

SEARCH PROSPECTUS:

PRESIDENT



HARTWICK
COLLEGE

est. 1797

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THE SEARCH

The Board of Trustees of Hartwick College announces the search for its 11th president. Located in Oneonta, New York, Hartwick College is a private, residential, liberal arts and science college. Dr. Margaret L. Drugovich has led Hartwick for the past 14 years, including through an impressive and highly collaborative planning effort that resulted in the adoption of an innovative and holistic new program that transforms the way Hartwick delivers education. The next president will have the

opportunity to capitalize on the momentum of this collaborative effort, build on Hartwick's 225-year legacy of innovation and academic excellence, and join a student-centered community dedicated to advancing Hartwick College for future success. The College seeks a president who can provide strategic, forward-looking, and collaborative leadership and build relationships with students, faculty, staff, alumni, and the Oneonta community in pursuit of securing a bright future for Hartwick College.



ABOUT HARTWICK

[Hartwick College](#), located in the foothills of the Catskills Mountains in Oneonta, New York, is a private, residential, liberal arts and science college serving 1,200 undergraduate students. Hartwick's expansive curriculum emphasizes an experiential approach to an Education for Tomorrow. Through personalized teaching, collaborative research, a distinctive January Term, internship opportunities across disciplines, independent and faculty-led study-abroad opportunities, active mentoring, and a flexible matrix of support, Hartwick ensures that students are well prepared to take their place in the world. Hartwick also offers a master's program in Translational Biomedical Research Management and is approved to launch a Master of Science in Nursing Education and a Certificate of Advanced Study in Nursing Education.

Hartwick College is committed to delivering a comprehensive and transformative educational experience. The College was featured by journalist and scientific writer Malcolm Gladwell in his book, *David and Goliath: Underdogs, Misfits, and the Art of Battling Giants*, as a liberal arts college that offers the same academic rigor and quality of education with similar career outcomes as an Ivy League university or elite liberal arts college in the United States. As the author points out, Hartwick does so in a supportive, non-exclusive, and non-competitive environment.

College rankings and ratings agencies consistently give Hartwick high marks. *U.S. News & World Report* recognized Hartwick as among the top 150 National Liberal Arts Colleges, and one of the Best Undergraduate Nursing programs in the nation. *Washington Monthly* raised Hartwick 42 slots among

MISSION

Hartwick College, an engaged community, integrates a liberal arts education with experiential learning to inspire curiosity, critical thinking, creativity, personal courage, and an enduring passion for learning.

PURPOSE

Hartwick's purpose as a college of the liberal arts and sciences is to educate people who will thrive in and contribute to the world of the future; people who are well prepared to meet the personal, intellectual, and social challenges of a rapidly changing and increasingly interdependent world.

To thrive in this context will require that Hartwick students learn to: understand the world from a variety of perspectives; work constructively with people from a variety of backgrounds and life experiences; be avid learners and critical thinkers; communicate effectively and have a well-developed personal presence; be purposeful in their actions and value-based in their decisions; and know how to use information technology resources as a routine tool to enhance effectiveness.

National Liberal Arts Colleges. *The Princeton Review* named Hartwick one of the Best Northeastern Colleges, and Hartwick was featured in the latest *Fisk Guide to Colleges*, which provides student feedback on more than 320 colleges nationwide.

One of this country's oldest colleges, Hartwick traces its roots to 1797 with the founding of Hartwick Seminary through the will of John Christopher

ABOUT HARTWICK (CONT.)

Hartwick, a Lutheran minister. The first Lutheran seminary in America, Hartwick was incorporated in 1816 as a classical academy and theological seminary. The Seminary and Academy had a long and purposeful history, training more than 300 ministers and educating over 7,000 young men and women. In the mid-1920s, Lutheran leaders decided to add a four-year college, and the citizens of Oneonta conducted a successful fundraising drive to bring the college to their city in 1928. Hartwick College steadily grew in size, physical plant, budget, and endowment in the following decades. In 1968, Hartwick became an independent college following an amicable separation from the Lutheran Church.

Throughout its long history, Hartwick has evolved to meet the needs of changing times, offering innovative programs and experiences, while remaining rooted in the liberal arts. College leaders have made strategic investments and curricular decisions to advance the College's distinctiveness, always with an emphasis on serving students. From the purchase of the Pine Lake Environmental Campus, with its focus on sustainability in 1971, to the introduction of a Three-Year Degree Program in 2010, Hartwick has been forward-looking in addressing trends in higher education, demands in the marketplace, and opportunities in the wider community.

As Hartwick approached its 225th anniversary it undertook a highly collaborative strategic planning effort designed to guide institutional progress in key areas that would help the College more fully realize its educational mission and assure even greater levels of student success. The multi-year planning process, which began in 2018, engaged the entire campus community. A 30+ member implementation committee garnered input, ideas, and insights from students, faculty, staff, parents, alumni, and senior leadership, and was guided by bold and insightful decision making from the Board of Trustees. The result was FlightPath, a transformational and holistic look at the way Hartwick delivers education and a full college experience.

Hartwick's FlightPath is an active and collaborative education and experience for students that includes:

- Integrated career development guidance and opportunities;
- Intensive mentoring from an individualized team, including alumni;
- A newly revised core curriculum (Education for Tomorrow), embedded with 21st-century skills required for professional success in any field;
- Structured ways to develop personal and professional interests; and
- A vibrant campus experience that helps each student excel in a place where they belong.

FlightPath is designed to address important elements of the student experience related to educational purpose, academic focus, personal attention and mentorship, career preparation, and campus environment. These elements have guided and will guide future investments in people, programming, and spaces, while building on existing strengths in the Hartwick community.



STUDENTS, FACULTY & STAFF

Hartwick typically enrolls more than 1,200 undergraduate students each year, of which approximately 100 pursue the innovative Three-Year Degree program. Across the student body, 58 percent identify as female; 25 percent as African American, Latino/a American, Asian American, or Native American; 73 percent are from New York; 26 percent are first-generation college students; and 35 percent receive Pell grants. Eighty-six percent of students live on campus in traditional double rooms, suites, townhouses, or apartments.

Students value the close and caring community at Hartwick, where they are able to build meaningful relationships with each other, members of the faculty and staff, and alumni. The College's 98 full-time and 69 part-time faculty members are committed to helping prepare students for long-term success. Of the full-time faculty, 87 percent are tenured or tenure-track and 94 percent hold the highest degree in their disciplines. The student to faculty ratio is 11:1 and the average class size is 14. The faculty are joined by an equally dedicated and talented staff of 178 full-time and 19 part-time members who are devoted to serving the needs of Hartwick's students.

ACADEMICS

With [FlightPath](#), career readiness has moved to the center of the Hartwick College enterprise, surrounded and enhanced by the high-quality education Hartwick offers. Each student has a Guidance Team, comprised of a Success Coach, Faculty Advisor, Career Coach, and Alumni Mentor. It is a scaffolded structure that guarantees that each student has a team and personal network to help them identify their strengths, define their future, set incremental goals, and take full advantage of opportunities on campus and off. The redefined core curriculum is built into FlightPath to ensure students develop in-demand skills and reach

incremental outcomes along the way. With support from their team, students choose their majors and minors, and co-curricular experiences; pursue pre-professional opportunities; and become ready for their future.

Hartwick offers [35 courses of study](#) in the full range of liberal arts and sciences disciplines; pre-professional programs in the Health Sciences, Engineering, Law, and Medicine; cooperative programs with other institutions that lead to graduate degrees in Law, Business, Occupational Therapy, and Physical



ACADEMICS (CONT)

Therapy; and several options for certification. The academic disciplines are housed within three divisions: Arts and Humanities, Physical and Life Sciences, and Social and Behavioral Sciences. Hartwick has anticipated market demands with the addition of programs in recent years, including Public Health; Criminal Justice; and Environment, Sustainability & Society. The most popular majors are Nursing, Business, Psychology, Biology, and Sociology.

Hartwick is strategically expanding its offerings to include graduate-level degrees. It now offers an innovative, online Master of Science in Translational Biomedical Research Management (TBRM) and, building upon 80 years of excellence in nursing education, Hartwick will soon offer an approved Master of Science in Nursing Education and a Certificate of Advanced Study in Nursing Education.

Students who want to tailor their education have several options to choose among. The College's distinctive Three-Year Bachelor's Degree Program, available in most majors, allows highly motivated students to earn their degree in three-quarters the time and at three-quarters the cost. The selective Honors Program presents students with challenges that broaden and deepen their education, enhance the intellectual rigor of their curriculum, and lead to more meaningful engagement with a close-knit community of student and faculty scholars. The Individual Student Program (ISP) enables students to follow their passions and create their own major. One of the hallmarks of Hartwick is the January term (J Term). For more than 40 years, these intensive faculty-led courses have taken students abroad, across the country, or kept them close to home for extraordinary learning experiences.

FLIGHTPATH JOURNEY

Hartwick students begin with a first-year seminar to identify their strengths, help them set goals, and begin to create their FlightPath. They focus on the critical 21st-century skills needed to prepare for the ever-changing world. Each student has a personal Success Coach and Faculty Advisor from the start and adds a Career Coach and Alumni Mentor in their junior year.

FlightPath is characterized by incremental growth facilitated by opportunities to build competence and confidence. Programmatic highlights include J Term Discovery Trips in first year, the Success Summit and Career HOP of second year, real-world work experiences and a Junior Review in third year, and a SOAR Capstone and robust Digital Resume their last year. The Guidance Team offers individual support, advice, and recommendations throughout.

Now built into the core of FlightPath for first-year students, J Term is part of every student's Hartwick education.

Hartwick is institutionally accredited by the New York State Board of Regents and the Middle States Commission on Higher Education with the next evaluation visit scheduled for 2027-28. Individual programs are accredited by the National Association of Schools of Art and Design, the National Association of Schools of Music, the Association for Advancing Quality in Educator Preparation, and the Commission on Collegiate Nursing Education.



STUDENT LIFE

At Hartwick, co-curricular activities are an essential part of a student's experience and an integral element of their FlightPath. With more than [60 student clubs and organizations](#) to choose from, students get together, get involved, develop valuable skills, and expand their sense of self and their place in the world. There are club and intramural sports; fine and performing arts groups; honor societies; Greek life; and interest clubs ranging from business to politics, fitness, cultural, music, and community service.

More than 30 percent of [Hartwick Hawks](#) participate in one or more of the College's 19 NCAA Division III teams. Men's sports include basketball, cross country, football, indoor and outdoor track & field, lacrosse, soccer, and swimming & diving. Women's sports include basketball, cross country, equestrian, field hockey, indoor and outdoor track & field, lacrosse, swimming & diving, tennis, and volleyball. Hartwick student-athletes compete in the Empire 8 Athletic Conference, and have been named Rookies of the Year, All-Conference stand-outs, and President's List scholars.



DIVERSITY, INCLUSION & BELONGING

Hartwick is dedicated to discovering and overcoming the conditions that undermine an inclusive and pluralistic society. The College strives to foster inclusive values and responsible local, national, and global citizenship. Through valuing diversity, Hartwick strives to create a climate that maximizes each individual's capacity to learn and, in turn, create an institution in which diversity is embraced, valued, celebrated, and welcomed.

As student needs have shifted, Hartwick has adapted. Across the community, efforts are made to ensure there is support to advance the creation, influence, and sustainability of a community in which the dignity of all people is respected and affirmed through the promotion of dialogue and interaction between cultures. The College has made strategic hires to support these initiatives and advance diversity, belonging, and campus vibrancy throughout the community.





CAMPUS FEATURES

The Hartwick College campus on Oyaron Hill encompasses 425 picturesque acres of rolling hills. Views from the center of campus reach 30 miles across the Susquehanna Valley. The main campus features more than 20 residential and academic buildings, arts and athletic facilities, and beautiful natural open space. Upper campus offers miles of hiking trails accented by scenic Strawberry Fields and Table Rock.

[Pine Lake Environmental Campus](#), located just eight miles from main campus, is a natural classroom of woodlands, wetlands, and a lake, along with student residences and other facilities for student and community use. Home to the Pine Lake Institute for Environmental and Sustainability Studies, it provides opportunities for hands-on research, academic study,

and self-discovery. In this beautiful outdoor setting, the entire Hartwick community is invited to take advantage of the indoor climbing wall, ropes course, and extensive nature trails, and to go fishing, canoeing, kayaking, and more. Sustainability is a core value at the Pine Lake Campus.

Hartwick College has invested more than \$57 million over the last 10 years to enhance the campus beauty and functionality. Highlights include Founder's Way with its pedestrian-friendly campus access, a modern apartment complex for upper-class students, the refurbishment of other residence halls, critical infrastructure, state-of-the-art nursing simulation labs, and upgrades to athletic facilities and academic buildings.

CAMPUS FEATURES (CONT.)

OTHER CAMPUS HIGHLIGHTS:

The [Yager Museum of Art & Culture](#) presents compelling exhibits throughout the academic year and is open to the public. It also serves as a hands-on learning environment for Museum Studies students to gain practical skills in creating exhibitions and programs for the public.

A hub for outside-the-box thinking and creative problem solving, the [Griffiths Center for Collaboration & Innovation](#) (GCCI) serves as an umbrella for innovation initiatives at Hartwick. The GCCI is an idea incubator and home to the interdisciplinary Makerspace, the Fabrication Lab (Fab Lab), the E-Hub for entrepreneurship, and faculty-led Innovation Slams.

Hartwick's [Center for Craft Food & Beverage](#) (CCFB) is an award-winning resource for testing and education that supports breweries, malthouses, farms, and other craft food and beverage producers. It serves the small business community; creates research opportunities for students; and fosters research collaborations among students, faculty, and master brewers.

The Hartwick College Grain Innovation Center (GIC) will extend this innovative learning model to work with growers, millers and bakers. Currently under construction in downtown Oneonta, Hartwick's Grain Innovation Center represents one of many town-gown collaborations. Scheduled to open in the fall of 2022, the GIC will also serve small business and provide real-world experience to students.

Another new project for 2022 is the installation of a pre-metered, five-megawatt solar field to be built at the top of Hartwick's campus. The College and its neighbors will benefit from this sustainability initiative.

ONEONTA, NY

Oneonta is nestled in the northern foothills of the Catskill Mountains, just south of Cooperstown – home of the National Baseball Hall of Fame – and in the Susquehanna Valley. It is within easy reach of Albany and Binghamton, and within a few hours of New York City and Boston. Known as the “City of the Hills,” Oneonta is home to both Hartwick College and the State University of New York at Oneonta and boasts an affordable lifestyle and a strong school system with a high school that ranks among the top 20 percent in New York. It is a college town with a bustling main street that features restaurants, coffeehouses, art galleries, artisan shops, an independent bookstore, and year-round festivals and events. Oneonta offers an array of activities, including the Catskill Symphony Orchestra, performances at the Foothills Performing Arts and Civic Center, the Greater Oneonta Historical Society, and sports and entertainment at Wilber and Neawha Parks. Outdoor adventure is close at hand for hiking, biking, paddling, snowshoeing, skiing, and sledding.

Hartwick has open lines of communication with the city, neighbors, business leaders, and the healthcare system. The President's Advisory Council is made up of local government, education, civic, and business leaders in the region. The Council meets regularly with Hartwick's President and provides strategic input and advice that enables Hartwick to develop partnerships and contribute to and benefit from the local community and region.



FINANCIAL MATTERS

For the fiscal year ending June 30, 2021, Hartwick's annual operating budget was approximately \$52 million with assets totaling \$153 million and liabilities of \$51 million. The endowment under management by the College was valued at \$77 million as of June 30, 2021.

The most recent capital campaign, *The Campaign for Hartwick Students: It's Personal*, successfully concluded in 2016 with a record \$34.7 million raised. It emphasized support for quality student experiences and prioritized funding for student scholarships, athletics and fitness facilities, student gathering spaces, the unrestricted Hartwick Fund,

and more. The College is now in the quiet stage of a new campaign and has already received total commitments of more than \$8 million to support initiatives related to the successful implementation of FlightPath.

Hartwick is committed to providing a high-quality and affordable education and nearly 95 percent of students receive some form of financial aid. The College awards approximately \$32 million in scholarships and grants each year. It has been recognized for this commitment to affordability with high marks for Social Mobility from *U.S. News & World Report*, tied for #22 out of 216 schools.

LEADERSHIP & GOVERNANCE

Hartwick's active and engaged Board of Trustees is comprised of a distinguished group of up to 30 alumni and friends of the College. The Board meets three times annually and its ten standing committees offer direction, oversight, and have fiduciary responsibility for the College: Academic Program, Audit & Compliance, Board Governance, Enterprise Resource Generation, Facilities, Fiscal Resource Management, Human Resource Advancement, Image & Reputation, Investment Advisory, and Student Experience.

The President is supported by an experienced and talented leadership team: the Vice President for Academic Affairs & Dean of the Faculty, the Vice President for College Advancement, the Chief Human Resources Officer, the Senior Vice President for Enrollment & Student Success, and the Vice President for Finance/Assistant Treasurer to the

Board of Trustees. A newly created position, Vice President for Strategic Communications, will join the Senior Leadership Team, with an expected start of Spring 2022.

The Faculty Council consists of seven faculty members, including the chair and two elected members from each of the College's three divisions. The President is an ex officio member of the Council. The group meets weekly to address matters of interest to the faculty and College, meets regularly with the VPAA, and sets the agenda for the monthly faculty meeting. The Staff Council is an elected body that serves in an advisory role to the President by fostering communication and community and advocating for professional staff priorities. The Executive Board of the Student Government Association meets regularly with the President to discuss priorities and needs of Hartwick students.



LEADERSHIP AGENDA

With roots dating back to 1797, Hartwick College has developed steadily through the leadership of a series of distinguished individuals. As the 10th president of the College, Dr. Drugovich has guided Hartwick for the past 14 years, including through the collaborative planning effort that resulted in the adoption of FlightPath. The next president will have the opportunity to build on the strong institutional reputation, the ambitious plans of FlightPath, the passion for the liberal arts, the dedication of faculty and staff, a supportive Board of Trustees, engaged alumni, and an appreciative student body. The incoming president will be privileged to pursue the following leadership agenda priorities:

- Nurture and build upon Hartwick's forward-focused individualized framework of FlightPath that enables each student to create a unique path from matriculation to personal and professional success. This leadership opportunity will require innovative direction, empowerment of administrators, faculty, and staff, and a commitment to and appreciation of the liberal arts mission.
- Engage in active fundraising efforts with goals of expanding the donor base, cultivating new partnerships, leveraging alumni, corporations, and foundations, continuing the current fundraising campaign, growing the annual fund and the endowment, as well as support for FlightPath, facilities' needs, scholarships, and other priorities.
- Foster the environment for a strong campus community that is motivated, appreciated, collaborative, connected, and engaged through the strengths of shared governance. Trust and transparency would be key elements. This collaborative outreach would also encompass the Board of Trustees and the community of Oneonta. The next president must be a great communicator and able to tell the Hartwick story to all audiences.
- Embrace and promote diversity, equity, and inclusion for all campus personnel and students. Serve as a leader who inspires faculty, staff, and students to appreciate human differences and respect for one another and continue efforts to make Hartwick an increasingly inclusive campus.
- Build a sustainable financial model that assures a successful current plan and future for Hartwick. This includes an affordable and high-quality education. The president should be data-driven but also willing to take calculated risks in concert with the Board of Trustees and be open to pursuing new opportunities, innovative partnerships, and collaborations to secure a bright future for Hartwick.
- Understand the demographic challenges facing higher education, particularly as they affect small liberal arts colleges in the Northeast. In collaboration with the Senior Leadership Team and the Hartwick community, use data and analytics to inform and devise effective strategies to meet those challenges to successfully recruit and retain students.
- Appreciate the importance of a vibrant campus life, with robust athletics and diverse student programming, in creating an engaging student experience and in reaching and sustaining enrollment goals. Be savvy in defining opportunities and strengths of a rural setting and leveraging the resources of Hartwick's distinctive main and lake campuses.
- Demonstrate a commitment to student and employee success and well-being, including mental health and wellness, changing socio-economic dynamics both locally and nationally, and the residual impacts of COVID-19.





QUALITIES, ATTRIBUTES, VALUES & EXPERIENCES

The ideal appointment for Hartwick’s next president will bring a mix of the following qualities, attributes, values, and experiences:

- A person of integrity with high emotional intelligence who builds strong relationships with all key stakeholders and with exceptional skill in leading, mentoring, and empowering the Senior Leadership Team and faculty, staff, and student leaders;
- A person who finds joy in building connections with students through engagement in campus events and personal interactions with a diverse student body;
- An inspiring and skilled communicator who will burnish the strong sense of community and connectedness at Hartwick and will have capacity for empathy, warmth, trusting, and uniting others and the ability to navigate change while honoring and preserving the distinctive qualities of Hartwick;
- An effective storyteller who can amplify Hartwick’s impact on students, its impressive alumni network, and its strong history of success in developing and empowering first-generation students;
- A future-oriented, strategic, visionary thinker who will be committed to an exceptional implementation of FlightPath and finding ways to strengthen this distinctive educational innovation by extension of the original vision;
- A commitment to diversity, equity, and inclusion with a demonstrated record of success, including the value and benefit of strong international and other off-campus study programs;
- Understanding, experience, and acumen in budgeting and financial operations, and demonstrated capacity for stewarding and growing Hartwick’s financial assets;
- Experience, capacity and enthusiasm for the fundraising that will be required to help assure and bolster Hartwick’s future through campaign efforts;
- A nimble and flexible leader who moves with efficiency but is able to pivot to respond to changing circumstances, particularly in the face of the headwinds of higher education and post-pandemic realities; and
- A visible, engaged, personable, collaborative leader who will roll up their sleeves and stand shoulder to shoulder with campus colleagues, students, and leaders in the Oneonta community in moving Hartwick forward with determination, resilience, and grit.



APPLICATIONS AND NOMINATIONS

The search committee for Hartwick College's next president is being assisted by Academic Search. Applications, nominations, and expressions of interest can be submitted in confidence to HartwickPresident@academicsearch.org. The position is open until filled, but only applications received by **Monday, January 24, 2022**, can be assured full consideration.

Applications must include a curriculum vitae; a substantive cover letter that addresses the expectations discussed in the leadership agenda and includes a personal diversity statement that addresses how your past and/or potential contributions to diversity will support Hartwick College's diversity goals (please be sure to review [Hartwick College's Diversity Statement](#)); and contact information for five professional references who will not be contacted without your explicit permission.

Confidential conversations about this opportunity may be arranged by contacting consultants [Jay Lemons](#), [Pam Balch](#), or [Jennifer Kooken](#).

Hartwick College is committed to providing a working and learning environment free of all forms of harassment, and prohibits discrimination on the basis of race, sex, color, national or ethnic origin, religion, age, marital status, disability, military service, sexual orientation, gender identity or gender expression or any status protected by law.

ABOUT ACADEMIC SEARCH

Academic Search is assisting Hartwick College in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute. For more information, visit www.academicsearch.org.



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