

# SAINT ANSELM COLLEGE



*An Invitation to Apply for the Position of*

## **PRESIDENT**

**Saint Anselm College**  
Manchester, New Hampshire

### **THE SEARCH**

Saint Anselm College invites applications and nominations for its next President. Founded in 1889 by the Order of Saint Benedict, today the College is a nationally recognized liberal arts institution. True to its Catholic and Benedictine tradition, students, faculty, staff and alums have a deep sense of community, a commitment to life-long learning and serving others.

During a time when many institutions are facing enrollment challenges, Saint Anselm is fortunate to be in a period of growth. In recent years enrollment consistently surpassed goals for quantity, academic quality and diversity and in 2018 the number of degree seeking students surpassed 2,000 for the first time in College history. This growth, alongside a successful philanthropic campaign, allowed Saint Anselm to simultaneously invest over \$48 million in capital infrastructure on its idyllic campus in Manchester, New Hampshire. Resources also focused on academic centers and institutes such as the Center for Ethics in Business and Governance and the Gregory J. Grappone Humanities Institute. These priorities reflect the College's commitment to promote and provide opportunities for civic engagement, a liberal arts education that fosters intellectual, moral and spiritual growth, and experiential learning opportunities for faculty and students. The College's nationally recognized New Hampshire Institute of Politics (NHIO) remains a key destination for all Presidential candidates, many U.S. Senators, Representatives and local candidates, and press coverage from NHIO's activities continues to help extend Saint Anselm's reputational reach. This combined growth and investment resulted in Saint Anselm being listed as # 95 in the 2019 edition of *U.S. News & World Report's* 2019 rankings of National Liberal Arts Colleges, placing the College in the top 100 for the first time in its history.

As Saint Anselm prepares to welcome its eleventh president, the foundation is in place for continued growth and excellence in its next chapter. This is a tremendous opportunity for a clear sighted, creative, and collaborative academic leader who will embrace and champion the Catholic and Benedictine culture of the College. The next President must be a sincere and persuasive public advocate for the enduring value of a liberal arts education and guide Saint Anselm to find the right balance in academic programming that remains true to its traditional core education while also recognizing the importance of pre-professional programs. Additional priorities include sound fiscal management, fundraising, community engagement, continued support of diversity initiatives, and athletics.

Isaacson, Miller, a national executive search firm, has been retained to assist in the recruitment of the next President. Applications, nominations and inquiries should be directed in confidence to the firm as indicated at the end of this document.

## **HISTORY**

Saint Anselm College was founded in 1889 by the Benedictine monks of St. Mary's Abbey of Newark, New Jersey, in response to the invitation by Bishop Denis M. Bradley, the first bishop of Manchester, N.H. A six-year classical course, with curricula in philosophical and theological studies, was organized and opened to qualified students. In 1895, the General Court of the State of New Hampshire empowered Saint Anselm to grant standard academic degrees.

From the beginning, Saint Anselm has been a small institution dedicated to delivering a first-rate, liberal arts education in the Benedictine tradition. Until World War II, the College enrolled about 300 to 400 students in a traditional liberal arts program. During the war, only a handful of traditional students remained and the College survived, in part, by serving as a preflight training center for the Army Air Corps. Following WWII, the College expanded to an enrollment of 600 and for the first time, lay individuals began to serve on the faculty.

In the mid-1950s, a baccalaureate nursing program was added, although the College continued to characterize itself as an all-male institution. The establishment of an advisory Lay Board of Trustees in 1957, under the leadership of Abbot Gerald McCarthy, O.S.B., led to an expanded physical plant. Enrollment increased during this time to 1,200 students. The B.S. in Nursing degree offered classes on campus for both men and women nursing majors, but residences for women were not provided until St. Joan of Arc Hall in 1969.

In connection with its Centennial celebration in 1989, under the presidency of Brother Joachim Froehlich, O.S.B, the College completed a major capital campaign and subsequently inaugurated a new president, Father Jonathan DeFelice, O.S.B. During his tenure, the College embarked on ambitious planning and development programs to strengthen its highly-regarded reputation as New England's third oldest Catholic college and a leading liberal arts institution. In 2009 the College embarked on another chapter when it separated its governing powers, allowing for shared governance between the monastic community and the Board of Trustees.

The tenth president of Saint Anselm College and its first lay president, Dr. Steven DiSalvo joined the College in July of 2013. During his tenure Dr. DiSalvo continued to advance the college's national reputation through faculty scholarship, athletics and via the prestigious New Hampshire Institute of Politics. Under his leadership Saint Anselm achieved record growth in enrollment, a successful \$70 million Faith in the Future Capital Campaign, an increase in College's endowment, and made many improvements to the physical campus. His leadership helped steer Saint Anselm to an impressive rise in the *U.S. News and World Report* ranking of national liberal arts colleges from #120 to #95. In the fall of 2018 DiSalvo announced his decision to step down in June 2019 after six years in office.

## **BENEDICTINE MISSION AND TRADITION**

As New England's Benedictine College, Saint Anselm College is rooted in a Christian and monastic tradition rich with the wisdom culled from 1500 years of communities seeking peace through a well-ordered life envisioned by Saint Benedict of Nursia (c. 480-547). His 'little rule for monks' established a set of principles that has led to human flourishing for members of its communities across ages and

civilizations. Whether or not one is a monastic, Catholic, or Christian, the Rule of Benedict and the traditions it has fostered offer a coherent set of values both meaningful and perennial. Its mission statement reflects this deep tradition:

*Saint Anselm is a Catholic, Benedictine College providing all its students a distinctive liberal arts education that incorporates opportunities for professional and career preparation. It does so in a learning community that encourages the lifelong pursuit of the truth and fosters intellectual, moral and spiritual growth to sustain and enrich its graduates' personal lives, work, and engagement within local, national, and global communities.*

Since the College's founding, a monastic community has resided on-campus and the Benedictine monks of Saint Anselm are an integral part of the college and its tradition. As a community of approximately 30 monks, composed of priests and brothers, Saint Anselm Abbey is one of the 22 houses of the American-Cassinense Congregation of Benedictines, members of the Order of Saint Benedict (O.S.B.). The monks, faithful to the Gospel, live out Christ's Paschal Mystery in community, under a rule and an abbot, seeking God through prayer and work. In addition to the vows of conversion of life and obedience, the monks of Saint Anselm also take a vow of stability. This means for the duration of their lives they will live in the monastery located on the campus, with the primary labor of their community being work in the college, a labor offered in service to the church.

As a Benedictine college, Saint Anselm is part of the Association of Benedictine Colleges and Universities (ABCU), a group of 16 Benedictine institutions of higher learning and religious communities in the United States and Canada. In 2007 the ABCU produced "Education Within the Benedictine Tradition," which explains a number of the principles underlying a Benedictine approach to education. It includes ten 'hallmarks' of a Benedictine education: *Love*: of Christ and neighbor; *Prayer*: a life marked by liturgy, lectio and mindfulness; *Stability*: commitment to the daily life of this place, its heritage and tradition; *Conversatio*: the way of formation and transformation; *Obedience*: a commitment to listening and consequent action; *Discipline*: a way toward learning and freedom; *Humility*: knowledge of self in relation to God, others and creation; *Stewardship*: responsible use of creation, culture and the arts; *Hospitality*: openness to "the other;" and *Community*: call to serve the common good. As members of a Benedictine educational institution, students learn and strive to embody these core values as they pursue their own educational goals.

## SAINT ANSELM COLLEGE TODAY

For more than 125 years, Saint Anselm College has remained committed to its mission and tradition, constantly building on its strengths and evolving to meet the changing needs of its prospective students. What makes an Anselmian education distinctive and exceptional are students' deep involvement and integrative growth in five key areas that guide the Benedictine-inspired educational philosophy: liberal and professional learning; faith; research and discovery; experience; and praxis. Saint Anselm is accredited by the New England Commission of Higher Education (NECHE) and is scheduled for its next accreditation visit in April 2019. The final draft of the accreditation report received the appropriate endorsements from all campus constituencies, and the College is looking forward to the comments and recommendations of the visiting team and Commission.

## Strategic Planning

The 125<sup>th</sup> anniversary provided the entire Saint Anselm College community with the vital opportunity to examine its Benedictine-inspired mission, charisms, and values in continuing service to the needs of

society, while at the same time envisioning the College's future—and the futures of students and graduates—for continued impact in a changing world. The Strategic Plan crafted over the 2014-15 and 2015-16 academic years, emphasizes this distinctive approach and abiding commitment to educating the whole person for a full life of consequence and for transforming the world around him or her. The institutional strategies and goals are encompassed along five interrelated themes:

1. Forge liberal and professional learning;
2. Encourage discovery, seek understanding;
3. Foster hospitality and cultivate community;
4. Nourish reflection and inspire action;
5. Extend Anselmian mission, impact, and identity.

Together, these five primary themes sustain Saint Anselm College's course of growth, deepening the Benedictine mission and tradition while extending its service, reach, and influence.

## Academics

Based in the Benedictine tradition of transformation through education that nourishes the whole student, Saint Anselm College carries on the tradition of inquiry that exemplifies a liberal arts education. The academic program offers 44 majors and 51 minors, as well as an Honors Program and pre-professional advisory programs that prepare students for advanced studies in engineering, law, medicine, and theology. While its tradition resides in its strong liberal arts education, Saint Anselm College also offers strong professional programs in business, criminal justice, education and nursing.

The academic core at Saint Anselm has been designed to give students a breadth of experience to prepare them for life, allowing students to make connections between the scientific and the philosophical, the artistic and the theological. As first-year students in *Conversatio*, the Humanities Program, they are introduced to the perennial questions faced by humankind. Equipping students with a foundation of knowledge, *Conversatio* is the heart of the academic program.

## Institutes and Centers

The **New Hampshire Institute of Politics** was founded on the premise that an educated citizenry is vital for a healthy democracy. Since its doors opened in 2001, the Institute has provided a nonpartisan forum for discussion and debate on all aspects of the American political process. Its mission is to educate, engage and empower citizens to participate in the civic and political life of their local, national and global communities. The Institute is home to the College's department of politics, five research centers, and facilities for hosting a large variety of events, including the Speaker Series.

The Institute offers unparalleled opportunities to engage in the democratic process that impacts the world. State representatives, U.S. senators, primary candidates, and campaigners are regular visitors, especially during an election cycle when the College historically hosts nationally televised presidential primary debates. Students, members of the College community and friends hear major policy speeches, high level candidate endorsements, interviews with global leaders, and much more. The Institute partners with the New England Council and hosts the breakfast series "Politics and Eggs," which features national political leaders and is considered a "must-stop" on the presidential campaign trail. Planning is already underway for the 2020 election cycle. Nowhere else in northern New England are there so many opportunities to meet today's most prominent elected officials, business and community leaders, and pundits.

Saint Anselm College is home to a number of acclaimed artistic, intellectual and political centers, which help to shape an environment that values critical thinking, multicultural exchange and service to

humanity. The **Alva de Mars Megan Chapel Art Center** is the College's gallery for the exhibition of fine art. The facility, which houses a small permanent collection, provides a gracious setting for special exhibitions, lectures, tours, concerts and recitals. The **Dana Center for the Humanities** is a premier performing arts venue with a comprehensive offering of classical theater, contemporary dance, concerts and films that attract visitors from throughout the region.

The **Center for Ethics in Business and Governance** seeks to enrich the knowledge and practice of principled ethical behavior on the part of individuals and corporations in society by engaging important questions and issues in business ethics. The Center employs a non-partisan and non-ideological approach to encourage students, alumni, business and nonprofit leaders, and civil servants to become ethical leaders in New Hampshire and beyond.

The **Institute for Saint Anselm Studies** is an academic research center established to promote and encourage the study of the life, thought and spirituality of Saint Anselm of Canterbury, the patron saint of the College. Through its resources, facilities and programs, the Institute offers faculty, students and scholars the opportunity and means to bring Saint Anselm into living contact with the culture of the 21st Century.

Lastly, the **Gregory J. Grappone Humanities Institute** was established in 2018 to develop innovative ways to integrate humanistic thought and understanding into the academic and co-curricular lives of students and faculty. The work of the Institute reflects the College's continued strong commitment to humanistic studies as an integral part of a Catholic Liberal Arts Education.

## Faculty and Staff

As of fall 2018 there are 233 faculty members: 155 full-time faculty and 78 part-time or adjunct faculty of whom 16 are full-time employees of the College working in other capacities. Full-time faculty teach 80 percent of the courses. With a faculty to student ratio of 1 to 11, the intimate classroom experience inspires excellent teaching and the opportunity for students to work more closely with faculty committed to educating undergraduates through rigorous coursework and collaborative research projects. Much of the faculty's work also takes place outside of the classroom as many lead education trips abroad, advise student clubs, and serve on college committees.

The role of the faculty is substantive and extends to the curriculum, educational programs, the hiring of faculty personnel, and other matters relating to their responsibilities and expertise. Its role is carried out primarily via (1) academic departments, (2) the Faculty Senate (fifteen elected faculty members), and (3) various standing and ad-hoc administrative committees. The most important of these is the Curriculum Committee, with its leading role in the approval of all courses, majors, and programs. The Academic Resource Center directors and other expert staff support academic programs and their strategic growth.

More than 90 percent of the 155 full-time faculty, have the appropriate terminal degree for their field, with over 70 different universities represented from five countries. 99 are tenured faculty and 33 are on the tenure track. A recent status report indicates that the minority population of the faculty is 11 percent. Currently there are 420 full-time staff and 114 part-time staff, equally dedicated to student support.

## Student Life

Saint Anselm College residential life integrates a Benedictine approach to the educational journey and places distinctive emphasis on community. More than 60 student clubs and organizations are available for students to join, including sports-related club teams, academic clubs, and volunteer societies. The College's residential housing accommodates more than 1800 students in various living arrangements,



ranging from traditional residence halls to suites, townhouses and apartments. More than 97 percent of incoming students choose to live on campus and enjoy a balance of academic study, rest and relaxation, and social life. Housing is guaranteed for all four years to students who enter in residence as freshmen and remain on campus. There is high expectation for student conduct in all residential living situations and there are some visitation limitations for undergraduates.

Giving back to the community and the world is an important part of the Saint Anselm experience. The Meelia Center for Community Engagement, which began as the Center for Volunteers in 1989, seeks to connect the College and the community, and sustain them as partners in addressing real-world challenges. With over 80 student leaders, the Center mobilizes students, faculty and staff to collaborate with more than 50 community agencies throughout Greater Manchester. Annually more than 1200 members of the campus community provide over 21,000 service hours.

### **Campus Ministry**

The Office of Campus Ministry is another integral part to the community as it supports all Anselmians along their journey of faith as individuals and as a community. Campus Ministry offers opportunities for prayer and worship, learning and understanding, reflection and service to discover and enter into the spiritual life, fellowship, and Christian community that are at the core of its Catholic and Benedictine identity. The office also provides over 250 student opportunities for service immersion through the Service & Solidarity Missions program and Urban Immersion weekends. A student leadership team of 38 work year round with professional staff sending student groups to communities throughout the U.S. and internationally to provide service and to work along-side those in need during weekends and winter/spring breaks. In addition, 46 students walk the Road for Hope, a pilgrimage raising funds for 9 charities, and there exists a Food Recovery Team of students who meet weekly in the dining hall to gather left over food and bring it to local agencies, providing meals to those most in need. This sustained commitment is reflected in Saint Anselm College's national ranking for community service by *The Princeton Review*, which has been between 5<sup>th</sup> and 18<sup>th</sup> from 2015 to 2017.

### **Diversity and Inclusion**

Saint Anselm is committed to the building of a progressively more diverse, inclusive and robust learning and living environment. In summer of 2017 the college welcomed its inaugural Chief Diversity Officer (CDO). The CDO began a campus-wide strategic planning process to actualize the mission-driven priorities around diversity and inclusion contained in the college's "Faith in the Future" Strategic Plan, focusing on four areas: Access & Success, Campus Climate & Intergroup Relations, Education and Scholarship, and Institutional Commitment and Capacity. The President's Steering Committee on Diversity and Inclusiveness, a dedicated group of faculty, staff and students, has been re-configured with working groups that align with these four areas. Beyond this committee, people across the College have been diligently working to support inclusive efforts. The addition of an inclusive component to the New Student Orientation Program, the creation of a Sexual Orientation Task Force and assessment initiatives, such as the Campus Climate Survey, are important milestones on this journey. In the fall of 2018, the student body was 10 percent diverse for the first time in College history, marking its third year of consecutive growth in this area.

### **Study Abroad**

Each semester Saint Anselm College students travel to various parts of the world through short-term, semester and academic-year study abroad programs open to students in all academic majors. Students have studied marine biology on the Great Barrier Reef, art history in the museums of Florence, finance in London, language in Madrid, and international relations in Shanghai. The college offers two unique

programs in Orvieto, Italy: a semester-long program where students go abroad with fellow Anselmians exploring topics (taught in English) ranging from classics, history, art and architecture, to Italian culture, politics, and theology, as well as an archaeological excavation run by Saint Anselm College faculty for six weeks in the summer.

## **Athletics**

Intercollegiate athletics is a hallmark of the Saint Anselm experience and currently 1:5 students at the College are varsity student athletes. The Hawks sponsor 18 varsity teams and compete as an NCAA Division II member institution. Saint Anselm belongs to the Northeast-10 Conference and, in 2017-18, posted its highest finish in the President's Cup standings in more than ten years. The Presidents' Cup is an annual honor awarded to the institution in the conference that compiles the most cumulative points based on finishes in the regular-season standings from all of its programs competing in the league championships.

Several teams have experienced unparalleled recent success as field hockey and volleyball both qualified for the NCAA tournament for the first time in school history. Men's basketball has earned six straight appearances to the NCAA tournament and the 2018 softball team reached the NCAA Division II national championship game.

Club sports are also an integral part of student life, with dozens of club teams operating as student-run organizations. Faculty, staff and students have access to the Spagnuolo Fitness Center, a 9,000 square foot facility constructed in 2009 that overlooks Sullivan Field and Grappone Stadium. While primarily home to the men's and women's ice hockey programs, the Thomas F. Sullivan Arena is another on campus athletic venue that all students can enjoy.

## **Enrollment**

Despite an extremely competitive environment among private colleges in New England, Saint Anselm's enrollment has been marked with steady growth for the past five years. For the first time in College history, degree-seeking enrollment surpassed 2,000 undergraduate students in the fall of 2018. The four-year College's total student body is comprised of 2,006 full-time students and 18 part-time students. 61 percent are female, 39 percent are male, and approximately 36 percent of students indicate that they are Catholic. Students hail from 30 states and nine foreign countries. 99 percent of Saint Anselm students receive some form of institutional grant or scholarship assistance and the College allocates approximately \$38,000,000 annually in institutional financial aid. In addition, the College currently boasts a retention rate of 91 percent and a four-year graduation rate of 81 percent, both of which are institutional records.

## **Fiscal Affairs**

The operating revenue budget in FY19 is \$83.5 million, broken down as follows: net tuition and fees: 50 percent, room and board: 32 percent, annual fund: 5 percent, endowment income: 8 percent, auxiliary income: 3 percent, and other: 2 percent. For FY18 the College's discount rate was 49.8 percent and the outstanding debt was \$89 million. The FY18 market value of the endowment now exceeds \$155 million. Total net asset change for FY18 was a positive \$10.8 million.

Saint Anselm recently addressed a budget shortfall resulting from a formula error and a forecasting mistake. This led to cuts and a painful reduction in force. After certain adjustments, and appropriate planning and budgeting, the College has overcome this error and is currently positioning itself for the future.

## **Institutional Advancement**

In June, 2018, Saint Anselm launched the public phase of a \$70 million capital campaign, the largest philanthropic effort in the institution's 129-year history. "Faith in the Future: The Campaign for Saint Anselm College" has five fundraising priorities: mission based programs, community based programs, faculty and student initiatives, capital improvements, and the annual fund.

During the quiet phase of the campaign, 15 benefactors made gift commitments of \$1 million or more, including the largest individual gift in the history of the college made by Roger and Francine Jean. At the campaign public launch on June 7, 2018, the College reported a total of \$60 million raised from alumni, trustees, monastic community, faculty, staff, parents, and friends. Of special note are:

- \$8.3 million dollars for the Roger and Francine Jean Student Center Complex.
- \$19.2 million dollars for endowed scholarship funds and \$3.2 million for endowed faculty chairs, part of \$30 million dollars committed to the College's endowment.
- Over \$2.6 million for the College's Institutes and Centers, including a \$1 million commitment for the Gregory J. Grappone Class of 2004 Humanities Institute and \$1 million for the Meelia Center for Community Engagement.
- Over \$18 million to the Saint Anselm Fund, the College's annual fund which helps support student financial aid, academics, student life, and athletics.

## **Alumni**

The Saint Anselm College Alumni Association has 21,113 living alumni, 16,279 (77 percent) of whom live in New England. The Association maintains strong alumni networks in Boston, Massachusetts; Hartford, Connecticut; Manchester, New Hampshire; New York, New York; Portland, Maine; Springfield, Massachusetts; and Washington, DC. Saint Anselm has a strong, appointed Alumni Council whose priorities include advancing the strategic goals of the College and strengthening the overall Alumni Association.

## **Governance**

Since its founding, the monks of Saint Anselm Abbey owned and operated the College through the legal Corporation, "The Order of Saint Benedict of New Hampshire." As owners of the College, the monks also served as the College's directors. Beginning in 1957, the College also had an advisory Board of Trustees that provided advice and guidance in the affairs of the College and brought a broad array of interests and expertise to the College's management and governance. In 2009, in a corporate and canonical vote, the Monastic Chapter approved a new shared governance structure for the College. The Corporation ceded certain powers to the Board of Trustees, thus changing the Board from an advisory to a decision making body. The Corporation retained certain reserve powers, including but not limited to those relating to the physical appearance of the campus, construction and development of new buildings, and matters of mission and identity.

Another layer to the governance structure at Saint Anselm College is the role of the Abbot of Saint Anselm Abbey, who also functions as the Chancellor of the College. In June 2012, the monks elected Abbot Mark Cooper, O.S.B. as the fifth Abbot of Saint Anselm Abbey. Abbot Mark serves as the monastic community's religious superior and spiritual leader.



## **Location and Campus**

Built upon stability and stewardship, two of the hallmarks of a Benedictine education, the Saint Anselm College campus sits on 175 developed acres of the College's over 380 acres. A large part of the remaining acreage is made up of undeveloped fields, forests and wet lands that surround the campus and provide a buffer to encroaching development. This natural landscape also reflects the College's role as a good steward of environmental resources.

Over the past quarter century, the College has dramatically grown as a residential liberal arts college, with more than 92 percent of students now residing on campus. To keep up with this growth, the College has renovated nearly every aspect of its campus infrastructure, adding housing, expanding academic and instructional spaces, creating additional outdoor and common spaces, and building and enhancing athletic and training facilities. After years of planning, the College celebrated the opening of a new complex on the site of the Cushing Student Center, renamed the Roger and Francine Jean Student Center Complex. This 53,000 square foot facility serves as a dynamic new gathering, working, and learning place in the very center of campus.

Manchester itself is one hour from Boston, one hour from the seacoast, one hour from the White Mountains and is a dynamic and growing city that combines exciting urban opportunities with nearby natural splendor. As the largest city in New Hampshire, Manchester is home to leading cultural attractions including the Currier Museum of Art, the Palace Theatre, and the New Hampshire Symphony. With many restaurants, minor league hockey and baseball teams, an airport, and an entertainment arena, there is no shortage of things to occupy one's time.

## **THE ROLE OF THE PRESIDENT**

As the chief executive and administrative officer of the College, the President reports to Board of Trustees and together they establish the vision and priorities that provide direction for Saint Anselm's future subject to the reserved powers of the Corporation.

Currently, direct reports to the President and members of the Cabinet include the Chief of Staff and Executive Director of the New Hampshire Institute of Politics, the Vice President of Academic Affairs, the Chief Diversity Officer, the Senior Vice President of Advancement & Capital Campaign, the Vice President for Enrollment & Dean of Admission, the Vice President for Finance, the Dean of Students and Chief Student Affairs Officer, and the Director of Athletics. Additional members of the President's Cabinet include the Dean of the College, the Executive Director of College Communications and Marketing, a faculty representative, the executive assistant to the President, and the Associate Dean of the College given her role leading the ongoing reaccreditation process with NECHE.

## **OPPORTUNITIES AND CHALLENGES**

Saint Anselm is well positioned to continue its upward trajectory as a nationally recognized liberal arts institution, shaped by its Catholic and Benedictine values. In anticipation of the College's next chapter, the following are opportunities and challenges to guide the new President:

**Provide visionary leadership that allows Saint Anselm to continue to strengthen its liberal arts core while also responding to the needs of students entering the contemporary workforce.** Capitalizing on Saint Anselm's new distinction as a top 100 ranked national liberal arts college, the next President must celebrate our liberal arts core, be a sincere advocate and public spokesperson for it, and make sure it

continues to inform and infuse our distinctive pre-professional and experiential offerings— many such opportunities at Saint Anselm that are unparalleled elsewhere. This carefully crafted balance must be broadcasted widely to elevate the College’s stature regionally and nationally.

**Through enhanced communication and collaboration, strengthen the spirit of the Saint Anselm community.** If you ask many on campus what makes Saint Anselm special they will say the “Anselmian Spirit” – living and learning collectively together while serving others. It is important that the President recognizes this special sense of community and enthusiastically and regularly engages with its constituents, including students, faculty, staff, members of the monastic community and alums. Whenever possible, goals and priorities impacting the College should be discussed in collaborative settings with all key stakeholders with decisions shared in a timely manner whenever possible. With members of the leadership team it will be important for the President to serve as a catalyst for transparency, and authentically keep all members of the community engaged. With increased dialogue, the leadership and the community will generate more creativity and ideas, break down silos, have more opportunities to learn from one another, and trust each other as groups and individuals work together to benefit the institution.

**Work closely with College leadership and faculty to develop an academic plan to implement this vision of a blended liberal arts education.** As the President clarifies a vision for Saint Anselm that lifts up its liberal arts tradition while recognizing the strength in its pre-professional programs such as nursing, education, and criminal justice, the President must lead the College in an examination of its academic offerings and think strategically about those offerings. As a part of this academic planning, the President should also engage the community in a discussion about potential masters, 4+1, hybrid and online programs. In this discussion there will be recognition that any such addition must be tailored to complement the College’s culture and traditional liberal arts core.

**Celebrate and embrace the Catholic and Benedictine mission of Saint Anselm.** Catholic, liberal arts education with a Benedictine character is one of the oldest forms of higher education in Western culture. The core values of the Benedictines that animate their monastic life are deeply embedded in the Saint Anselm culture and community and resonate deeply with students, faculty, staff, and alums. It will be important for the President to recognize and respect the important place the monastic community has within the College and work in partnership with the community in charting Saint Anselm’s next chapter.

**Secure the future financial strength and stability while balancing the increasing costs of higher education with enrollment projections.** While Saint Anselm boasts record enrollment in recent years, the current campus footprint will not allow for sustained growth. The next President, in close collaboration with the senior leadership team, the Board of Trustees, and the Chancellor, must develop a financial model for the future that balances the need to increase and fund academic success while also keeping Saint Anselm affordable for students. This work includes examining ways to diversify and develop new revenue streams, improve operational efficiency to increase the financial performance of the College, as well as a careful assessment of the endowment. The financial stability for a tuition-driven institution requires the next President’s team to determine the College’s ideal class size and discount rate and identify strategic enrollment goals, set priorities, and allocate the financial resources to achieve them. Also essential in any financial forecasting is balancing the operational budget needs with aspirational needs, particularly balancing facility improvements and ongoing maintenance with new capital infrastructure.

**Embrace and inspire alumni and donor enthusiasm for the College, offering creative new avenues for greater participation in and support of the institution.** The next President will serve as the lead fundraiser and ambassador for Saint Anselm, working closely with the Board of Trustees and the Senior Vice President of Advancement. The President must have both the energy and aptitude for cultivating

new donors, engaging and inspiring an evolving alumni/ae community, engaging the whole Saint Anselm family of today and tomorrow. Like all colleges, Saint Anselm faces financial pressures and limited resources. Even with all the capital improvements done in recent years, some facilities are clearly inadequate, particularly in some of the academic spaces. The next President will be expected to lead the community to identify and confirm priorities, and then plan and lead a capital campaign to secure funding for the most pressing needs over the next decade and beyond. The strategic planning process and campus master plan will provide the President, the Board of the Trustees, the monastic community and all constituents the opportunity to build a compelling case to increase philanthropic support and continue to grow the endowment to support the mission of the College.

**Embrace and champion diversity, inclusion, transparency, and equity.** Diversity is integral to the intellectual vitality of a healthy community and consistent with its Catholic values and core mission, Saint Anselm is firmly committed to the enhancement and sustenance of a campus community with diverse perspectives, backgrounds, and gifts. The President will model this belief in inclusive excellence, and possess a nuanced and action-oriented understanding of the importance of diversity in an educational setting. The President must also promote an open, transparent culture, robust communication structures, and the development of policies and supports that help to create a truly welcoming multicultural campus. In keeping with this commitment, the President will prioritize the recruitment, retention, and development of a diverse body of faculty and staff to support the increasingly diverse student population.

#### **PROFESSIONAL AND PERSONAL QUALIFICATIONS OF THE PRESIDENT**

This opening provides an exceptional opportunity for a passionate leader to guide the future of a liberal arts institution with strong values, a proud Catholic and Benedictine heritage and an outstandingly loyal and vibrant community. The next president must be a practicing Catholic in good standing within the Church, eager to personify and preserve the Benedictine tradition and the Catholic mission of the College and to promote institutional priorities in line with such values. While no one person will embody all of them, the successful candidate will bring many of the following personal qualities and professional qualifications:

- A thorough understanding of the goals and values of a Catholic education founded in the liberal arts and sciences; and the understanding that education supports and intersects with professional preparation in the 21st Century;
- A terminal degree, PhD strongly preferred, along with the appropriate academic credentials and a record of teaching and scholarship and/or a track record of success as a senior administrator;
- A commitment to the education of a racially and culturally diverse student body and a record of recruiting and supporting faculty and administrators to advance the diversity of the institution;
- Demonstrated experience being a highly visible and engaged leader;
- Excellent communication skills; the ability to work tenaciously and collaboratively with faculty, alumni, students, staff, and the monastic community to advance the institution;
- Significant financial management abilities and a demonstrated understanding of the financial models in tuition driven institutions including endowment management and means for revenue generation;
- Management experience and an administrative style that is personable, consensus-building, and inclusive; personal qualities that insure transparency in governance and the highest standards of honesty and integrity;
- A demonstrated commitment to the enduring values of a liberal arts college; the ability to recruit, support, and inspire a faculty of scholar-teachers of the highest distinction; an understanding of the challenges facing liberal arts institutions and the ability to articulate the value of a liberal arts

- education in the twenty-first century;
- A working knowledge of a broad array of intellectual disciplines and programs, as well as a demonstrated ability to work across diverse constituencies, helping them to realize their common and distinct institutional objectives;
- A record of building and maintaining external relations and advancing an organization's profile and reputation locally, regionally, nationally, and internationally, including with government entities;
- Demonstrated appreciation and commitment to serving students beyond academics. Support for student activities and events that encourage social, professional, and intellectual growth and development;
- Knowledge of current and emerging trends and challenges in the higher education landscape;
- A keen analytical mind and the capacity to quickly and creatively identify opportunities for collaboration with internal and external constituencies;
- Evidence of successful interactions with a Board of Trustees;
- A strong sense of confidence and the wisdom and courage to make difficult choices when needs are abundant and resources are not;
- Energy, passion, flexibility, and an abiding sense of humor.

#### TO APPLY

Confidential inquiries, nominations, referrals, and resumes with cover letters should be submitted in confidence through the Isaacson, Miller website to the attention of:

Jacqueline Mildner, Partner  
Leslie McCarthy, Managing Associate  
Katherine Stellato, Senior Associate  
Isaacson, Miller  
263 Summer Street, 7<sup>th</sup> Floor  
Boston, MA 02210  
[www.imsearch.com/6866](http://www.imsearch.com/6866)

*Electronic applications strongly encouraged.*

*Saint Anselm College is an Equal Opportunity Employer and proudly values diversity.*