



An Invitation to Apply for the Position of

President

Bay Path University

Longmeadow, Massachusetts

THE SEARCH

Bay Path University, a comprehensive regional university known for its innovative and entrepreneurial programs that prioritize individual student success and respond to labor market demands, seeks a strategic and inspirational leader to serve as its President. The new President will join a university that has experienced dynamic change and growth throughout its history, and especially within the past two decades. Beyond merely addressing pressing issues in higher education, Bay Path is an innovative institution that is always on the cutting edge. From increasing access to non-traditional, diverse students to implementing truly effective online education with outcomes that far surpass national averages, Bay Path is a national leader on the issues that matter in higher education today.

Founded in 1897, Bay Path reinvented itself several times over before becoming a comprehensive regional university in 2014. Headquartered in beautiful Longmeadow, MA with additional campus locations in Sturbridge, East Longmeadow, and Concord, Bay Path primarily serves the Massachusetts, Connecticut, and New York regions, although students from farther afield are beginning to join the University community, especially through its nationally recognized and accredited online degree programs. The University offers more than 90 different degree programs to over 3,400 students on campus and online through four divisions. The traditional residential and commuter undergraduate college on the scenic Longmeadow campus serves female students, many of whom are first-generation college students from diverse backgrounds. The American Women's College is the only online women's college in the country; with flexible programs and a focus on degree completion, it serves many non-traditional students. The graduate division is coeducational and offers masters and doctoral programs with flexible schedules in online, hybrid, and in-person formats. The Strategic Alliances division provides both one-stop, non-credit, customized learning experiences and programs in women's leadership development to Bay Path students as well as corporate partners. Bay Path employs

*President,
Bay Path University*

304 full-time and 670 part-time faculty and staff and has an annual operating budget of \$58 million.

Reporting to the Board of Trustees, the President will work with the faculty, staff, and regional leaders to envision an even more prosperous future for Bay Path, building on the strengths of its faculty and staff and identifying further opportunities for innovation. This vision will include a strategic approach to market development; a creative and entrepreneurial approach to aligning the various degree programs Bay Path offers; articulating a consistent brand for Bay Path to message to community partners and prospective students and families; championing the values of diversity, equity, inclusion, and social justice; and ensuring each individual student receives the attention and support needed not only to succeed but to thrive. A strategic thinker, the President will possess the ability to bring this shared vision to life, mobilizing the campus and broader community, clearly and concisely communicating a path forward, and leading institutional advancement to develop the resources necessary to usher Bay Path into its next era of excellence. As the chief ambassador of Bay Path University, the President will strengthen partnerships and relationships with local businesses, industry, alumni, other educational institutions, and civic organizations for the benefit of the institution.

Bay Path University has retained Isaacson, Miller, a national executive search firm, to assist in the recruitment of its next President. Please direct all applications, nominations, and inquiries to Isaacson, Miller, as indicated at the end of this document.

BAY PATH UNIVERSITY

“A Bay Path University education empowers undergraduate women and graduate women and men to become leaders in their careers and communities with an innovative approach to learning that prepares students to flourish in a constantly changing world.”—Mission Statement

History

Throughout Bay Path’s more than 100-year history, it has been true to its core promise of providing innovative, career-focused educational programs that have evolved in response to the economic, cultural, and technological influences of the time.

Founded in 1897 as Bay Path Institute, Bay Path’s first location was in downtown Springfield, MA. For decades, it enjoyed educational and financial success, becoming one of the largest and most respected co-educational business schools in the region.

In 1945, Thomas Carr, a leading Springfield businessman, purchased Bay Path Institute. Seeing the expanding role for women in business during World War II, President Carr oversaw tremendous changes: Bay Path began serving only women, changed its name to Bay Path Secretarial School for Women, and, most importantly, moved to a new location in Longmeadow, MA. In 1949, it became Bay Path Junior College and was chartered by the Commonwealth of Massachusetts to award the Associate in Science degree. President Carr was instrumental in expanding Bay Path’s reputation by initiating nine major building or renovation projects and increasing the number of academic majors. In 1988, the institution’s name was changed to Bay Path College, indicating the Commonwealth’s approval to grant Bachelor’s degrees, the first of which were conferred in 1991.

Under President Carol A. Leary, who took the helm in 1994, Bay Path has undergone momentous changes including a shift to primarily offering baccalaureate degree programs; significant enhancements in technology infrastructure and utilization; the launch of the annual Women’s Leadership Conference (1995); the establishment of the One Day A Week Saturday program for adult women (1999); the founding of the graduate division which now offers more than 45 degrees and certificates (2000); significant campus building renovations; the launch of two additional instructional locations in Eastern and Central Massachusetts; the creation of The American Women’s College (2013), the first completely online baccalaureate degree program for adult women in the nation; and the construction of the Philip H. Ryan Health Science Center (2015). Under President Leary, one of Bay Path’s most significant milestones was achieved on July 1, 2014 when, after receiving approval from Massachusetts Board of Higher Education, the name was changed to Bay Path University to more accurately reflect its current curricular mix and institutional complexity.

In 2010 a new era of educational transformation began, evidenced by intentional and significant growth. Guided by vision planning in three-year segments, Bay Path has developed a plethora of market-focused academic programs, particularly at the graduate level; transformed the traditional undergraduate experience; aggressively pursued external funding; launched a pioneering new entity, The American Women’s College; and achieved university status. Collectively, these advances have been transformative, reflective of Bay Path’s strategic planning bolstered by an innovative, entrepreneurial culture.

Current Context

Bay Path University is an innovative institution offering academic programs that remain rooted in its mission while being responsive to changing market conditions. The academic programs affirm a continuing commitment to provide “a flexible 21st Century education for learners at all stages of life and career.” One hundred and twenty-two years after its founding, Bay Path’s academic programs continue to promote the development of a well-rounded person who is professionally prepared for an ever-changing workplace, ensuring that students receive an education that prepares them for personal and professional success.

Committed to undergraduate education for women, Bay Path has responded to changing demographics locally and nationally by creating innovative programming and intentionally structuring student-centered learning experiences that encourage students to realize their full potential. Parallel to its mission-critical traditional and online undergraduate programs, Bay Path offers co-educational graduate programs that focus on preparing students for professions with high market demand through online, in-person, and hybrid modalities, in acknowledgement of the complex lives students lead. Owing to its particular combination of mission-driven culture and academic programming that meets market and student interest, Bay Path attracts a diverse student body in each of its divisions. In addition to preparing students to enter the workforce upon graduation, a Bay Path education also prepares students to become strong leaders who can make a difference in their rapidly changing communities. The Bay Path tag line—“for a constantly changing world”—reflects its essential *raison d’être*.

Bay Path University has continually evolved to meet the changing needs of students and the world. With each change, Bay Path’s fundamental mission as a women’s college at the undergraduate level was reaffirmed. At the very heart of the undergraduate programs resides the

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signature Women as Empowered Learners and Leaders (WELL) Program. Spanning personal and professional development as well as civic engagement, the WELL program coalesces the academic experience as the foundation of Bay Path's Core Curriculum, and provides space for students to self-reflect, collaborate, and serve.

Despite the growth Bay Path has experienced in recent years, the University remains focused on its long-standing commitment to sustaining a learning environment that fosters community building, scholarship, service, educational excellence, professional preparation, and individual leadership. A relatively lean university operating under a fiscally conservative model, Bay Path has successfully navigated this extraordinary growth and expansion due to its committed and talented faculty and staff and the judicious stewardship of its resources. Disruptive innovation is in Bay Path's DNA, and the Bay Path community has continuously risen to the opportunities and challenges that come with growth.

Student Enrollment

Since 2011, total enrollment has increased by 57 percent, from 2,191 to 3,445, with the most significant growth at the graduate level. Adding programs in market-responsive fields with high occupational demand has attracted a steady stream of students to Bay Path, particularly in the health sciences. Graduate program enrollment has grown from fewer than 100 in 2001 to 1,521 today, with a corresponding growth in net tuition revenue from \$1.4 million to \$27.6 million during the same time frame, providing a critical revenue stream to the University.

The population of students who apply to and eventually enroll at Bay Path is notably diverse in race, ethnicity, age, and experience and reflects the University's commitment to educational access and promoting diversity and inclusion. In the traditional undergraduate program, students of color represent 38 percent of the population. In The American Women's College, 41 percent are students of color with an average age of 36. Twenty-one percent of graduate students are students of color. First-generation students represent 43 percent of the traditional residential undergraduate college and 46 percent of The American Women's College students. Fifty-four percent of undergraduate students are eligible for Pell grants.

Traditional Undergraduate Program

Located in Longmeadow, MA, the undergraduate college at Bay Path University offers more than 40 academic programs and a transformational campus experience for 656 students (40 percent commuters). On campus, Bay Path prioritizes flexibility, adaptability, and hands-on learning to prepare students for a constantly changing world. Each program offers an up-to-date curriculum with devoted faculty as well as funded opportunities to do original research and relevant internships that allow students to apply what they have learned in the classroom or lab. At the Sullivan Career and Life Planning Center, students benefit from programs focused on career development such as internships and partnering projects with potential employers.

In recent years, the undergraduate experience was transformed to more effectively meet the learning needs of today's students and to enhance engagement and learning in and out of the classroom for both residential and commuter students. Funded by a Title III Grant, a nine-month process and two highly collaborative efforts between the Council on Undergraduate Education (CUE) and the Academic Restructuring Team (ART) introduced programs and initiatives that

cohere the undergraduate program around the institution's mission, embed the mission throughout the curriculum, and create a common intellectual experience. A few outcomes of this transformation include:

- The establishment of the signature Women as Empowered Learners and Leaders (WELL) program as the heart of the Core Curriculum for students in all undergraduate programs
- The launch of the Women in STEM Honors (WiSH) program and the Center for Excellence for Women in STEM
- The appointment of the Executive Director of Multicultural Affairs and International Student Life/Assistant to the Provost for Diversity and Inclusion, a dedicated position to focus on the needs of students from diverse backgrounds
- The creation of new academic programs to meet student interest and occupational demand

The American Women's College

Offering 28 undergraduate degree programs to the 1,268 adult students who enroll each term, The American Women's College (TAWC) is the first all-women's, online undergraduate program in the nation. Recognizing that access to higher education remained one of the greatest limiting factors for many of the 77 million women in the United States without a bachelor's degree, Bay Path built upon the University's successful One Day A Week College to support adult women pursuing undergraduate degrees on an accelerated timeline. Following the successful pilot of an all-women, fully-online degree program in Leadership and Organizational Studies, the University launched The American Women's College in 2013. With financial support from the U.S. Department of Education Fund for the Improvement of Postsecondary Education (FIPSE), TAWC distinguishes its programs from other online options with its Social Online Universal Learning (SOUL) model. SOUL is a highly interactive and personalized learning system that uses predictive analytics to create a dynamic online learning environment for students; additionally, SOUL includes an evaluative protocol to award credit for prior experience. Demonstrated success with SOUL's data-driven approach has yielded rates for retention (75 percent), course completion (93 percent), six-year graduation (64 percent), and student satisfaction (95 percent) that far surpass national averages in the non-traditional, online space. SOUL and TAWC have attracted much attention and recognition for these impressive results including prizes funded by the Gates and Lumina Foundations, Educause, and Intentional Futures as well as Digital Learning Awards from the Online Learning Consortium. Through its distinctive framework that prioritizes professional support, community engagement, and individual flexibility, TAWC offers an important and innovative educational opportunity to adult women seeking their bachelor's degree.

Graduate Division

Recognizing the difficulty of pursuing graduate education for many adult learners, Bay Path offers flexible programs that are easily tailored to students' individual circumstances. Several Bay Path graduate programs have accelerated course schedules that run in eight-week sessions throughout the year. In-class courses are held at the Concord, East Longmeadow, Longmeadow, and Sturbridge, MA campuses, and are usually offered in the evening or on the weekend. Many programs are offered fully online or in a hybrid model.

Currently, Bay Path University enrolls 1,521 master's students and 49 doctoral students in more than 30 graduate programs in the following disciplines: Physician Assistant Studies, Occupational Therapy, Public Health, Genetic Counseling, Healthcare Management, Applied Behavior Analysis, Counseling & Psychology, Laboratory Science, Education (including Higher Education), Business & Accounting, Applied Data Science, Communications & Information Management, Nonprofit Management & Strategic Fundraising, Cybersecurity Management, and Fine Arts. Programs are offered in multiple delivery modes: online, hybrid, and on campus. Some programs prepare students for professional licensure and/or certification; in these cases, academic and professional requirements of student learning for each professional association or external accrediting body are consistently met. Additionally, professional certificates, typically one year in length, are offered in Autism Spectrum Disorders, Early Intervention, Emerging Media & Communications, Enrollment Management, Information Management, Laboratory Operations, Language & Literacy, Leadership & Negotiation, Nonprofit Governance, Nonprofit Management, Online Teaching & Program Administration, and Strategic Fundraising.

Strategic Alliances

Capitalizing on Bay Path's long history of providing practical and relevant education, in 2017 the division of Strategic Alliances was formed. The division houses all of the University's non-credit, competency-based credential and certificate programs. In partnership with a wide range of companies in the healthcare, hospitality, nonprofit, and trade association fields, Strategic Alliances provides customized learning experiences for employers, both face to face and virtually, to address a variety of professional topics such as cultivating emotional intelligence, tools for first-time managers, customer engagement, and growth and leadership mindsets. Leadership and professional development webinars are also extended to community members, alumni, and other business professionals. In addition, the division hosts the annual Women's Leadership Conference.

Faculty and Governance

Bay Path University has been successful in large part due to the dedication of its talented faculty and staff. Notably, Bay Path is a non-tenure institution. Until recently, faculty signed annual contracts, but beginning last year, faculty have received three-year contracts. The institution began offering these longer contracts to create a greater sense of security among faculty, and to ensure their ongoing commitment to and engagement with the institution. In practice, even with one-year contracts, most faculty have served the University for many years.

The Faculty Assembly serves as the major governance body for the faculty. All full-time faculty members and full-time administrators with faculty status are members of the Faculty Assembly and are eligible to vote. The Chair of the Faculty Assembly, elected for a two-year term, is also a member of the Provost's Cabinet and ensures that all members are heard in the discussion forum, that relevant information is communicated to the entire Faculty Assembly in a timely manner, and that appropriate academic administrators are available to attend all meetings. The Chair also serves as a non-voting member of the Academic Committee and of the Student Life Committee of the Board of Trustees.

Finances

Bay Path University is a financially sound institution with growing overall enrollment, a growing \$51.7 million endowment, and a balanced \$58 million annual operating budget. With a conservative fiscal philosophy, the University uses a disciplined approach to operating and capital budget management, which has contributed to the institution's financial health including minimal debt and a well-maintained campus with little deferred maintenance. The University's advancement efforts, particularly in acquiring grants, have enabled the institution to launch innovative and transformative programs that have significantly enhanced the student experience and the institution's reputation.

Despite being small and tuition-driven, Bay Path University has a proven track record of being innovative while maintaining its financial stability. During difficult economic times or when enrollment cycles trend downward, the institution has acted swiftly to respond to these conditions. As a dynamic, evolving institution, Bay Path continues to take calculated risks and invest in new, innovative academic programs driven by the University's core mission and purposes. In recent years, the University has substantially increased the undergraduate and graduate offerings in market-responsive fields with increasing occupational demand while managing expenses through a conservative fiscal approach. New degree programs are added only if supported by a financial plan that is approved by the Finance Committee of the Board of Trustees. New majors within degree programs are approved with enrollment projections by the Provost's Cabinet. The growth of graduate offerings in particular has served to ballast the heavily discounted residential undergraduate program and the lower tuition rates at The American Women's College.

Bay Path's track record in securing grants in support of innovative initiatives that improve the student experience has been a significant asset. Since 2008, more than \$14 million in external grant funding has been received, providing vital operational support and capacity to pursue transformational programming and services. A few examples of these grants are highlighted below:

- A \$3.5 million FIPSE grant supports the development of Social Online Universal Learning (SOUL), an innovative customized online learning environment within TAWC, and is the largest grant received in the University's history.
- A nearly \$2 million Title III Strengthening Institutions grant focuses on three components: course redesign, the development of a Learning Commons, and strengthening the Women as Empowered Learners and Leaders (WELL) program.
- A nearly \$1.6 million Strada Education Network grant addresses a critical national need for developing a digitally fluent workforce that is well-prepared with foundational 21st Century skills in digital technologies, coding, data science, systems thinking, and the ability to apply these skills across different problems, settings and industries.
- Three National Science Foundation (NSF) grants totaling more than \$1.4 million support the Women in STEM Honors (WiSH) program and the Center for Excellence of Women in STEM, which promote both academic excellence and student retention in STEM fields.

- A nearly \$1 million Health Resources and Services Administration (HRSA) grant improves access to primary care services for underserved, low-income populations and enhances the experiences of Physician Assistant students.

Campuses

Consistent with its mission and vision, Bay Path University has followed a growth plan that expands its footprint within the Commonwealth of Massachusetts. The main campus in Longmeadow comprises a total of 38 buildings located on 65 acres, including 12 acres used for athletics. The intimate, beautiful, and safe campus consists of four academic buildings, a library, three student residence halls, six administrative buildings, five faculty office buildings, the Blake Student Commons, four residences for staff required to live on campus, nine residences that are rented, one guest house, and three storage buildings. In December 2018, Bay Path was ranked the safest campus in New England by Niche.com.

The Central Massachusetts Campus (CMC), established in Southbridge, MA in 2003 and relocated to Sturbridge in 2012, currently serves both TAWC and graduate students and faculty. The CMC leases office and classroom space from an area business, which includes four dedicated offices, a library, a kitchenette, three computer labs, and 10 classrooms. Current staff includes four full-time and four part-time staff members. The CMC campus supports classes Monday through Friday evenings and Saturday and Sunday days.

Located in Concord, MA, just outside of Boston, the Eastern Massachusetts Campus (EMC) currently offers graduate degrees and certificates in Education and Psychology. EMC leases 10,600 square feet of space, including classrooms, a seminar room equipped with speakers and cameras to conduct virtual seminars across campuses, and group study rooms. The EMC campus also supports classes Monday through Friday evenings and Saturday and Sunday days.

In 2013, the University leased 11,805 square feet of office space in Springfield, MA, six miles from the Longmeadow campus, which houses administrative offices for the programs serving adult women through TAWC as well as potential space for University meetings and functions. The space includes kitchen facilities, three conference rooms, and an open concept office space.

Bay Path's newest instructional location, the Philip H. Ryan Health Science Center, is situated on 11 acres in East Longmeadow, approximately four miles from the main campus. The 57,723 square foot facility with 350 parking spaces houses both undergraduate and graduate programs in Health Sciences, providing state-of-the-art laboratories, study rooms, offices, collaborative and informal learning spaces, and a small dining area.

Located approximately one-half mile south of the main campus on the same property as the President's house, the primary athletics facilities are home to the Bay Path Wildcats outdoor athletics teams. This site includes regulation soccer and softball fields, a challenge course, and a walking and jogging track. Bay Path's basketball and volleyball teams compete at Holyoke Community College, and tennis plays at Blinn Tennis Courts in Longmeadow.

Longmeadow, MA

Located a short 25-minute drive north of Hartford, CT, 90 minutes west of Boston, MA, and 2.5 hours northeast of New York, NY, Longmeadow, MA is a beautiful, historic New England town

*President,
Bay Path University*

with easy access to large urban centers and a highly ranked public school system. Settled in 1644 and incorporated in 1783, the town was originally a farming community serving nearby Springfield, MA. Today, the town is still largely comprised of open space, including gorgeous parks and conservations areas. The 735-acre Forest Park, New England's largest city park, sits at the town's northern border. Particularly picturesque and surrounded by historic buildings from the 18th and 19th centuries, the Longmeadow Town Green maintains the town's historic charm and is registered with the National Register of Historic Places.

Outgoing President Carol Leary

Upon her forthcoming retirement, Dr. Carol Leary will have served as the President of Bay Path University for over 25 years. Through a series of strategic plans (named "Visions"), Bay Path has benefited from Dr. Leary's innovative and entrepreneurial leadership, which has transformed the University. As a mission-driven, nationally recognized thought leader in higher education and the needs of adult learners, Dr. Leary led her team to create TAWC, the University's graduate division, and establish Bay Path as a university.

Dr. Leary has been a strong advocate of community and professional service. She currently serves as chair of the Association of American Colleges & Universities as well as chair of the Council of Independent College's New Presidents Program. She is an emerita trustee and former chair of the Community Foundation of Western Massachusetts and previously served as chair of the Association of Independent Colleges and Universities of Massachusetts, chair of the WGBY Public Television Board of Tribunes, and on the Board of The Beveridge Family Foundation, Inc.

THE ROLE OF THE PRESIDENT

The President is the Chief Executive Officer (CEO) of the University, setting a vision to lead the institution forward, supervising and managing all institutional affairs, developing and maintaining relationships with diverse constituents in the broader community, and representing the institution externally, all in support of Bay Path's mission.

Reporting to a 32-member Board of Trustees, the incoming President will inherit a very talented senior leadership team. The President's Cabinet is comprised of six senior leaders across the institution: the Provost and Vice President for Academic Affairs; the Vice President for University Relations and Board Liaison; the Vice President for Finance and Administrative Services, Treasurer; the Vice President for Development and Planned Giving; the Vice President for Strategic Alliances; and the Chief Administrative Officer of The American Women's College.

KEY OPPORTUNITIES AND CHALLENGES

The successful President will address the following opportunities and challenges at Bay Path University:

Articulate an innovative vision that keeps Bay Path University ahead of market trends

Much of Bay Path's success throughout its storied history can be attributed to the institution's nimbleness in adapting to the evolving market demands of the region. Acknowledging Bay Path

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Bay Path University*

University's uniquely innovative and market-aware history, the President will continue to serve as an entrepreneurial leader, articulating a vision and supporting innovative programs that keep Bay Path ahead of the competitive higher education market.

Champion the values of diversity, equity, inclusion, social and racial justice

Capitalizing on national demographic trends, Bay Path University is experiencing growth in the diversity of its student body; however, the diversity of the University's faculty, staff, and board has not followed the same trajectory. The President will prioritize recruiting diverse faculty, staff, and trustees in order to ensure that all constituents are adequately and appropriately represented across all levels of the institution. To support the current and future diversity on campus and to ensure all members of the Bay Path community feel a sense of belonging, the President will serve as an institutional leader in both word and action by promoting the values of equity and inclusion in all institutional areas. Additionally, the President will serve as an active advocate and thought leader for social justice on campus, in the greater Longmeadow community, and beyond.

Judiciously steward and grow the University's resource base to ensure continued financial stability

Bay Path University is financially sound, due in part to recent growth in the size and diversity of its revenue-generating graduate programs and its acquisition of external grants to fund innovative changes across the institution. Working with the Chief Financial Officer and the Vice President for Development, the President will continue to ensure Bay Path's financial solvency by prioritizing enrollment in all academic divisions, strategically developing new academic programs in response to market demands, and leading the advancement office in seeking new funds in alignment with University priorities.

Prioritize appropriate alignment across institutional divisions

Due to rapid, entrepreneurial growth, the undergraduate residential and commuter college, The American Women's College, and the graduate division have developed and function in budgetary, administrative, operational, and programmatic silos. However, there is now a clear need for improved integration, alignment, and bridge building so that the University can maintain a strong sense of collaboration and shared purpose while using its limited resources efficiently. The President will lead this effort, identifying areas that can be appropriately aligned and where best practices can be shared. Responding to this growth in size and organizational complexity, the President will also improve communication channels and create new opportunities for enhanced coordination across units, divisions, and senior leadership.

Invest in and maintain Bay Path's high-touch culture

Bay Path is a distinctly small community across all units and divisions that prides itself on remaining high-touch even as it has grown in size and complexity. The President will inspire, collaborate, and enable others to promote this culture. The President will continue to invest in innovative pedagogical technologies and processes that facilitate faculty and staff ability to remain high-touch with individual students while also adjusting to the institution's growth. Bay Path cares deeply about the success of each individual student who enrolls, and the President will ensure the staff and faculty have the tools necessary to achieve such success. The President must

also continue the University's recent focus on mental health and wellness and support the continued development of a robust co-curricular experience to meet both students' academic and personal needs.

Identify a marketing strategy that unites the academic programs behind one Bay Path brand

Comprised of four distinct divisions, each with its own programs and audiences, there can be considerable confusion over Bay Path's brand and market in the region and beyond. The President will work to identify the essential attributes of a Bay Path education and articulate a cohesive brand to market the distinct programmatic offerings to the many diverse constituents the institution serves and to generally improve the visibility, reach, and impact of the University.

Engage external constituents to promote Bay Path in the greater community and beyond

One of the defining hallmarks of Bay Path's history is its commitment to enhancing student marketability in the workforce. The institution has achieved this commitment, in part, by developing strong relationships with a diverse variety of community constituents, including regional business leaders, local government, and Bay Path alumni. The President will intentionally develop these relationships to ensure Bay Path has the support, both regionally and beyond, necessary to offer its students an education that will prepare them to achieve and surpass their personal and professional goals upon graduation, and that will develop them into productively contributing members of society. Additionally, the President will develop relationships with other comprehensive regional universities as well as women's colleges to learn from their best practices and to ensure that Bay Path remains a leader in increasing access to high-quality, cutting-edge, innovative higher education.

QUALIFICATIONS AND CHARACTERISTICS

The successful candidate for President should possess many of the following professional qualifications, skills, experiences, and personal qualities:

- A deep personal and professional commitment to women's education and the mission of Bay Path.
- A personal commitment to and record of success in advancing diversity, equity, inclusion, and social and racial justice; a nuanced understanding of intersectionality, LGBTQ+ issues, and feminism in a women's educational context.
- Unquestioned integrity, trustworthiness, sound judgment, and ethics.
- Personal warmth, charisma, energy, a natural preference for collaboration, and comfort with people of different backgrounds.
- Knowledge of current and emerging issues, trends, and strategies in higher education.
- Demonstrated ability to provide visionary and forward-thinking leadership.
- An entrepreneurial orientation and a willingness to take considered risks and seize opportunities.
- Proven ability to bring about complex change in a thoughtful manner and to implement solutions and establish best practices that are tailored to the unique needs of the institution.

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- Successful experience as a strategic, inclusive, and transparent leader; the ability to build strong management teams, delegate responsibility and authority, and execute plans with fiscal responsibility.
- An ability to foster collaboration, build trust, develop people, and continuously strengthen others to create an environment where everyone is engaged in the mission.
- An ability to bring campus constituencies to actionable consensus in the face of resistance; the ability to energize and inspire students, faculty, staff, alumni, board members, and external stakeholders around a collective vision.
- The skills and personality to fundraise successfully. An ability to connect with donors individually and in a group.
- An appreciation of the importance of branding and marketing in the context of higher education and experience in guiding an institution to successfully meeting branding and marketing challenges.
- Experience building relationships across campus and off campus with government, business, community partners, and educational leaders.
- A track record of scholarship accomplishment. A terminal degree is preferred.

TO APPLY

Bay Path University has retained the national executive search firm Isaacson, Miller to assist in this search. All inquiries, nominations, referrals, and applications should be sent in confidence to:

Kathryn Barry, Partner
Elizabeth Dorr, Senior Associate
Keith Mason, Associate
Isaacson, Miller
Boston, Massachusetts
(617) 262-6500
<http://www.imsearch.com/6908>

Bay Path University is a diverse community devoted to proactively nurturing a campus-wide culture that promotes and ensures respect, inclusion, and safety for all members regardless of race, color, national origin, age, gender, religion, sexual orientation and gender identity, socio-economic background, or physical ability. We are one University that opens our hearts and minds to conversations, to learning, and to creating a community that is welcoming of all. Regardless of position, it is expected that each employee will embrace this commitment and demonstrate an attitude of respect toward and acceptance of all members of our community.

An Equal Opportunity Employer, Bay Path University is committed to fostering diversity in its student body, faculty, staff, and Board of Trustees.