The Invitation

Cazenovia College invites nominations and applications for the position of President. The College seeks an engaging and inspirational President to build on its rich history, and to provide innovative leadership to meet the financial and enrollment challenges that small colleges are faced with today. The President will engage in the community and region, and build relationships with other civic, business, and educational leaders to continue to raise the profile of the institution. The President will work with a dedicated Board, administration, faculty, and staff to ensure student success.

Cazenovia College is located in the historic village of Cazenovia, New York, approximately 25 miles from Syracuse, New York.

Mission Statement

Founded in 1824, Cazenovia College is a small, independent, coeducational college offering baccalaureate programs in the liberal arts and professional studies. Embracing student success as its primary mission, the College comprises a diverse yet close-knit residential community that fosters intellectual, social, and ethical growth.

The College’s experiential and co-curricular learning opportunities and dedicated team of faculty and staff provide for an individualized educational experience that balances academic and student life.

Graduates of Cazenovia College possess the knowledge and skills necessary to become informed and successful participants in the global community.

Vision Statement

All members of the Cazenovia College community will share in achieving recognition of Cazenovia as one of the nation’s leading independent colleges. The intellectual, cultural and physical environments of the College; its academic and student life programs; and opportunities developed through its alumni network, will form the foundation of an excellent education with an increasingly global context.
Cazenovia College will integrate state-of-the-art and emerging technologies into the learning environment, concentrating on a traditional and personalized experience that fosters active engagement. Enhancing our interdisciplinary approach to curricular development and delivery will promote life-long learning.

The College community will increase symbiotic partnerships and collaborative relationships, sharing expertise and resources toward mutual advancement. Cazenovia College’s learning community will build on its long tradition of making an active, ongoing contribution to the intellectual and economic success of a diverse democracy in our interconnected world.

**History of Cazenovia College**

Cazenovia College was founded in 1824 as the Seminary of the Genesee Conference, the second Methodist seminary to be established in the United States. It opened in what had been the Madison County Courthouse.

Although sponsored by the Methodists, the seminary was nonsectarian, and its trustees were a mixture of clergy and laymen. Financial support came not only from church members, but also from forward-thinking local residents who recognized the seminary’s beneficial effect on employment, the general economy, and the cultural life of the village.

The seminary was a pioneer in coeducation. From the beginning, it welcomed both men and women who wanted to prepare for college or complete their education in Cazenovia. Within two years, the college enrolled 145 students.

Distinguished early alumni include, Jesse Truesdell Peck, a founder and first president of the board of trustees at Syracuse University; Charles Dudley Warner, the editor of the Hartford Courant and close friend of Mark Twain; and, Leland Stanford, who founded and endowed Stanford University of California, served as a United States senator and governor of California, and was president of the Central Pacific Railroad. When America’s first transcontinental railroad was completed, it was Stanford who drove the golden spike where the two rail sections joined in Utah.

Over the years the seminary changed its name several times. In the 1940s, facing constantly decreasing enrollment, the trustees decided to add a junior college. The Methodist sponsorship ended
in 1942, and community leaders stepped in to form a new non-church-related board for Cazenovia Junior College.

When the College received accreditation in 1961 from the Middle States Association of Schools and Colleges, it dropped the "Junior" and became Cazenovia College for Women. In 1982, the trustees voted to return to coeducation, aiming for one-third male enrollment. The College’s name was shortened and by 1983, the College saw its first truly coeducational class in more than 20 years. In November 1988, the New York State Board of Regents awarded Cazenovia College the right to offer baccalaureate degrees.

In November 2014, Cazenovia College celebrated its 190th anniversary.

Cazenovia College Today

Cazenovia College has been named one of America's Best Colleges by U.S. News & World Report for 11 consecutive years. Students at Cazenovia find small classes taught by a dedicated faculty comprised of 57 full-time and 72 part-time members. Students choose from 30 academic majors, and are supported by a network of caring advisers. The campus has state-of-the-art technology, a beautiful campus, and a variety of co-curricular and athletic activities. The student to faculty ratio is 12:1. The College enrolls 1,000 students from 26 states, with minority students accounting for 28 percent of the total student body. Of the May 2014 graduates, 95 percent completed at least one internship as part of their academic program.

The College’s buildings and grounds are in three locations: the main campus, Jephson Campus, and the 243-acre Equine Education Center—a five-minute drive from the main campus.

The College has four divisions, Art & Design, Business & Management, Humanities & Natural Sciences, and Social & Behavioral Sciences. Students earn a Bachelor of Arts, Bachelor of Fine Arts, Bachelor of Science, or Bachelor of Professional Studies. Cazenovia College also offers associate degrees in arts, applied sciences, and science through the Center for Career and Extended Learning.

Art & Design includes majors in Fashion Design; Interior Design; Studio Art (Studio Art and Photography); and Visual Communications (Visual Communication, Advertising Design, Graphic Design, Illustration/Animation, and Web/Interactive Design).

Humanities & Natural Sciences includes majors in Biology; Communication Studies; English; Environmental Biology; and, Liberal Studies.

Social & Behavioral Sciences includes degrees in Criminal Justice & Homeland Security Studies; Human Services (Generalist, Alcohol & Substance Abuse, Human Services, Children & Youth, and Counseling/Mental Health); Inclusive Adolescence Education (Biology 7-12, English 7-12, and Social Studies 7-12); Inclusive Early Childhood Education; Inclusive Elementary Education; International Studies; Psychology; and, Social Science.

Cazenovia College offers three different baccalaureate programs (Human Services, Criminal Justice, and Education) at three extended sites in New York State. Students earn a Cazenovia College degree while attending classes at one of the participating community colleges. The College is looking to grown these programs and the number of sites in the future.

To support students in their academic life, the Center for Teaching and Learning at Cazenovia College, a unique facility staffed with both professional educators and students (peer tutors), provides service to all students who need extra help. To achieve this goal, the Center for Teaching and Learning offers several alternatives to assist in learning, such as one-on-one or small-group tutoring; assistance in developing strategic learning skills; and, techniques designed to improve writing, reading, and mathematics proficiency. The Center is home to the First Year Summer College Program, Placement Testing, Tutoring, Office of Special Services, Higher Education Opportunity Program, Collegiate Science and Technology Entry Program, and Project Reach.

Outside the classroom, students can participate in 60 student clubs and organizations, an active residential life program, community volunteer experiences, and local and national leadership opportunities. Student Life programs are designed with specific learning outcomes in an effort to provide seamless learning opportunities that connect learning in and out of the classroom and to create an integrated campus learning environment. Commuter students are encouraged to participate in the social, cultural, athletic, and academic programs, and to become fully engaged in campus life.
Cazenovia College is an NCAA Division III member, and is a member of the North Eastern Athletic Conference. Intercollegiate teams include Baseball, Basketball (M,W), Cross Country (M,W), Equestrian Riding, Lacrosse (M,W), Soccer (M,W), Softball, Swimming & Diving (M,W), and Women’s Volleyball.

Intermural programs include, Dodge Ball, Flag Football, Floor Hockey, 3-on-3 Basketball, Ultimate Frisbee, and Volleyball. Club sports include, Cheerleading, Crew (Co-ed), Men’s and Women’s Golf, Men’s and Women’s Tennis, and Men’s Volleyball.

The College continues to advance on many fronts, such as the recent articulation agreement with Onondaga Community College, new science laboratories, the upcoming renovation and construction of the Jephson campus, and this summer the College will begin a process toward developing a branding and marketing campaign.

**Governance**

The Board of Trustees is the legal authority of the College, empowered to set institutional policies, grant degrees, and operate the institution. The Board currently consists of 27 members, and can have up to 36 members. The term of office of all elected Trustees is three years. No elected Trustee may serve more than nine consecutive years. The Board hires the President who, in turn, encourages active participation by campus constituents in the teaching and learning mission of the College via the governance structure – the various councils and committees that recommend policies, procedures, and priorities at the operational level.

The governance system includes representation from all internal constituencies (administrators, staff, faculty, and students), and places operational decision-making in the hands of the people directly responsible for the work of the College. This sharing of responsibilities is valuable because, as a result of their involvement, the people who participate in the governance process are generally committed to decisions made by the process. It is also important because, through regular open meetings, and publicly posted minutes available to the whole community, the system promotes broad-based understanding of the College’s agenda, and fosters communication between college constituencies regarding important issues.

In addition, the governance system is structurally linked to both the strategic planning and budget development processes. The Council on Planning and Shared Governance works to review and integrate policy recommendations to the strategic planning and
budgeting processes. The Council does not have oversight of the other councils, but is tasked with ensuring that the work of governance bodies is usefully coordinated, both with one another, and with the leadership and administrative bodies of the College. The Council will obtain such information and documentation regarding existing priorities and policies as may be needed to inform action on the following functions.

The Council on Planning and Shared Governance is staffed by a total of seven voting members and one non-voting *ex officio* member. The seven members include: one representative from the senior staff level; one student appointed by Student Government Association; three At-large Representatives, one each from Administrators, Staff, Faculty, and Students; the Director for Technology Development and the Associate Dean for Assessment. The President serves as the *ex-officio* member. Voting members and/or their constituencies may designate a proxy if the voting member is unable to attend a particular meeting.

The governance system was designed both as a practical means of making decisions and as a means of involving a broad range of people in the decision-making process. Great care and attention have been paid to the structure and its implementation. Ultimately, the success of the governance system lies in the hands of those who use it.

For more information on the College’s shared governance model, please visit: [http://www.cazenovia.edu/about/shared-governance](http://www.cazenovia.edu/about/shared-governance)

**Board of Trustees**

Cazenovia College’s Board of Trustees takes seriously the active and conscientious performance of its responsibilities as the institution’s governing body. Consistent with generally approved practices for independent colleges, the Board and its members leave day-to-day operations and decision making in the hands of the President, the executive staff, the faculty, administration, staff, and the institutional governance system. The Board defers decision-making or direct interference in matters of personnel.

In general, the Board places a high value on communication and always seeks opportunities to share and receive information. Through its contacts with the President and the executive staff, and through the operations of its committees, the Board provides feedback, takes and asks questions, and works diligently to ensure that its decisions are based on an informed and thorough understanding of the issues before it.
The Board committees include Academic Affairs, Audit, Buildings & Grounds, Committee of Trustees, Enrollment Management, Executive Committee, Finance, Human Resources, Institutional Advancement, Investment, and Student Life.

Accreditation

In spring 2013, the College completed a multi-year process of self-study to demonstrate ongoing compliance with requirements for accreditation with the Middle States Commission on Higher Education (MSCHE), the College’s regional accreditor. In June 2013, the Commission acted to reaffirm Cazenovia College’s institutional accreditation for another ten years. The Commission acted on November 20, 2014 to accept the Monitoring Report with no further reporting requirements until the routine Periodic Review Report, due June 1, 2018.


The business programs at Cazenovia College are accredited by the International Assembly for Collegiate Business Education (IACBE). Education programs are accredited by the Council for the Accreditation of Educator Preparation (CAEP). The Art and Design programs are currently seeking initial accreditation.

Strategic Plan 2013-2016

The institutional goals of Cazenovia College as outlined in the strategic plan include:

*Achieve academic excellence through active learning, great teaching, and interdisciplinary collaboration.*

The College will embrace advances in pedagogical technology, explore alternative methods of curriculum delivery that emphasize active learning, seek out new community and academic partnerships to enhance the curriculum, and further expand students’ out of classroom learning opportunities.

*Strengthen connections between the campus and the broader world to build a more vibrant community.*

The College will cultivate and advance diverse internal and external relationships that promote community and global
partnerships, encourage discourse and the sharing of ideas, and provide greater opportunities for student involvement.

Enhance recruitment and retention efforts to increase enrollment.

The College will identify and enhance opportunities for student engagement, coordinate and further develop assessment strategies regarding all student recruiting and retention initiatives, and utilize progressive technology in all recruiting and marketing campaigns.

Improve resource attainment and allocation processes to position the College for a sustainable future.

Working through the shared governance system, the College will be financially stable, achieve greater transparency in the budgeting processes, close the loop on assessment, and further invest in human resources.

Finances

The fiscal year 2014-15 operating budget for Cazenovia College is $24.3 million. The 2015-2016 tuition is $31,200 with a $324 activity fee and $230 technology fee. Room rates range from $7,190 for a standard room to $8,798 for an apartment, and board charges range from $5,636 to $6,218. More than 90 percent of students receive some form of financial aid.

Fundraising and Endowment

In 2010, the College launched its first ever comprehensive capital campaign, which by May 2015 exceeded its $10 million goal ahead of schedule. The Institutional Advancement Division engaged alumni, parents, students, trustees, businesses, foundations, government, faculty/staff, and friends in supporting the Building Futures One at a Time: The Campaign for Cazenovia College. In August 2013, Cazenovia College announced a $1 million commitment from the Jephson Educational Trusts to name the institution’s South Campus property as Jephson Campus. Construction has begun on the Jephson campus as a result of the campaign. In April 2013, the College received a $1 million commitment made in memory of the late Jill Hebl St. Clair, who was a 1962 alumna of Cazenovia College. The gift will fund the establishment of the Jill Hebl St. Clair ’62 Endowed Chair in Accounting and Finance. Paul J. Schupf Chair of History and
Humanities is an endowed chair existing in the Division of Social and Behavioral Sciences. It was established in 2005.

College investments stand at $31.7 million of which $5.37 million are permanently restricted endowments.

Cazenovia College is supported by many of its 11,300 living alumni. Institutional Advancement along with the Alumni Board actively invite participation in the many events and activities that take place in the campus community.

The Cazenovia Community

Cazenovia College is located in the historic village of Cazenovia. The main campus is within walking distance of shops, restaurants and inns, and picturesque Cazenovia Lake. The campus is a 25-minute drive from the city of Syracuse, New York, and is close to popular recreational, cultural, historical, shopping, and entertainment destinations. For additional information on Cazenovia visit: http://www.cazenoviachamber.com/; http://villageofcazenovia.com/; http://townofcazenovia.org/content; http://www.madisontourism.com/cazenovia.php.

Challenges and Opportunities

Cazenovia College is a dynamic institution with high-quality academic programs, a caring community culture, highly dedicated faculty and staff, and a tradition of innovation. The President will need to address opportunities and challenges, including the following:

- **Strategic Transformation.** Cazenovia College is a community committed to further enhancing its programs and achieving a strengthened economic future. The new President and entire Cazenovia community will benefit from the guidance and outcomes of the strategic planning process which the Board of Trustees intends to begin in the fall of 2015. The new President will meaningfully contribute to this collective effort and forward momentum.

- **Resource Development.** A key priority for the next several years will be easing tuition-dependency and continuing to build new resources to achieve long-term financial sustainability. The President will need to invest considerable
effort in seeking financial support from alumni, corporate donors, and other friends of the institution.

- **Profile Enhancement.** Cazenovia College operates in a highly competitive marketplace. The College is distinguished by its engagement with and support for the students. The President will be expected to pursue a strategy to enhance the College’s image and renew its identity within Central New York, the Northeast, and beyond.

- **Program Development.** For continued success, Cazenovia College must sustain and create attractive and academically strong programs that are market responsive and in high demand. Effective use of full and part-time faculty will enable new programs and help sustain academic quality. The President will provide leadership on all of these issues.

- **Foster Mutual Appreciation.** The College’s extraordinarily dedicated faculty and staff are the heart of the enterprise. It will be important for the President to foster a culture of mutual appreciation, shared authority, accountability, and trust.

- **Communication.** The College’s relative size and the diversity of its programs have always been strengths, both internally and externally. In addressing new issues as well as old, it is important for the President to be an excellent communicator and continue to play an active, engaged and transparent role with the students, staff, faculty, Board, alumni, and with the local community and business leaders. The President will need to represent the entire College effectively.

- **Optimizing Enrollment.** As a tuition-dependent institution, Cazenovia College financial future depends on effective, strategic enrollment management. The College must conduct effective marketing, achieve strong admissions with institutionally affordable discount rates, and increase rates of retention. The President must be committed to continuing a strong focus on enrollment.

- **Financial Sustainability.** Cazenovia College, as do many small private institutions, faces the challenges of the changing demographics in the Northeast and the current economic environment. These challenges are expected to impact enrollment during the next few years. A difficult enrollment climate, along with increased costs and other pressures, will require the President to take a more fact-based approach to budgeting, and to encourage use of innovative budgeting models.
• **Strengthen Relations with Alumni.** The College’s commitment to the future is in part dependent upon the support of its graduates. There is a need to strengthen the College’s relationships with its alumni and to encourage alumni to become involved on all levels. The President should build relationships with alumni, and strengthen the structures and organizations that support alumni activities.

There are other, less tangible but equally compelling, opportunities which come with strong enrollments and the new, exciting programs which can be developed in the coming years. The College community is in complete agreement that as the College grows it will need to maintain the family environment that has been inherent in its culture. Among the most important features is the attention to the individual and mutual appreciation which has distinguished its history and formed its identity.

### The Role of the President

The President is the chief executive officer of the College and reports to the Board of Trustees. The next President must be a strategic and visionary thinker with a transparent, collaborative leadership style. He or she must be an articulate and inspiring communicator, a successful fundraiser, and a seasoned, responsible financial manager. Candidates should have a strong record of intellectual and administrative accomplishment, a broad understanding of liberal arts education and professional programs, the ability to embrace and foster diversity, and a keen appreciation for the values and traditions of Cazenovia College.

### Qualifications and Characteristics

The next President of Cazenovia College must be a visionary leader who will embrace the character, values, and traditions of the Cazenovia community and carry them forward into the 21st century in new and exciting ways.

**Desired Qualifications**

The ideal candidate for the Presidency of Cazenovia College should have the following experiences and qualities:

• Experience shaping and communicating a collaborative institutional vision in ways that are compelling to prospective donors, public officials, media, community members, and other friends of the institution;
• Substantial experience and demonstrable success in fundraising;

• Capacity to manage and focus a complex organization effectively and efficiently;

• A visible and accessible leadership style;

• Respect for the teaching and learning environment, and the ability to advance excellence in teaching, scholarship, research, and curriculum development;

• Demonstrated experience in supporting a student centered environment;

• An open, transparent, and positive communication style;

• Capacity to lead and mentor an effective team, to delegate effectively, to foster collaboration and shared purpose, and to make fair, difficult and timely decisions;

• Strong budgeting and financial management ability, including using data to drive decisions;

• Experience in promoting the effective use of technology;

• Successful experience in the development and implementation of a campus master plan;

• Experience with strengthening the College’s commitment to international relationships and the globalization of the curriculum;

• A collaborative and inspirational leadership style, and respect for the values and contributions of others;

• Ability to communicate effectively with multiple constituencies in the community – to listen, to engage, to foster individual and collective development – and not be too quick to impose his or her own views;

• A demonstrated commitment to strengthening diversity within the workforce, programs, and culture of an institution or organization;

• Experience and capacity to work effectively with a governing board; and,

• Advocacy for higher education and participation in regional and national academic initiatives and organizations.

With respect to personal qualities, the ideal candidate will possess the following:

• Integrity;
• Visionary and imaginative leadership;
• Enthusiasm and energy;
• Entrepreneurial drive;
• Flexibility and openness to new ideas;
• Commitment to academic freedom and full exchange of ideas;
• Passion about learning, caring for students, staff and faculty, and a commitment to Cazenovia’s mission and values;
• Enjoyment of interaction with members of the College community, including students, staff, faculty, alumni, and neighbors; and,
• Sense of humor while carrying out the demanding role of college president.

Applications and Nominations

The review of candidates will begin in late summer and will continue until the position is filled. Nominations, inquiries, and applications, including letter of interest and curriculum vitae, should be forwarded, in confidence, to:

Steve Leo, Vice President
Vicki Henderson, Senior Associate
Storbeck/Pimentel & Associates, LP
cazenoviapresident@storbeckpimentel.com
610.572.4296

For more information, please visit Cazenovia College’s website at http://www.cazenovia.edu.

Cazenovia College is an Equal Opportunity Employer. In furtherance of its Affirmative Action goals, the College does not discriminate on the basis of race, creed, religion, sex/gender, sexual orientation, age, marital status, ancestry, national or ethnic origin, physical or mental disability, citizenship, military status, domestic violence victim status, genetic predisposition or carrier status, or any other basis protected by federal, state, or local law in the administration of its employment practices or in the educational programs or activities that it offers. All qualified applicants are invited to apply.