



# Presidential Prospectus



[EXCELSIOR.EDU](http://EXCELSIOR.EDU)



## THE OPPORTUNITY

Join a vibrant and distinctive institution that focuses on providing educational opportunity to adult learners. Nationally recognized as one of the pioneers in distance learning and the assessment of learning, Excelsior College offers affordable higher education opportunities for individuals looking to complete their degree. Excelsior College has a mission-driven culture, and its administration, staff, and faculty are proud of their role in supporting the academic success and personal growth of its students. Excelsior College's degree programs at the associate, bachelor's, and master's levels are designed for career acceleration while accommodating a busy home, work, or personal life. Excelsior is an institution of first choice for students committed to transforming their lives and making a difference in their communities, workplaces, and families.

Excelsior College enrolls a diverse student body, and has a long history of educating first-generation college students, as well as being a military-friendly institution. The College offers a challenging and supportive educational environment, with an enrollment of over 23,300 undergraduate and graduate students from all 50 states, the District of Columbia, Guam, Puerto Rico, Virgin Islands, and the Northern Mariana Islands, and 30 countries and regions outside the United States. It is accredited by the Middle States Commission on Higher Education (MSCHE). The College also has the following specialty accreditations:



- The associate, bachelor's, and master's programs in nursing are accredited by the Accreditation Commission for Education in Nursing.
- The bachelor's degree programs in electrical engineering technology and nuclear engineering technology are accredited by the Engineering Technology Accreditation Commission of ABET Inc.
- The bachelor's degree program in information technology is accredited by the Computing Accreditation Commission of ABET Inc.
- The Bachelor of Science in Business and MBA programs are accredited through the International Assembly for Collegiate Business Education (IACBE).

The Excelsior College Board of Trustees seeks a dynamic, inspirational, and innovative change agent to lead an institution that is prepared to move to the next level of innovation in providing higher education opportunities to non-traditional adult learners across the United States and internationally. Excelsior College is a private, independent, not-for-profit regionally accredited institution and has 177,034 alumni. A total of 12,843, or 7.25 percent, of the graduates have earned more than one degree from the College. Excelsior College brings degree attainment within reach by offering online courses and the option for independent study in pursuit of credit by exam, so that students can learn in a manner and at a pace that works for them. Through credit aggregation, Excelsior considers and generally accepts the credit students have earned from other institutions, no matter how many. Expert in the assessment of learning, the College evaluates training, licenses, and examinations, giving credit where credit is due—all with the intent of helping students complete degrees sooner.

Reporting to the Board of Trustees, the President serves as the College’s chief executive officer with overall responsibility for the leadership and management of the institution, including the strategic direction, financial sustainability, optimization of human capital, and oversight, execution, and effectiveness of its programs, services, and assets. The President, in collaboration with the Board of Trustees and senior management, sets the course for the College and ensures fulfillment of its mission. The President serves as a champion, visionary, consensus builder, leader, change agent, and resource manager as the College responds to the needs of its various stakeholders and ensures the mission and core values of Excelsior College are put into practice.

The President is responsible for leadership of all College initiatives and operations, including overseeing academic and administrative programs and operations, fundraising, budgeting and leveraging of all resources, developing partnerships, and initiating new directions and business models for the institution.





# ABOUT EXCELSIOR COLLEGE

Excelsior College, based in Albany, N.Y., is a regionally accredited, not-for-profit online college focused on helping adults complete their degrees and advance their careers. The college contributes to the development of a diverse, educated, and career-ready society by valuing lifelong learning with an emphasis on serving individuals historically underrepresented in higher education.

The College offers degree programs at the associate and bachelor's levels in liberal arts, and at the associate, bachelor's, and master's levels in business, health sciences, public service, technology, and nursing.

The College was founded on the belief that “What you know is more important than where or how you learned it®,” and has parlayed that philosophy into its focus on helping students achieve degree completion sooner than they might expect.

## MISSION

Excelsior College provides educational opportunity to adult learners with an emphasis on those historically underrepresented in higher education. The College meets students where they are — academically and geographically, offering quality instruction and the assessment of learning.

## VISION

Excelsior College is a provider of choice for adults seeking access to higher education and academic success, and it is a model for addressing societal and workforce needs.

## VALUES

### Accessibility and Completion

Excelsior provides programs and services that meet students where they are academically and geographically, and provides support services needed for completion.

### Affordability

Excelsior prudently manages its resources to invest in people and offer high-quality education credentials at an affordable price.

### Excellence

Excelsior expects a collaborative effort and full engagement from all to develop and provide programs of exceptional value to students and employers.

### Trustworthiness

Excelsior values and practices integrity and honesty in our relationships with students, each other, and the communities we serve.

### Equity and Inclusion

Excelsior practices inclusion by welcoming and valuing all students, staff members, and faculty members in our learning community, and providing them with educational opportunities.

### Collaboration

Members of the Excelsior community work together to develop, deliver, and sustain high-quality academic products and services for students.

## KEY PRINCIPLES

- A commitment to the college's mission, academic quality, student experience, and core values.
- A commitment to equal opportunity and access and to the important role that diversity, equity, and inclusion must play in educational institutions.
- A commitment to the development of faculty, staff, and students, and a proven track record of inspiring people and organizations through principled leadership.
- A commitment to a culture of service, urgency, and agility in serving our students and sustaining competitive differentiation.
- A commitment to sound fiscal management, appropriate innovation, risk management, strategic responsibility, and principles of business management.



## COLLEGE HISTORY

**E**xcel­sior College was founded in 1971 by the New York State Board of Regents and was originally known as the Regents External Degree Program (REX). Initial development of the College was funded by major grants from the Ford Foundation and the Carnegie Corporation. From 1971 until 1998, Regents College (as it became known in 1986) operated as a program of the Board of Regents (which also served as its board of trustees) and under the authority of The University of the State of New York, by which degrees and diplomas were awarded during that period.

In April 1998, the Board of Regents granted the College a charter to operate as a private, nonprofit, independent institution and on January 1, 2001, Regents College changed its name to Excelsior College. Today, an independent board of trustees with 18 members, including three ex-officio positions, governs Excelsior College. The board is composed of prominent individuals in the fields of education, business, and the professions from across the United States.

# STUDENT PROFILE

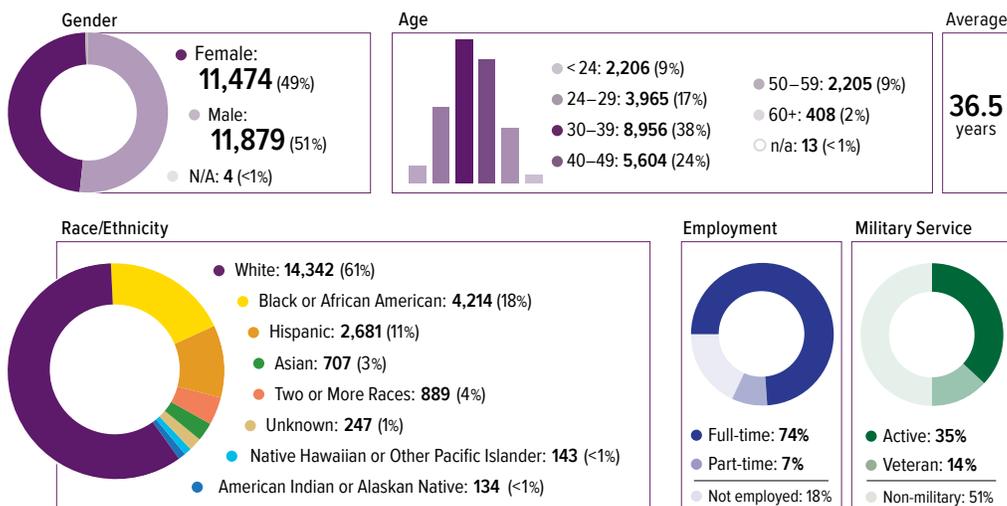
Excelsior College students show determination, grit, and commitment to earning their degrees. They are primarily working adults, with 67 percent balancing full-time positions with their studies. The average age of an Excelsior College student is 37 years old.

Forty-nine percent of Excelsior's 23,357 enrolled students are military servicemembers or veterans; 35 percent are active military and 14 percent are veterans. Students serve in both active and veteran status in all branches, including the U.S. Army, Navy, Air Force, Marine Corps, Coast Guard, Reserves, and National Guard. Excelsior students also include military family members and military spouses.

The institution's more than 177,000 alumni can be found throughout the nation and the world, using their degrees and experiences as a springboard to professional accomplishment and personal growth. They are leaders in their fields, chief executives, public servants, nurses, health care administrators, authors, military officers, educators, law enforcement officials, and entrepreneurs.

Excelsior College is noted for being a transfer-friendly institution, and as a degree completion institution, most students enroll with some previous credit. The College has articulation and transfer agreements with academic institutions, corporations, associations, and government entities. These include initiatives such as prior learning assessment, 3+1 transfer agreements, and concurrent enrollment agreements.

## DEMOGRAPHICS



[View demographics about the Class of 2019](#)



## FACULTY AND STAFF

Excelsior College administration, faculty, and staff keep service to students, and to each other, at the core of their work. Guiding principles, collectively known as Excelsior CARES, shape the work environment and the standard for performance. Employees believe in leadership from the heart, embrace change as a necessary part of growth, and strive for excellence through collaboration, teamwork, and empowerment. Empathetic, student-centered, and motivated by a people-first approach, employees know that when students succeed, they succeed.

The College provides instructional faculty with fully developed courses, including materials and activities, so that instructional faculty can focus on students. Instructional faculty are expected to create an effective, engaging, and vibrant online learning community by maintaining a meaningful presence in courses at least four days per week. They provide prompt and substantive responses to student needs, offer timely formative feedback on student work, and demonstrate their subject matter expertise through constructive involvement with student discussions and learning activities. Excelsior expects its instructional faculty to demonstrate a commitment to student success by supporting college engagement and retention initiatives, reaching out to struggling students, and collaborating with faculty program directors and support staff to ensure students have access to all available services and supports.



Students in the associate degree in nursing program can attend workshops with Excelsior College faculty to practice clinical skills that will be assessed during the Clinical Performance in Nursing Examination, the program's culminating exam.

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Administration and staff—the average tenure of which is 10 years—are committed to the mission of the College and their role in helping students complete their degrees. At each step of the student journey, from considering application through graduation and beyond, employees work to foster student success. At the Center for Military Veteran and Education, for example, academic advisors focus on the unique needs of servicemembers and veterans to support their career development or career transition, and ensure best use of their educational benefits.





Named a Best College by *Military Times* for nine consecutive years, 2011–2019.



Named among the top military-friendly colleges and universities, 2008–2018.



Recognized among Military Friendly Schools for nine consecutive years, 2011–2019.



The National Security Agency and the U.S. Department of Homeland Security has twice designated Excelsior College as a National Center of Academic Excellence in Cyber Defense Education. The current recognition extends through 2024.



The National League for Nursing (NLN) designated Excelsior College’s School of Nursing a 2016–2021 Center of Excellence in Nursing Education, in recognition of the School’s sustained achievements in creating environments that promote student learning and professional development. This is the fourth consecutive designation.



Through a three-year grant awarded by the National Science Foundation in June 2017, Excelsior College and Polk State College are developing 3D simulations to teach and assess key skills in power generation and advanced manufacturing.



Graduates are prepared for career advancement, with 81 percent of students receiving access to new job opportunities upon completion of their degree program, according to the one-year survey of graduates between July 2017 and May 2018.

# THE PRESIDENT'S RESPONSIBILITY & AUTHORITY

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The President is the chief executive officer of the College and reports to the Board of Trustees.

The chief executive officer oversees an operating budget of \$76 million. The President will provide overall leadership and work with the Board of Trustees to set and implement the College's vision and establish priorities.

- Provides vision, direction, strategy, and management necessary for the College to ensure its leadership role in the field of online, digital, and adult learning, its financial sustainability, and its competitive differentiation among other adult-serving institutions.
- Provides leadership in strategic planning, budgeting, digital, and institution-wide initiatives, including both those that are technology/digital-related and those that are related to building the human capital of the College.
- Demonstrates creativity, innovation, and entrepreneurial acumen in furthering the College's mission.
- Acts as the lead champion of the College through building partnerships and alliances with external stakeholders, including corporations, community colleges, national associations, government policymakers, and third parties in advancing the College's mission.
- Represents the College at the state, national, and international levels and at relevant forums.
- Seeks external sources of revenue from state, private, and national sources, including foundations, corporations, NGOs, and individual donors to support the College and to articulate the value of supporting it.
- Assures a culture of excellent student service, academic quality, data-based decision making, and continuous improvement to ensure students achieve their educational goals.
- Creates an innovative environment that attracts high-quality faculty, students, and staff by stimulating creativity, programs, partnerships, teaching, and learning.

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- Ensures a culture of transparency, integrity, urgency, responsiveness, and quality service to students.
- Promotes diversity of staff, faculty, and academic offerings.
- Empowers faculty and staff to feel that they are essential to the success of the College.
- Implements communication, reward, professional development, and recognition systems that result in high levels of retention, morale, and productivity.
- Monitors and advances training and development priorities in supporting the College's competitive differentiation.

## QUALIFICATIONS

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- An earned doctorate preferred. Master's degree from a regionally accredited institution required. Equivalent experience will be considered.
- Significant record of progressive responsibilities in organizational leadership, fiscal management, and administration.
- Proven leadership, entrepreneurial ability, and understanding of technological advancement in higher education and online learning.
- Understanding of the higher education landscape and demonstrated support for and commitment to higher education, including online/digital learning, prior learning assessment, and flexible academic processes.
- Deep understanding of the intersectionality of diversity with a track record of contributing to, creating, and working in an inclusive environment.
- Record of success in fundraising, including working with private donors.
- Involvement in student-success initiatives with demonstrated outcomes including strategic enrollment (recruitment, retention, and graduation).
- Strategic and financial management skills relative to academic program planning, budgeting, fiscal planning, diversification of revenue streams, talent management, and increasing brand recognition.
- An inclusive leadership style and the ability to demonstrate courage and integrity in critical decision making.

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## COMMUNICATION SKILLS

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- Demonstrated ability to communicate effectively with a diverse constituency in a nonjudgmental manner, with good humor and sensitivity that fosters tolerance, courtesy, and civility.
- Effectively present information and ideas in one-on-one and group situations and respond to common inquiries or complaints from customers, students, regulatory agencies, partners, and employees of the College.
- Exceptional written and oral communication skills.
- Ability to exactly read, analyze, and interpret common technical journals, financial reports, and legal documents.
- Ability to inspire and motivate diverse constituencies toward advancing the College's mission.

## PREFERRED CHARACTERISTICS

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- Passionate advocacy for the mission and values of online education.
- Confidence as a communicator and active as a listener, with strong interpersonal skills.
- Politically astute with diplomatic skills to build bridges, enjoin supporters, and cross boundaries.
- Genuine, authentic, and humble, taking true enjoyment from interacting with diverse people and demonstrating an incessant curiosity about people and the world.
- A unifier and calculated risk-taker through knowledge of best practices regarding leadership.

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# Salary

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The salary is competitive and commensurate with qualifications and experience.

# How to Apply

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Greenwood/Asher & Associates Inc. is assisting Excelsior College in this search. Initial screening of applications will begin immediately and will continue until an appointment is made. Individuals who wish to nominate a candidate should submit a letter of nomination that includes contact information for the nominee. Application materials should include a letter addressing how the candidate's experiences match the position qualifications, a curriculum vitae or resume, and three references.

Confidential inquiries, applications, and letters of nomination should be submitted to Narcisa Polonio, Executive Leadership Consultant, at: [narcisapolonio@greenwoodsearch.com](mailto:narcisapolonio@greenwoodsearch.com). She may be reached directly at 202.276.1983.



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