LAKE ERIE COLLEGE

JOIN THE TRADITION
INTRODUCTION TO LAKE ERIE COLLEGE

The Lake Erie College Board of Directors formally announces the search for the 12th president of Lake Erie College and invites nominations and applications for this distinctive leadership opportunity.

Founded in 1856, Lake Erie College is a private, dynamic and progressive institution of higher education offering 33 undergraduate majors and three master’s degrees in business administration, education and physician assistant studies. Grounded in the liberal arts, Lake Erie College empowers students to deal with the diversity, complexity and change necessary to excel in the 21st century.

Lake Erie College is consistently recognized by Best Value Schools as one of the best value colleges in the United States and has been named a “Best in the Midwest” college by The Princeton Review. The College is accredited by the Ohio Department of Education (formerly known as the Ohio Board of Regents), the Higher Learning Commission and is a member of the North Central Association of Colleges and Schools.

Following President Michael T. Victor’s nine years in office, Peter Gerhart has been selected to serve as Lake Erie College’s interim president for the 2015-2016 academic year. He will continue to build the momentum of the College until its next dynamic leader is named.
HISTORY

Lake Erie College was founded in 1856 in Painesville, Ohio, modeled after Mount Holyoke in South Hadley, Massachusetts. The College, originally known as the Lake Erie Female Seminary, was the Western Reserve’s only single-sex institution of higher education for women.

The seminary was administered and taught by Mount Holyoke graduates, with its courses and regulations following closely those of its sister seminary. All students were expected to live in the seminary building, constructed between 1857 and 1859 and still in use today as College Hall.

Gradually, the seminary expanded its course of study, reaching a standard that in 1898 qualified its graduates for a college degree rather than simply a seminary diploma. In 1898, the name of the institution was changed to Lake Erie College and Seminary, and in 1908 to Lake Erie College.

The College has been at the forefront of education and has continued to expand throughout its history. The Civil Aeronautics Authority approved LEC for a civilian pilot program in 1939 and, in 1954, LEC became the first institution of higher education in the United States to require a term abroad for its students. An equestrian program began at the College in 1955, and majors in equine studies have been part of the academic curriculum ever since.

The non-residential Garfield Senior College operated on the campus as an independent division of Lake Erie College from 1971-1985. In 1985, Garfield was dissolved, and Lake Erie College became coeducational, with men being admitted as residential students.

Lake Erie College created a master of education program in 1972 and a master of business administration program (now the Parker MBA program) in 1981, both of which are still popular today. A master of science in physician assistant studies program began in summer 2014, and its second cohort of students has begun their didactic coursework.

New partnerships continue to be developed, updates made to the curriculum, improvements made to the campus and other changes made as needed to keep Lake Erie College a leader and innovator in higher education today.
FAST FACTS

• **Founded:** 1856

• **Full-time faculty:** 45
  - 37 hold terminal degrees in their areas of study

• **Average class size:** 15
  - 14:1 student-faculty ratio
  - 94% of courses offered have less than 30 students enrolled in the course

• **Total enrollment:** Approximately 1,100 undergraduate and graduate students
  - 45% female, 55% male
  - 13 countries and 26 states represented
    - 69% from Ohio, 26% from other states and 5% from abroad
  - 63% residential, 37% commuter

• **Tuition & fees for 2015-16:** $29,162

• **Room & board for 2015-16:** $9,178
  - Average financial aid package exceeds $17,000
  - More than 95% of undergraduate students receive institutional scholarships and grants

• **Academics:** 33 majors, 26 minors and 3 master’s programs

• **Athletics:** 19 NCAA Division II athletic teams
  - Transitioning to membership in the G-MAC in 2017-18

• **Student Life:** More than 30 recognized on-campus clubs and organizations

• **Campus:** 53 acres, 16 buildings and an 86-acre equestrian center
  - 30 miles from downtown Cleveland

• **Nickname:** Storm

• **Mascot:** Stormy

• **Colors:** Forest green and white
ACADEMICS

Lake Erie College offers a variety of academic programs that are constructed with a core component of liberal arts courses. By providing a broad sense of knowledge about the world, this liberal arts foundation that will empowers and prepares students to deal with the diversity, complexity and change necessary to excel in the 21st century, as well as in the specific studies of a chosen field or career.

Lake Erie College currently offers 33 undergraduate majors and 26 undergraduate minors, as well as programs of concentration and licensure. The college also offers graduate programs leading to a master’s degree in business administration, education or physician assistant studies. Some of LEC’s more popular undergraduate majors include biology, business administration, education, equine studies, criminal justice and sport management.

Additionally, the College offers tutoring services through its Academic Learning Center, including writing and math labs, as well as academic and career guidance with the Offices of Academic Advising and Career Services. Student Support Services offers accommodations for students with special needs.

While at Lake Erie College, select students can participate in a traditional Honors program or one of four Learning Communities. The Learning Communities provide an opportunity for students to celebrate their academic interests while being active participants in experiential learning. Academic programming in the Learning Communities supports engagement within the campus community while also promoting collaborative efforts among student groups.

The academic programs at Lake Erie College are organized into five different schools, each housing a particular group of majors and minors that complement one another. The academic division is led by the Vice President for Academic Affairs and Chief Academic Officer, with each of the five schools represented by a dean.

The School of Arts, Humanities and Social Sciences is a community of intellectual and artistic individuals contained within 10 departments and also includes the general education requirements for all undergraduate majors. Fine arts, modern foreign languages, psychology and integrated media, digital art and technology are just a few of the majors represented in this school. Lake Erie College also has a unique collaboration with Cleveland State University’s Cleveland-Marshall School of Law, allowing students direct entry into law school after completing three years at LEC.
The School of Business provides a variety of options designed to prepare students to take their place in the world of business. Whether a student is interested in becoming a CPA, exploring the world of forensic accounting, providing human resource guidance, management or marketing for an organization, or fine-tuning an entrepreneurial spirit, the School of Business offers a solid foundation in management and practical business applications including majors such as business administration, accounting and finance. The School also houses the Center for Entrepreneurship (CFE), which is a collaborative effort reaching across all the Learning Communities at Lake Erie College and throughout the northeast Ohio business community.

Faculty and staff within The School of Education and Professional Studies are committed to assisting students who are interested in helping others realize their potential. Home to education majors, students enjoy the opportunity to work with schools, communities, organizations, children and families, as well as with local business and industry. Education majors have the choice to study Early Childhood Education, Adolescent/Young Adult Education or Mild/Moderate Intervention Specialist. The School also houses the sport studies and sport management majors and provides continued education for teachers.

Home to one of the oldest equestrian programs in the country and proudly boasting the 2011 National IDA Championship Team, The School of Equine Studies at Lake Erie College is a flagship program. A major in equine studies provides the opportunity to develop skills necessary for equine facility management, equine entrepreneurship, teacher/trainer careers and therapeutic horsemanship. Programs in the School of Equine Studies also provide a multidisciplinary approach to the equine industry in an effort to maximize successful business ventures.

The School of Natural Sciences and Mathematics is an excellent choice for students interested in pursuing professional careers in applied mathematics, environmental science, biology, chemistry or medical fields. Students are well prepared for advancement to graduate programs in the basic sciences, as well as human and veterinary medicine, allied health and wellness care. The School houses undergraduate tracks in mathematics, chemistry and biology as well as the master of Physician Assistant Stuides program.
ACCREDITATION OVERVIEW

INSTITUTIONAL ACCREDITATIONS
Lake Erie College is accredited by the Higher Learning Commission and is a member of the North Central Association of Colleges and Schools. The institution is on the Academic Quality and Improvement Plan (AQIP) pathway for the Higher Learning Commission, and a Systems Portfolio report is due in the fall of 2016, with an on-site visit expected in 2016.

BUSINESS
The School of Business has been an Accredited Member of the International Assembly for Collegiate Business Education (IACBE) since 2008, which encompasses accreditation of the College’s undergraduate business and MBA programs. With an on-site visit scheduled for September 2016, a self-study report was submitted in April 2015. The IACBE was founded in 1997 to respond to the needs of institutions that were best served by an accreditation process that was mission-driven and outcomes-based, versus driven by prescriptive standards relating to inputs and resources.

PHYSICIAN ASSISTANT
The physician assistant program received Provisional Accreditation in September 2013 and the first cohort of students began in May 2014. Only those institutions that meet the eligibility criteria and are actively engaged in establishing a program for the education of physician assistants are eligible for provisional accreditation through the Accreditation Review Commission on Education for Physician Assistant (ARC-PA). An on-site visit is scheduled for February 2016, and the LEC PA program will be considered for continuing accreditation in September 2016.

EDUCATION
The education program is accredited according to the Teacher Education Accreditation Council’s (TEAC) standards. Initial accreditation was awarded in fall 2014 and runs through fall 2016. The program will undergo another full review and site visit in April 2016. The TEAC, founded in 1997, is a nonprofit organization dedicated to improving academic degree programs for professional educators who will teach and lead in schools, pre-K through grade 12. TEAC’s goal is to support the preparation of competent, caring and qualified professional educators.
ATHLETICS

Lake Erie College is home to one of the fastest growing athletics programs in the nation. The success of College’s teams contributes to a sense of pride in the community and across Northeast Ohio.

Lake Erie College has been competing in the Great Lakes Intercollegiate Athletic Conference (GLIAC) since joining Division II in 2010. The GLIAC affiliation has provided LEC with the opportunity to raise its regional and national profile while providing a fantastic foundation on which to build 19 programs. Athletics has made an exciting public announcement with regard to its competitive future in the Midwest Region of the NCAA Division II. Beginning with the 2017-18 academic year, the Storm will be competing as members of the Great Midwest Athletic Conference (G-MAC). The core philosophy of the Storm Athletics program is that young adults are students first and athletes second; this transition will allow for that ideal to be achieved with even greater ease and certainty.

STUDENT LIFE

The cocurricular aspects of college life are an integral part of a liberal arts education. The experiences that occur outside of the formal classroom setting provide valuable opportunities for social, emotional and intellectual growth.

Lake Erie College students are involved in a number of student-organized and student-led groups, including the Student Government Association, Student-Athlete Advisory Committee and Campus Activities Board. Many students also take part in the College’s student ambassador program; individuals selected as student ambassadors serve as the official hosts for Lake Erie College events held throughout the year. Through these organizations, students are able to enrich their college experiences and develop useful skills while getting involved on campus.
In a highly competitive regional and national enrollment environment, Lake Erie College just welcomed one of its strongest academic classes in recent history with approximately 270 new undergraduate students, marking a 23 percent increase over the previous fall. Overall, undergraduate enrollment increased by roughly 5 percent for this fall. Applications for admission to Lake Erie College have increased over 90 percent in just one year, and the selectivity rate has improved from close to 90 percent for the class of 2018 to 75 percent for the class of 2019. All three graduate programs witnessed increased enrollment for fall 2015.

Lake Erie College continues to be a geographically and ethnically diverse institution, with approximately 30 percent of its undergraduate population being eligible for Pell Grants. LEC students hail from 26 states and 13 countries for a total undergraduate enrollment of roughly 850, a 28 percent increase from 2005. LEC’s graduate programs have also seen significant growth over that same period, by building important partnerships with institutions such as University Hospitals and Parker Hannifin. The College has also balanced its female-to-male ratio over the past 10 years to include an even mix of both genders. This success, coupled with the continuing implementation of the best recruitment practices and innovative new admissions initiatives, positions Lake Erie College well for future enrollment growth.
FACILITIES
Over the past 13 years, Lake Erie College has invested approximately $29 million in its infrastructure. During that time period, the College constructed and equipped the athletic and wellness facility, renovated and equipped the existing residential facilities, redesigned the entrance to the College with gates and a fountain, constructed a new residence hall, purchased and improved an educational building complex now known as the Garfield Center, purchased and equipped a gymnasium now known as the Ritchie Athletic Training Center, renovated and constructed a new equestrian learning center and rebuilt the Austin Hall of Science building.

The College has a variety of academic, administrative and residential buildings on the main campus and at the equestrian center located approximately five miles from campus. In addition to these facilities, the College also leases two apartment buildings, which are utilized as additional residential housing, and subleases an athletic facility through Painesville City Schools.

FINANCES
The College’s operating budget is approximately $20.3 million. It has an endowment of approximately $8.1 million and assets held in trust by others of approximately $24.5 million. The College recently refinanced $23 million of bond debt. Lake Erie College has experienced the same financial challenges that other small private colleges are currently experiencing. The administration has been addressing these challenges and believes the College is positioning itself for future success as evidenced by the growth in the fall 2015 enrollment.
FUNDRAISING

Lake Erie College experienced record-level fundraising under the previous administration and received more than $40 million in contributions and commitments from 2006-2014 from alumni and friends. In 2011, the College completed its comprehensive capital campaign with more than $31,304,311 in contributions and commitments and exceeded its goal of $30 million. The campaign included support for scholarships, major capital projects, academic programs, endowments, athletics and the annual fund. Last year, $1.8 million in new gifts and pledges was received. The College’s current priorities are unrestricted funds, general scholarships, program support and building endowment. Planning for a future comprehensive capital campaign will resume once the next president is selected in order to build upon the momentum in philanthropy gained in recent years.

The division of institutional advancement, which includes the offices of development, public relations and marketing, and alumni and events management, is focusing its efforts on implementing best industry practices, securing major and planned gifts, increasing outreach and collaborating as a unit in order to maximize positive outcomes. Lake Erie College has approximately 10,000 living alumni across the world. Alumni are formally represented by the Lake Erie College National Alumni Board (NAB). Two NAB members are also voting members on the College’s board of directors.
STRATEGIC PLANNING: PATHWAY TO EXCELLENCE

In May 2014, the Strategic Plan was presented to and approved by the Board of Directors. It defines the course for further development of Lake Erie College and will guide the College through the actions aimed at improvement of its environment. The Strategic Plan will be advanced through the realization of three specific goals identified as paramount to achieving the College’s mission. These goals were developed as a result of a comprehensive evaluation of shared values, vision and mission. An internal and external environmental scan was conducted to identify the strengths and weaknesses of the College while also discovering opportunities and challenges that impact its competitive position.

GOAL STATEMENT 1: ACHIEVE PROGRAM EXCELLENCE AND INNOVATION
Deliver high quality academic programs that meet stakeholder needs and demands in a global market and achieve effective and efficient program delivery.

GOAL STATEMENT 2: STRENGTHEN CAMPUS CULTURE
Develop a campus culture of social responsibility, respect and accountability while recognizing alignment with institutional priorities.

GOAL STATEMENT 3: OPTIMIZE RESOURCES
Secure organizational sustainability and growth through increased revenue and the effective allocation and utilization of organizational fiscal, human and physical resources.

Lake Erie College uses the Procedure for Institutional Strategic Planning, Deployment and Effectiveness guide to provide a structured approach to planning. A president’s retreat occurs in June of each year. At the retreat, the cabinet reviews progress made on all planning processes, including the Strategic Plan, VP Overarching Development Plans (ODP), AQIP Action Projects and quality improvement updates (System Portfolio process). Institutional priorities for the next fiscal year are determined by the review process.
The recent years at Lake Erie College have been a time of significant growth and change. Under the leadership of President Michael T. Victor (2006-2015), student enrollment increased significantly, ambitious development goals were established and achieved, new academic programs were developed and implemented, important educational partnerships were established and the intercollegiate athletic program expanded and moved to the NCAA Division II level of competition. Across the campus, able and dedicated faculty and staff joined the Lake Erie College community, and the Board of Directors grew in size and leadership capacity.

There is widespread agreement that Lake Erie College has become a stronger institution over this past decade, that these achievements and others have set the stage for the future and that the next President of Lake Erie College will have an opportunity to build upon this foundation in addressing a new round of leadership challenges and opportunities:

1) CHARTING THE COURSE: MISSION, VISION AND IDENTITY

The history of Lake Erie College is a story of change and progress. From female seminary, to seminary and college, to college; from a single sex to a coeducational institution; and, more recently, from a strictly liberal arts curriculum to an institution that includes professional and graduate programs, Lake Erie College has evolved to meet the times. The tradition of change that so marks the history of Lake Erie College has continued over the past decade as LEC has moved to address a more competitive, complex and demanding educational marketplace. Such times of change inevitably raise questions about the shared understanding and clarity of the institutional mission, vision for the future and core identity and values. The opening of a new presidential era provides an appropriate and important moment for the College community to focus on these questions, and the new President will be looked to as the leader of this effort.

2) ADVANCING THE STRATEGIC PLAN: NEXT STEPS ON THE “PATHWAY TO EXCELLENCE”

In May 2014, Lake Erie College’s Strategic Plan, “Pathway to Excellence,” was presented to and approved by the Board of Directors. The plan commits the College to pursue three encompassing and laudatory goals: 1) program excellence and innovation, 2) strengthen campus culture 3) optimize resources. Each of these goals is detailed through a series of suggested actions and activities. The plan served as a helpful guide during the last year of the previous administration. Now, as a new administration moves into place, there is a sense that, while the “Pathway to Excellence” report points the College in appropriate and helpful directions, it needs to be reviewed and updated, and that operational goals (including measurable metrics) need to be added. Presidential leadership will be an essential part of this effort.
3) BUILDING CONSENSUS ON ACADEMIC PROGRAM DIRECTION

As is true of many traditional liberal arts colleges, Lake Erie College has responded to emerging educational needs (and interests) and competitive market pressures by changing and adding academic programs and by entering into new educational partnerships. In many cases, these changes/additions have moved the College away from a closely defined liberal arts curriculum, and toward more professionally focused programs. Collectively, this array of changes raises at least two questions: 1) How do we understand our academic program and identity today, and moving forward? and 2) More specifically, how do we balance our future investments in strengthening current academic programs versus the continued development of totally new offerings? These questions are, of course, integral to the mission/vision/identity conversation and the “Pathway to Excellence” planning project described above, and will require the engagement and best thinking of faculty, administrative leaders, directors and the new President.

4) STRENGTHENING THE MARKETING EFFORT AND GROWING ENROLLMENT

As described above, student enrollment at LEC has grown over the past decade, a fact that is attributed by many to the addition of new academic programs and the expansion of the athletics department. There is a strong commitment to continue this pattern of growth into the future. The new President will play a key role in defining the academic program direction (see #3 above), establishing goals for enrollment and developing the marketing strategy and campus growth plan that will accommodate a steady increase in the number of students.

There is a shared conviction on the campus and in the community that Lake Erie College must work to become more visible, better known and more strongly connected with community and regional leaders and organizations, and that doing so is an important and necessary prerequisite for continued enrollment growth. Further, it is believed that increasing LEC’s visibility and impact will require both a formal marketing plan and the personal and public engagement of the new President – serving as an ambassador, public spokesperson and “storyteller” on behalf of the College. These efforts will lay the foundation for a concerted effort to draw more students, particularly from the surrounding counties that LEC serves, and in which the College has an important market niche as the only four-year college.

5) CAPITALIZING ON RECENT DEVELOPMENT MOMENTUM

As described previously, Lake Erie College set fundraising records in recent years and received more than $40 million in contributions from 2006-2014. In 2011, the College completed a capital campaign that eclipsed its $30 million goal. These successes moved Lake Erie College’s fundraising to record levels, yielded vital capital and operational funds to move the College forward and provided a great source of confidence in planning for the future. Under new presidential leadership, another comprehensive campaign is anticipated, and a committed team of development professionals stands ready to engage this effort. Both the Board of Directors and the campus community expect that the new President will be LEC’s chief fundraiser, and there is confidence that this effort will be received well by alumni and friends of the College.
THE LEADERSHIP OPPORTUNITY

6) CHARTING A FINANCIAL COURSE

Lake Erie College, like all other small, private colleges, is facing significant financial pressures as market forces limit the growth of tuition income and push financial aid discounts higher. Meanwhile, operating expenses continue to increase. The resulting financial squeeze and very narrow margins for error mean that careful financial planning, priority setting and budgeting are high priorities moving forward. The Board of Directors stands ready to work with the new President in building a sustainable financial model for the future. A key focus will be increased revenue, the result of the marketing and development efforts described above, as well as the identification of new sources of revenue, either from new or expanded programs or related activities. In addition, the directors will support the President in controlling operating costs and increasing efficiencies in ways that best support the people and key programs of Lake Erie College.

7) LEADING A REMARKABLE EDUCATIONAL COMMUNITY

Times of significant change, market and financial pressures and the uncertainty that accompanies leadership transition quite naturally test and strain the trust and understanding that is so vital for a small, closely knit community like that at Lake Erie College. But these stressors are no match for the commitment, resolve and capacity of the people of LEC, including the faculty, administrators and staff, as well as directors and thousands of donors and alumni – who are joined in common purpose to inspire, support and prepare another generation of Lake Erie College students. It is such a remarkable reservoir of human talent and commitment that has been the foundation of Lake Erie College since 1856, and it is today the foundation upon which the 12th president of Lake Erie College will be called to stand – and to lead! As one College leader recently wrote, “LEC is an institution brimming with potential; now we need the right person to unleash it!”
DESIRED QUALIFICATIONS FOR LEADERSHIP

The President of Lake Erie College serves as the Chief Executive Officer and reports to the 40+ members of the Board of Directors. As chief executive, the President is charged to chart the future course of the College, manage the daily administrative affairs and serve as chief public spokesperson. As Lake Erie College seeks to build on the positive momentum of the last decade, the Board is committed to seeking a new President who is a creative, high energy, educational leader, with a demonstrated track record of success and achievement and an excitement about and commitment to the mission and work of the College.

While the successful candidate for this position is likely to come from another college or university, the Board encourages expressions of interest and applications from those with senior executive experience in other areas, such as the corporate sector or public service. Regardless of background, it is expected that candidates will present a deep commitment to education, a clear understanding of a private college and a level of education and previous experience commensurate with the position of President. Beyond these foundational requirements, the successful candidate will be:

1) A mission-oriented individual who is committed to and excited by the mission and work of Lake Erie College as it provides an environment that stimulates intellectual curiosity, personal development and community involvement to prepare students to succeed as practitioners, professionals and responsible citizens in a contemporary world.

2) An experienced planner who is prepared to lead the Lake Erie College community in renewing the “Pathway to Excellence” strategic plan and developing a shared vision and direction for the future of the College.

3) A broadly prepared and educated leader who demonstrates a clear understanding of leadership in a private college environment and the essential roles played by faculty, staff and Board members within a model of shared governance.

4) A proven and experienced fundraiser who is prepared to aggressively seek out current and new sources of financial support, who views him or herself as the chief fundraising officer.

5) A “student of higher education” who is knowledgeable about current trends and issues in higher education, such as accreditation and assessment, government policy and regulations, as well as new modes of instruction, course delivery and the role of technology.

6) A strong and effective communicator able to reach out to all constituents of the College, to serve as LEC’s chief public ambassador and tell the story of Lake Erie College locally, regionally and nationally.

7) A skilled decision-maker who has been successful in managing complex, diverse organizations; one who works collaboratively and makes clear decisions with humility and regard for their impact on others.

8) A team-oriented and collaborative leader capable of engaging and motivating the community and building consensus around key issues and directions.
DESIZED QUALIFICATIONS FOR LEADERSHIP

9) A strong financial planner and strategist who understands the fiscal challenges facing private colleges and who is focused on building key revenue streams, establishing careful priorities for expenditure and assuring budget accountability.

10) A student-centered person ready to engage actively as a colleague of the admissions office in recruiting students, who is visible and engaged on the campus and who finds joy in sharing the daily life and promoting the achievements of Lake Erie College’s students, alumni, faculty and staff.

11) An individual with a global perspective and a deep commitment to building an ever more diverse, inclusive and global community at Lake Erie College.

12) A role model who embodies the highest values and standards of honesty, integrity and moral vision, and who leads with the highest respect and care for others.
Nominations and expressions of interest may be submitted electronically to:

Dana Dennis, Chair
Presidential Search Committee
Lake Erie College
LakeEriePres@agbsearch.com

Candidates are asked to submit electronically in MS Word or Adobe PDF: (1) a letter of interest reflecting on the leadership characteristics noted above, (2) a resume and (3) the names, e-mail addresses and telephone numbers of five references. References will not be contacted without first securing the permission of the candidate. Applications will be received until the position is filled. To receive full consideration, materials should be received on or before Saturday, October 24, 2015.

This search is being assisted by:
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Additional information about Lake Erie College may be found at: https://www.lec.edu.

Lake Erie College is an equal opportunity employer.