

SEARCH PROSPECTUS:

President



WILSON
COLLEGE

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Wilson College invites nominations and applications for its next President. The Board of Trustees seeks an energetic, innovative, and inspirational leader to build on Wilson's 150-year history of providing education and resources that respond to changing student needs and create a vision for a sustainable future.

As Dr. Barbara K. Mistick, Wilson's current president, leaves to take the role of CEO of the National Association of Independent Colleges and

Universities (NAICU), the last eight years of her service have been a significant time of change and profound transformation for Wilson. With the decision to become coeducational in 2013, the addition of graduate and online degree programs, and enrollment growth of more than 80%, the College is poised for the future. The passion, creativity, and persistence of a community committed to the success of the institution and its students make this an exciting time to join Wilson College.

COLLEGE

[Wilson College](#) is a private, liberal arts college located in Chambersburg, Pennsylvania. It was founded in 1869 as a college for women by two Presbyterian ministers, the Rev. Dr. Tryon Edwards and Rev. James W. Wightman, and remains affiliated with the Presbyterian Church (USA). Sarah Wilson, for whom the College is named, provided the initial gift for the establishment of the College. She was the first living woman in the United States to endow a college for women. The purpose of the College was described as an effort to provide for the education of young women in literature, science and the arts. Since its inception, the College has fostered rigorous intellectual pursuits, a measure of which is the establishment in 1950 of a chapter of Phi Beta Kappa, the nation's oldest and most prestigious academic honor society. Wilson is also home to [The Hankey Center for the History of Women's Education](#), which serves as the central resource on the history of Wilson College and provides support to scholars, independent researchers, and educators in the broader community.

Throughout its long history, Wilson has responded to changing times. In 1982, the College was one of the first in the region to begin offering a continuing studies program to meet the needs of a growing population of adults seeking a post-secondary education. In 1996, the College was one of the first in the nation to offer on-campus, residential education for single parents with children.

Today, Wilson admits women and men of all ages to enroll in its bachelor's and associate degree programs, as well as post-baccalaureate and graduate programs. Wilson is committed to providing students and their families with value and affordability in a college education. Wilson has evolved from a pioneer in women's education to one of the "Best Value" schools for women and men, earning a 9th place ranking in the "best value" category among regional colleges in the North for 2019 by *U.S. News and World Report*.

MISSION STATEMENT

Wilson College empowers students through an engaged, collaborative, liberal arts education that combines the skills and focused study needed for success in work and life. We are a close, supportive community that develops the mind and character of all students, preparing them to meet the challenges of a global society.

We value:

- A community of individuals
- A forward-looking education
- A welcoming and inclusive campus
- An active community relationship
- Value in education

ACADEMICS

Wilson's [academic programs](#) are designed to foster students' ability to think critically, solve complex problems, and communicate effectively. The College produces students that are adaptable to the ever-changing global world. With a 12:1 student-to-faculty ratio and an average class size of 13, Wilson features small, seminar-style classes and research opportunities that enable students to work closely with faculty and mentors. This year, more than 170 graduate and undergraduate students participated in the 10th annual Student Research Day, offering oral presentations, posters, and performances in conjunction with their faculty advisors. Wilson's 50 faculty and 161 staff are fully invested in students and committed to their success, providing a personalized higher education experience.

Wilson offers 35 undergraduate majors and 43 minors and has 11 Master's degree offerings in education, nursing, business, and the arts and humanities. Academic programs are housed within the following academic divisions: Business, Education, Environmental Studies, Equine and Animal Studies, Fine Arts and Dance, Global Studies and Citizenship, Nursing and Health Sciences, and the Sciences. The College is accredited by the Middle States Commission on Higher Education and has accredited programs in education, veterinary medical technology, and nursing.

The College has made a concerted effort to diversify its academic offerings with expanded areas of study in education, and new programs in nursing, health science, and animal studies. Colleges of Distinction recently recognized three Wilson areas of study as Programs of Distinction. The College's programming in business, nursing and education have been cited for "enriching professional programs with a stellar foundation in liberal arts. Wilson College not only engages competent future employees in nursing, education and business but also inspires them to be critical thinkers with unique, well-rounded insight."

The Nursing programs received accreditation in 2017 after just three years. Nursing now represents the College's fastest-growing area of enrollment and offers five degree programs. The pre-licensure Bachelor of Science in Nursing prepares outstanding nurses to meet the demand in today's healthcare environment. Online RN-to-BSN and RN-to-MSN programs and the Master of Science in Nursing can open new professional opportunities. Wilson has forged strong relationships with several regional clinical partners and opened a newly expanded and renovated simulation lab to provide outstanding hands-on learning opportunities for students.

Wilson also prepares students for entrance into graduate programs with pre-professional programs in law, medicine, veterinary medicine, and the health sciences. The College partners with a number of post-secondary institutions to offer accelerated and guaranteed admission programs. Accelerated programs allow for students to earn two degrees – a bachelor's and master's degree or a bachelor's and law degree – in less time than it would normally take. Guaranteed admission programs offer qualified Wilson students in specific majors reserved seats in master's programs at partner schools so they can seamlessly continue their education.



ENROLLMENT AND AFFORDABILITY

Wilson is experiencing steady enrollment growth. A total of 1,499 students were enrolled in fall 2018, the most in Wilson's history, which includes the largest incoming class since 1966. This year, 662 students are enrolled in the undergraduate college, a 19.7 percent increase from the prior year. These students are drawn from 18 states and 16 countries, and over 30 percent are first generation college students. Nearly 60 percent of undergraduate students live on campus. Graduate students make up the second-largest student population, with 455 students enrolled, a 16.6 percent increase over the prior year.

Wilson is deeply committed to offering affordable education. Tuition was held steady for eight years – and even reduced by \$5,000 in fall 2014 – and Wilson started a first-of-its-kind student loan buyback program that lets qualified graduates earn up to \$10,000 toward their federal student debt. Wilson offered nearly \$19 million in financial aid this past year, including more than \$6 million in grants and scholarships.



STUDENT LIFE AND ATHLETICS

Students take part in Wilson's more than 50 student-run clubs and activities, from major-based clubs such as pre-vet, psychology, or Spanish to casual and social clubs like archery or choir. Students can take the lead in student government, theater, and more. Centrally located, the Lenfest Commons houses all the Student Development Offices, a post office, student clubs and organization offices, a student gathering space, named "Sarah's Coffeehouse," in honor of the College's founding benefactor, and outdoor picnic areas. Lenfest Commons is also home to a new centralized student service center, a "one-stop shop" that provides a student-centered approach to many of the campus services students use most.

Wilson has always been about students. The Wilson experience is one that instills confidence, enthusiasm and trust between the student and the College. To enhance that experience, Wilson utilized a Title III Strengthening Institutions grant to introduce the Rowland LEAP program, designed to help students navigate the transition to college. LEAP (Learning, Exploring, Achieving, Participating) is a two-week, pre-college, summer bridge program which brings students to campus early for extra academic assistance to help ensure a successful transition to college academics. Together with revamped orientation sessions and First-Year Seminars, LEAP provides the support students need to navigate their first year successfully.

Wilson College values service learning as an integral part of the student experience. Many classes, beginning with the required First Year Seminar, use service learning as a tool to reinforce ideas and concepts introduced in the classroom. These opportunities continue throughout the students' time at Wilson as many professors and athletic teams use service as an opportunity to reinforce the idea that higher education is part of the common good, and how it is used matters in the world. There are regular service trips led by staff and faculty that are offered during January Term, over spring break, and during the summer months,

ranging from disaster recovery and medical mission work to research-oriented exploration.

Athletics have expanded in recent years to include 10 NCAA Division III teams which compete in the Colonial States Athletic Conference. More than 25 percent of Wilson students participate in varsity athletics. Women's sports include basketball, field hockey, soccer, softball, and volleyball. Men's sports include baseball, basketball, golf, soccer, and volleyball. In 2017-18, five teams competed in post-season play, and this year, the softball team advanced to its first-ever appearance in the NCAA Division III Softball Championships. The newest sport at Wilson, baseball, had its inaugural season this spring, on its newly renovated home field, historic Henninger Field in Chambersburg, where Babe Ruth once hit a home run during an exhibition game. Athletics continues to grow, with women's lacrosse approved to begin competitive play in 2021.



CAMPUS FACILITIES

The 300-acre campus is on the National Register of Historic Places as a historic district. Six buildings serve as student housing and there are several facilities for athletics and equestrian competition, including three athletic fields, tennis courts, and a gymnasium. The [Penn Hall Equestrian Center](#) has three, 24-stall barns; two indoor arenas and an outdoor arena; cross-country jump course and turn-out fields. In addition, Wilson College has a 50-acre farmstead – the home of the [Fulton Center for Sustainability Studies](#) – that offers a wide range of academic, experiential, and internship opportunities. Fulton Farm, a seven-acre USDA-certified organic produce farm nestled within the Fulton Center for Sustainability Studies, has been ranked as a top sustainable college-run farm and earned Wilson a 24th place ranking from College Ranker as a best farm college.



Wilson's historic campus has been evolving to meet modern educational needs. In January 2009, the College opened the \$25 million Harry R. Brooks Complex for Science, Mathematics and Technology, the first Gold LEED-certified building in the area. Residence hall updates, a major renovation to the John Stewart Memorial Library, and the introduction of the Lenfest Learning Commons have all transformed the campus to allow for flexible group study spaces, smart classrooms, and improved student living facilities. Opening in fall 2019, the new 9,000-square-foot Veterinary Education Center (VEC), will serve as the hub for the popular veterinary medical technology program.

HONOR PRINCIPLE

Students enrolled at Wilson College live under an Honor Principle and within a system of shared, community-based governance. The Honor Principle states that:

"In order to provide an atmosphere congenial to the pursuit of a liberating education, government at Wilson College rests on the assumption that every member of the community will act with integrity in all aspects of life. We trust each other to be mature and responsible individuals."

"The cooperative effort of learning and living in which we are all involved proceeds most satisfactorily when the members of the community acknowledge their responsibility to strive to realize their common aim. The soundness of the community depends upon the concern for both individual freedom and the rights and welfare of others; both call for the observance of certain regulations in order to promote this common aim."

"In this spirit, however, we have agreed upon the Joint Regulations of the Faculty and Students, the Residence Regulations, and the Academic and Administrative Regulations. We undertake the responsibility for keeping them just and relevant to the needs of the present community."

FINANCES

The annual operating budget of Wilson College is about \$24 million with assets totaling \$115 million and liabilities of \$36 million as of the most recent fiscal year-end. Net tuition provides approximately 60% of Wilson's total net revenue. The FY20 budget is in balance and achieves the priorities to fully absorb the debt service costs, reduce the endowment spending rate to 6%, and operationalize the costs covered by the Title III grant.

The College endowment is currently valued at \$48 million, and Wilson has plans for a 150-day "flash" campaign in spring 2020 in honor of its sesquicentennial. Construction of the \$3 million Veterinary Education Center is funded primarily by gifts. Another project, targeted for completion in summer 2019, is the replacement of a vehicular bridge. This project of approximately \$1.8 million will also be funded primarily by gifts.

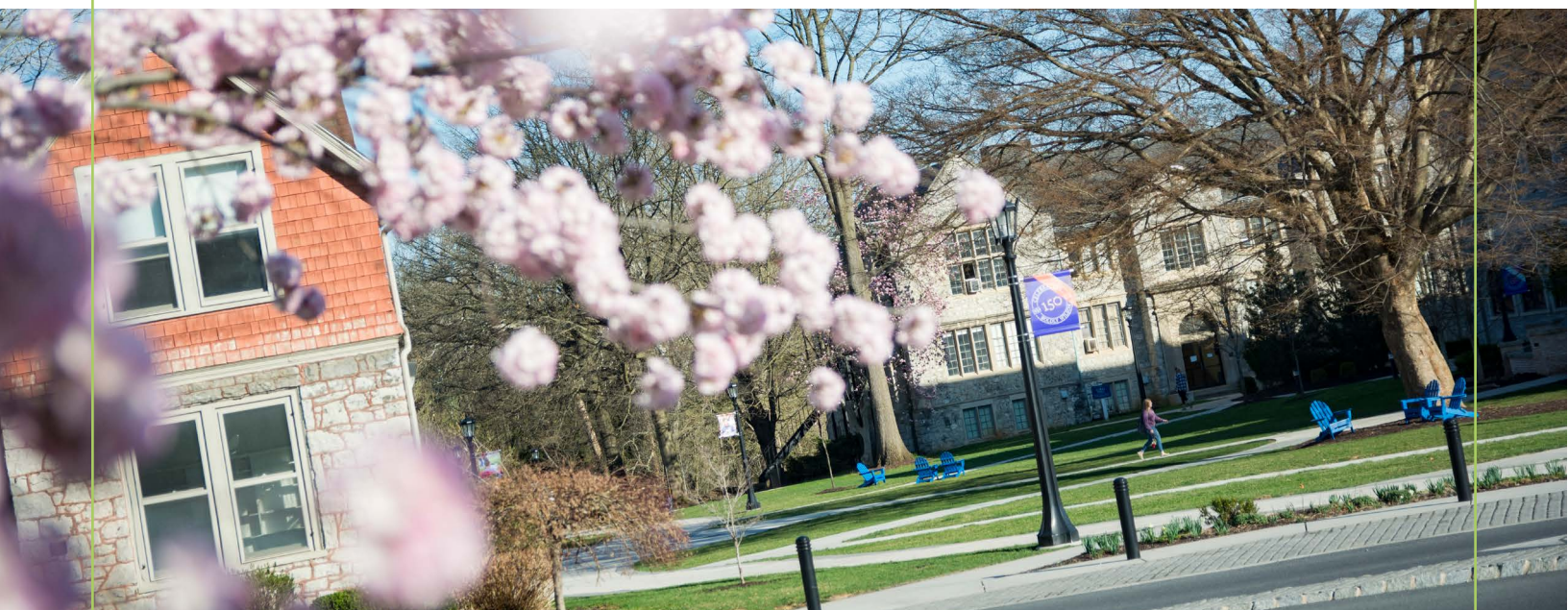
LOCATION AND COMMUNITY

Wilson College is located in [Chambersburg](#), Pennsylvania, which is centrally located within a few hours of major cities including Philadelphia, Baltimore, and Washington, DC, making it easy to access these urban hubs. This bustling community of over 20,000 residents features an active downtown with shops, restaurants and coffeehouses, as well as a burgeoning art scene.

Chambersburg, the county seat of [Franklin County](#), is the historic and commercial center of a region characterized by small and mid-size industrial

enterprises and rich agricultural and residential areas. With a multitude of amenities, the greater Chambersburg area has grown steadily. Since 2010, Franklin County (population: approximately 150,000), has experienced a growth rate of 2.7 percent. Over that time, the county's population has been one of the five fastest growing in Pennsylvania. Even with its growth, Chambersburg has maintained its quality of life and affordability – with easy access to mountains, streams, farms, golf courses, and ski slopes – and retained its small-town charm.





LEADERSHIP AGENDA

Unifying the campus: Wilson staff, faculty, and administration are deeply committed to the students and the College even as they have faced the challenges that come with the forces of change taking place in higher education. The next president will inherit a faculty and staff that are resilient and eager to embrace a new leader that values community. They are committed to working with new leadership in the collective spirit essential to institutional success and sustainability.

Managing enrollment: Wilson has experienced enrollment growth in all programs, but along with growth come the challenges of managing the campus infrastructure and support necessary to serve this growing population of diverse students. The next president will need to address the College's commitment to affordable education while maintaining continued enrollment growth and investing in a robust and distinctive student experience.

Providing financial stewardship: Wilson has emerged from a precarious financial position but needs to remain diligent in efforts to sustain this positive fiscal momentum. The next president will need to assess the current allocation of resources, prioritize programs, and leverage opportunities to ensure continued financial stability.

Raising funds: Wilson is facing the same challenges as many other small private colleges: a need for more resources, dependence on tuition revenue, a desire to expand and update facilities, and a focus on student enrollment and retention initiatives. The next president will need to develop partnerships and embrace fundraising with donors, foundations, corporations, and new audiences to support the College's mission and successfully address these challenges.

Cultivating the alumni base: Wilson has a small but passionate alumni base. With over 8,000 engaged alumni, there is ample opportunity for the new president to build on existing relationships and further strengthen the collaborative ties between alumni and the College in support of fundraising efforts.

Building relationships and partnerships in the local community: Wilson and the Chambersburg region have been on a common trajectory of growth and innovation in recent years. Opportunity exists to extend Wilson's reach and impact in the local community, and the new president can help foster this collaboration.

REQUIRED QUALIFICATIONS AND DESIRED CHARACTERISTICS

The next president of Wilson College will bring a distinguished record of successful and progressive leadership in a complex institution or organization.

The successful candidate will be a dynamic leader with demonstrated expertise in strategic planning; financial management; institutional advancement; Board, leadership team, faculty, and staff development; and fostering institutional engagement and innovation. In addition, the following are highly valued:

- An earned terminal degree
- An ability to inspire the institution to work toward a shared vision
- A transparent, approachable, and engaging communication style
- A collaborative, consensus-building leadership style
- Demonstrated experience in managing the complexities of institutional change and the interpersonal skills to make decisions in a thoughtful and purposeful manner
- A proven track record of success in managing both fiscal and human resources
- A prudent risk-taker with a record of fostering a culture of innovation
- A person willing to make a deep personal commitment to Wilson and the community, with the ability to maintain a visible campus presence while simultaneously engaging in a variety of other duties
- An appreciation of the global nature of higher education and experience building global partnerships or programs
- Demonstrated commitment to the value of a liberal arts education and to affordable and accessible higher education
- A record of success with a broad range of external constituencies for philanthropic and community engagement as well as the development of strategic partnerships
- An experienced fundraiser with demonstrated success in cultivating financial support from alumni, foundations, and the wider community
- A person who values the concept of shared governance, supports and understands the role of the Board and faculty, as well as encourages input from staff in decision making





PROCEDURES FOR APPLICATION AND NOMINATION

Wilson College is being assisted in the search by Academic Search, Inc. Applications should consist of a substantive letter of interest, a curriculum vitae, and a list of five professional references with full contact information and a note indicating the nature of your working relationship with each. References will not be contacted without the explicit permission of the candidate. Applications, nominations, and expressions of interest can be submitted in confidence to WilsonPresident@academic-search.com.

The position is open until filled but only applications received by August 16, 2019 can be assured full consideration. Confidential discussions about this opportunity may be arranged by contacting consultants Jay Lemons at jay@academic-search.com, Caroline Whitson at cbw@academic-search.com, and Jennifer Kookan at jbk@academic-search.com.

It is the policy of Wilson College to provide equal employment opportunities without regard to race, ethnicity, color, religion, sex, national origin, age, disability, marital/familial status, veteran status, sexual orientation, gender identity, gender expression, genetic information, having a GED rather than a diploma, or any other protected characteristic applicable under law.

Wilson College does not discriminate on the basis of race, color, national origin, ancestry, religion/creed, sex, pregnancy, sexual orientation, or gender identity or expression, age, disability, genetic information, or veteran status in its programs and activities as required by Title IX of the Educational Amendments of 1972, the Americans with Disabilities Act of 1990, Section 504 of the Rehabilitation Act of 1973, Title VII of the Civil Rights Act of 1964, and other applicable statutes and/or College policies.

ABOUT ACADEMIC SEARCH

Academic Search, Inc. is assisting Wilson 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 <http://www.academic-search.com/>.

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Identifying leaders for higher education since 1976.

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DEVELOPING LEADERSHIP by
providing the highest level
of search to our clients and
assisting in ENRICHING
THE PIPELINE
of potential leaders
in higher
education.

