with the greatest computing capability of any undergraduate liberal arts college in the nation.

In 2013, the Henle Dance Pavilion, a 7,000-square-foot facility overlooking the picturesque Jackson's Garden, opened for classes, rehearsals workshops, and performances. Last spring, the College broke ground on its most ambitious project to date: the Integrated Science and Engineering Complex. The \$100-million, 142,000-square-foot facility will house primarily six major departments in science and engineering, and it will also promote visibility and multidisciplinary connections with departments across campus.

Many of these renovations have been modified to reduce Union's energy usage and to promote a more sustainable campus. In 2007, Union became a charter signatory of the Climate Commitment, adopting a plan to reduce the College's carbon footprint and provide research and education. The College has ambitious recycling programs, presidential grants to promote sustainability programs, and a new co-generation plant that has dramatically cut emissions and saved energy. Union is currently in the top 100 green schools and strives to reach the top 50.

Schenectady, New York

Union College occupies 130 acres in downtown Schenectady, New York. Incorporated three years after the College was chartered, the city's history is deeply connected to Union. Seated near the confluence of the Hudson and Mohawk Rivers and a short distance from the Adirondack, Catskill, and Berkshire mountains, Schenectady is part of the Albany metropolitan area with the state capital located 20 minutes to the southeast of Union's campus. Schenectady is three hours from New York City and Boston, and four hours from Montreal. This location has been a historic asset for Union, allowing students and faculty easy access to the state capital as well as the major metropolitan areas of the Northeast.

Schenectady has undergone a revitalization in the last two decades. General Electric, once headquartered in Schenectady, now uses the city as the base of operations for its efforts in renewable energy, and its global research and development operation is next door in Niskayuna. On the site of the former headquarters of the American Locomotive Company, the State of New York has authorized a multi-use development that includes a hotel, residential housing, a marina, and a casino. Local public schools surrounding Schenectady have also received praise in recent years: the Bethlehem, Niskayuna, and Shenendehowa public schools are all nationally ranked for their success. Schenectady's downtown area has seen tremendous development in the last decade with many new restaurants and renovations to the historic Proctor's theater, which regularly attracts large Broadway productions and other acts.

Union College itself has contributed to Schenectady's renewal. The Commission on Independent Colleges and Universities estimates Union's total economic impact at more than \$320 million, including an annual average of \$126 million in operational spending, \$21 million in expenditures by students and visitors, and \$21 million in construction. The College is also a source of pride and comradery for the community, whether residents attend a hockey game at Messa Rink at the Achilles Center or performances in the College's acclaimed concert series, an event that drew nearly 8,000 attendees last year and has featured artists such as Emanuel Ax, Jonathan Biss, Jeremy Denk, and the Emerson String Quartet.

Union is also an important part of the academic community in New York's capital region. Through its historic relationships with other colleges in the Hudson Valley, Union College is part

of Union University, an assemblage of distinct but affiliated institutions of higher education in the area. Union University includes: Albany Law School, Albany Medical College, Albany College of Pharmacy, and the Dudley Observatory. Union Graduate College, which, until recently, was part of Union University, recently transitioned to Clarkson University.

With support from the Mellon Foundation, Union College is also part of the “New York 6,” a consortium of liberal arts colleges that includes Colgate, Hamilton, Skidmore, St. Lawrence, and Hobart and William Smith. The consortium has worked effectively to identify cost-savings, and build academic collaboration.

Finances

Union’s financial position is strong and competitive. The College’s operating budget for the 2018 fiscal year is \$141 million supported by an endowment of \$427.6 million. The College has a Moody’s A1 bond rating and recently raised \$50 million in a highly competitive placement. Tuition, room and board and fees (currently \$66,609) represented 66 percent of gross revenue. Union’s policy is to meet the full demonstrated financial need of all admitted students, with more than \$45 million awarded in scholarships each year and 60 percent of students receiving aid. The average need-based scholarship is \$32,500 and merit-based is \$10,000.

Philanthropic support of the College supplements its financial strength. In 2016, Union experienced historic levels of giving, raising over \$42 million dollars – the largest single fundraising year in the history of the College. In the last decade the size of the annual fund has doubled. In 2011, the College completed the “You Are Union” Campaign exceeding its \$250 million goal. The silent phase of Union’s next campaign is under way and meeting early targets.

ROLE OF THE PRESIDENT

The President is the chief executive officer of the College and holds responsibility for the overall active management and direction of the educational programs and activities, business operations, and other affairs of Union. The College is a complex institution with an impressive range of activities, requirements, and perspectives. It is the President who oversees this enterprise and serves as the voice for the institution’s aims and mission. The president reports to a 45-member Board of Trustees.

Reporting directly to the President are: Vice President for Finance and Administration; Vice President for College Relations; Vice President for Student Affairs and Dean of Students; Vice President for Admissions, Financial Aid, and Enrollment; Vice President for Academic Affairs and Dean of Faculty; the Dean of Diversity and Inclusion and Chief Diversity Officer; Chief of Staff; and Executive Assistant to the President & Assistant Secretary to the Board of Trustees.

President Stephen C. Ainlay has announced his plans to step down in June 2018 after 12 years of distinguished leadership. Under his leadership, Ainlay oversaw two strategic plans, in 2007 and 2013, that advanced the College’s initiatives in admissions, development, sustainability, community service, and diversity and inclusion while making dramatic improvements to Union’s physical plant. The 2013 Strategic Plan represents the collective vision of the Union community in how to best build on Union’s strengths to make the College a distinctive and continually

improving institution. It furthers Union's mission as a scholarly community that educates students to be engaged, innovative and ethical contributors to an increasingly diverse, global and technologically complex society. More about the strategic priorities can be found [here](#).

KEY OPPORTUNITIES AND CHALLENGES

Union is impressively positioned. It has great intrinsic strengths that build upon its deep history of innovation and equip the College to provide an outstanding education in the modern era. Union seeks a President with professional and personal commitment to the liberal arts and STEM and appreciation for, and understanding of, the breadth of disciplines of the College. The next President will bring broad intellectual curiosity; an inclusive, collaborative leadership style; financial and fundraising acumen; and a natural inclination toward community engagement – both on- and off-campus. By leveraging Union's unique integrated academic profile, a dedicated Board of Trustees, and a highly engaged community of students, faculty, staff, alumni and parents, the next President will continue to lead the College on its upward trajectory and address the following opportunities and challenges.

Advance and articulate the vision for Union's future as a leading liberal arts college

The President must make the special case for Union – its mission, aims, and activities – that inspires the campus community, galvanizes the support of external stakeholders and audiences, and ensures that Union continues to define and redefine what it means to be liberally educated. Union is committed to preserving the depth and rigor of study across all of its disciplinary and interdisciplinary fields. At the same time, believing that important and exciting work is being done at the intersections of fields of study, Union is committed to encouraging and facilitating work that integrates those fields and provides opportunities for experiential learning. The next individual to lead Union will be empowered and expected to connect the goals and outcomes of liberal arts and engineering education to the current and future needs of Union students, and to the ways the campus community and alumni continue to make a meaningful difference in the world.

The President will have the opportunity to lead the college community in an exploration of its current identity, its future, and its distinctive advantages for the students of the next generation. The College's Strategic Plan will be the foundation for the case, but ultimately there will be choices to be made and strategies to pursue. The President will lead the community in weighing the component parts of the plan and considering how best to translate the plan into reality. With that accomplished, the President will be the institutional voice for this bold vision.

Enhance the College's visibility nationally

The Union experience is transformative for its students and alumni, and while the College is highly regarded in the Northeast, its reputation is less established in other parts of the country. The next President will have the sophisticated challenge of more effectively broadcasting Union's value proposition in the competitive world of the academy and the emerging world of global and technological change. While many liberal arts colleges are struggling with an absence of engineering in an increasingly STEM oriented society, Union finds itself at the forefront of integrated liberal arts. The next President will raise Union's national visibility by serving as its

chief advocate and spokesperson to internal and external constituencies and ensure its academic leadership among the very finest educational institutions in the country.

The President will effectively disseminate Union's shared narrative and build on its strengths to enhance the reputation of the College. As part of this work, the President will also be a vocal and articulate advocate for the liberal arts and an astute leader in enhancing public understanding of the benefits of a liberal arts education.

Ensure the financial sustainability of the institution

Union enjoys strong financial standing, but faces a challenging environment. Economic and demographic forecasts challenge all liberal arts colleges and suggest that stresses on finances will only build. Ensuring long-term sustainability will mean substantially increasing the endowment, addressing the cost structure and spending priorities, and securing and strengthening all current and future sources of revenue. The next President must balance Union's commitment to access with fiscal responsibility and awareness of other priorities of the College.

As the community explores future aspirations, the next President must ensure the College's operating budget remains aligned with available resources. With the support of a dedicated Board and a gifted development team, Union must build upon its strengths and continue to improve its financial position. As the key external face of the institution, the President will be expected to lead the fundraising activity of the College. The next President of Union College must possess the financial acumen necessary to understand the financial structure of the College and its endowment, with the complexities typical for colleges like Union. The President will be responsible for making challenging decisions on the strategic allocation of resources, based on both financial analysis and active consultation with appropriate constituencies, communicating such decisions with reason and clarity so that they can be carried out.

Enhance Union's commitment to access and diversity

Access and diversity are integral to the mission of the College and, under the outgoing President and his administration; diversity of all kinds has increased dramatically. The broad culture of the College welcomes all of its students and supports a wide range of need. Real progress has been made and Union's accomplishments and recognition with regard to diversity and inclusion exceeds most of its peers. The College seeks to sustain that positive momentum, using Union's diversity to continuously expand and enrich the educational environment and to ensure that all students benefit from studying and living in a diverse community.

Union will expect its next President to bring the same genuine commitment to these priorities in the recruitment of diverse students, faculty, and staff and address the academic and social needs of the student population to ensure that every Union student feels included in the campus culture and is positioned to thrive. Union's next President will have not only a deep-seated commitment to the mission of diversity and equity but demonstrable measures of success in this area. The President will have a sophisticated understanding of the complex challenges that must be addressed to ensure an equitable experience and success for all students, faculty, and staff on campus.

Partner with alumni, local, and regional communities

Union alumni are critically important to the College and the next President must have the energy and aptitude to engage with the alumni community, cultivate new donors, and lead the effort to shape the goals and strategies for the future. The College seeks a leader with a proclivity and flair for fundraising, a gift for inspiring alumni, and the capacity to actively engage the whole community in the Union of today and tomorrow. Union donors respond to large ideas and sophisticated scholarship and the College has the faculty strength, infrastructure and the capacity to employ capital on cutting edge work. All the elements are in place and a creative President, dedicated to development, will have the opportunity to create rare academic success. The President will continue to serve as the lead fundraiser for the institution, working closely with the Board of Trustees and the Vice President for College Relations. In addition, Union is an active participant in the City of Schenectady and the larger Capital Region. As such, it seeks a leader who is also willing to engage and partner with civic leaders.

Sustain an active presence in student life on campus

Union has a vibrant campus life where the President is an integral part of the community and is seen as a living symbol of the College. Student life at Union means engagement in the community and living as part of a shared purpose. While the President will have a very significant external role, he or she must also recognize the importance of community cohesiveness on the Union campus – a community that many describe as a family. The President will be a visible presence at the College, interacting openly and genuinely with multiple constituencies. The President will ensure that all groups are heard, balancing consultation with appropriate and timely decision-making and communication. The President must attend carefully to the student sense of community, working to promote ever-greater campus inclusion and authentic conversation to broaden and deepen student life. The President will champion the faculty and actively support and foster their work in the classroom and as scholars; and support the development of staff who are integral to the success of the College. To achieve these goals, the President must be an active participant in the life of the College in both presence and communication style.

QUALIFICATIONS AND CHARACTERISTICS

Union College seeks an influential leader and strategic thinker whose positive energy, character, integrity, intellect, and passion will inspire all those associated with the institution. The successful candidate will bring many of the following qualities, experiences, and skills to the role:

- A deep professional and personal commitment to the mission of Union College;
- A demonstrated commitment to the enduring values of a liberal arts college; the ability to recruit, support, and inspire a faculty of scholar-teachers of the highest distinction; an understanding of the challenges facing liberal arts institutions and the ability to articulate the value of liberal arts and engineering education in the twenty-first century;

- Successful experience as a visionary, strategic and inclusive leader who can bring campus constituencies to actionable consensus around bold choices for the next decade, and execute large and ambitious plans with fiscal responsibility;
- Exceptional communication skills, with the ability to engage effectively with the many constituencies of the College, skillfully negotiating different points of view; a knowledge of college governance, including experience working with faculties and boards of trustees, aiding both to achieve productive, meaningful outcomes;
- A demonstrated track record of prudent risk-taking and innovation in an academic setting(s);
- The skills, passion and personality to fundraise successfully and appeal to a wide variety of donors; the character to inspire alumni and lead a strong development effort;
- The knowledge and experience to manage the resources that will attract and retain outstanding faculty, students, and staff and enhance the educational mission of the College;
- Comfort with and conversance in all of Union's major academic offerings. A strong ability to stimulate and lead cross-disciplinary initiatives across the humanities, arts, social sciences, natural sciences, math, and engineering/computer disciplines;
- Commitment to diversity, inclusion, and equity in an atmosphere of civility and mutual respect, even and especially in the context of the free and open expression of conflicting ideas. A record of effectively recruiting and retaining diverse talent;
- Personal warmth, charisma, energy, a natural preference for collaboration, and comfort with people of different backgrounds;
- Unquestioned integrity, trustworthiness, sound judgment, and ethics;
- Terminal degree or the equivalent. Demonstrated success in roles of similar scope, scale, complexity, and responsibility.

TO APPLY

Confidential inquiries, nominations/referrals, and resumes with cover letters can be sent electronically and in confidence to:

Kate Barry, Principal
Micah Pierce, Associate
Karen McPhedran, Associate
Isaacson, Miller
263 Summer Street, 7th Floor, Boston, MA 02110
www.imsearch.com/6400

Union College is an equal opportunity employer and strongly committed to student and workforce diversity.

Union College is committed to providing access and reasonable accommodation in its application process for individuals with disabilities and encourages applicants with disabilities to request any needed accommodation(s).

Union College's Strategic Plan highlights the role of [diversity](#) in providing an effective education for the 21st century at the heart of our mission and vision for the College. Diversifying the student body, the faculty, the administration, the staff and the curriculum requires a commitment to honor our mission and advance our goals. Union provides a blend of intellectual, social and cultural opportunities to facilitate the integrated academic, social and personal development of a diverse community. We value and are committed to a host of diverse populations and cultures including, but not limited to, those based on race, religion, ability, ethnicity, sexual orientation, gender, gender identity and national origin.