Merrimack College invites applications and nominations for the position of Senior Vice President for Academic Affairs and Provost (SVPAA).

Merrimack College, a private Catholic comprehensive college in the Boston suburb of North Andover, Mass., is an institution with great upward momentum. According to 2016 U.S. News and World Report, Merrimack is one of the top 10 colleges in the northeastern United States for the sixth year in a row and the only regional college judged “up and coming” by higher education leadership in the northeastern United States. Merrimack has been cited by Money Magazine as among the top 50 the United States for “colleges that add the most value” to students’ degrees.

Founded in 1947 by the Archbishop of Boston and the Order of St. Augustine, Merrimack strives to cultivate global citizens who are prepared to lead in today’s diverse and changing environment. Merrimack offers nearly 100 undergraduate programs in liberal arts, science and engineering, business, and education and social policy. Additionally, the College offers graduate programs in education, criminology, management, accounting, computer science, health sciences, public affairs, and engineering and is planning to launch more graduate degrees next fall.

The College’s 3,200 undergraduate and nearly 450 graduate students come from 32 states and 31 countries to form an engaged community of thinkers, learners and achievers integrated in an academic culture of excellence, diversity and stature. Undergraduate enrollment has increased approximately 58% in the last five years and Merrimack has hired more than 100 new faculty in that same time period. The implementation of the College’s ten-year strategic plan, the Agenda for Distinction, has led to renewed energy and sense of community, combined with growth of the faculty and student body.

At Merrimack, dedication to the Augustinian values of hospitality, community, and the pursuit of truth allows students to feel right at home. They explore the world and gain experiences through strong cooperative education programs, study abroad, internships and career services programs. 97% of the class of 2014 were employed, in graduate school, or completing a year of service within nine month post-graduation. Approximately 64% of these students participated in co-ops or internships while attending Merrimack, resulting in 29% of these internships and co-ops leading to full time job offers. The median salary of the 2014 graduates was $42,500, well above the national average.
77% of students reside on campus and enjoy more than 60 student clubs and activities. Merrimack offers a 24 hour fitness facility and more than 60% of the students participate in club sports, intramurals and/or varsity athletics. An NCAA Division 1 school in hockey, the college is on track to move all 24 of its intercollegiate athletic teams into Division 1 in coming years.

The 220-acre campus has more than 30 buildings that are clustered around tree-lined walkways and courtyards. An historic iron bridge, which once carried foot traffic over a canal of the Merrimack River, crosses a reflecting pool in a campus courtyard; a labyrinth for contemplation and outdoor sculptures grace other areas. New residence halls and a redesigned engineering center will open this fall, along with a recently expanded athletics center and an academic innovation center. Future planned expansion includes additional residence halls and academic space.

**College Leadership**

**Dr. Christopher E. Hopey, President:** Dr. Hopey was named the eighth president of Merrimack College on July 1, 2010. Dr. Hopey is an experienced higher education leader who has brought to Merrimack a strong academic and entrepreneurial background. He has more than twenty years of comprehensive leadership experience within very complex and highly decentralized colleges and research universities. He holds a Ph.D. from the University of Pennsylvania and bachelor’s and master’s degrees from Northeastern University.

For more about College governance, see [http://www.merrimack.edu/about/leadership/](http://www.merrimack.edu/about/leadership/)

**History:** The Augustinians established the College as a direct response to the needs and aspirations of local G.I.’s returning home from World War II. Day-school females first enrolled in fall 1950 (class of 1954--seven graduated). The College grew significantly in the 1950s and 1960s. With a student population of 2,000, the College continued primarily as a commuter school throughout the 1970s and 1980s. The academic excellence that had always been a priority of the Augustinian educational tradition inspired the first college-wide curriculum revision in the early 1980s, and the growth of a student life division responsible for co-curricular programs. In the mid 1990s, Merrimack focused strategically on becoming a residential college, and by the end of the decade, residential students accounted for more than 75% of the population. Further revisions to the curriculum in the early 2000s reflected Merrimack’s strategic intention to emulate aspirant institutions. There has been significant growth in programs and student population in the past 5 years, under President Hopey’s leadership.

**The Vision, Mission, and Values:** Merrimack College continually seeks to embody its core principles and aspirations:

- **Strategic Vision** - Merrimack College’s vision is to be a highly ranked, internationally respected, selective master’s comprehensive Catholic college, which is residential, student-centered, professionally focused, and rigorous in the liberal arts, sciences, engineering, business, and education. The College will advance this vision through excellence in classroom teaching and scholarship, diversity and globalization, development of professionally oriented graduate programs, investment in faculty, enhancement of student
life and experiential learning, expansion of athletics, and refocusing our values on our Catholic roots and the teachings and principles of St. Augustine.

- **College Mission** - Merrimack College embraces its mission to enlighten minds, engage hearts, and empower lives. Faithful to its Catholic, Augustinian tradition, this mission calls us to actively engage the passion and emotion of our hearts with the discipline provided by intellect and reason.

- **Fundamental Values** - The College is committed to these core values in carrying out its mission and realizing its vision:
  - **Leadership:** To prepare students to adapt creatively to tomorrow’s realities through excellence in the liberal arts, sciences, and the professions.
  - **Community:** To build a community of scholars that welcomes and respects a diversity of backgrounds, experiences, beliefs, and perspectives.
  - **Awareness:** To cultivate the intellectual, moral, spiritual, physical, and personal awareness needed to make wise choices for life, career, and service.
  - **Scholarship:** To encourage and support scholarly work that contributes to the wisdom on which society bases its decisions.
  - **Service:** To engage other educational institutions, industry, and agencies of social change in collaborative efforts to foster a just, peaceful, and sustainable world.

**The Academic Program:** Merrimack’s community embraces scholarship and service to others, and provides students with opportunities to develop intellectually, spiritually, socially and ethically, guided by its tradition and mission to “Enlighten Minds, Engage Hearts, Empower Lives.” The College is committed to the liberal arts and offers undergraduate and graduate programs in four Schools. Degrees offered include:

- Bachelor of Arts
- Bachelor of Science
- Bachelor of Science in Business Administration

Master of Science
- Accounting
- Civil Engineering
- Community Health Education
- Exercise and Sport Science
- Health and Wellness Management
- Management
- Mechanical Engineering
- Clinical Mental Health Counseling
- Computer Science
- Community Health Education
- Criminology and Criminal Justice

Master of Public Affairs
Master of Education
- Community Engagement
- Curriculum and Instruction (General Studies)
- Higher Education
- School Counseling
- Teacher Education

At the undergraduate level, a new liberal studies core curriculum was implemented in fall 2012. In keeping with Merrimack’s commitment to its rich Catholic, Augustinian intellectual heritage, this curriculum teaches students to value and practice critical inquiry, social responsibility, and ethical judgment in the academic, social, and personal dimensions of their lives and to develop the capacity for lifelong learning. Additionally, the expanding Honors Program offers students with strong academic credentials, class standing, and leadership qualities the opportunity to study with other exceptional students in smaller and more challenging classes.

**Academic Support and Co-Curricular Centers:** Merrimack College provides a wide range of academic enrichment and support services. These centers work collaboratively with faculty and the Division of Campus Life to contribute to the holistic success of all students. In addition to academic programs, the curricular and co-curricular centers serve as intersections between the College and the larger community. These centers include: Center for Academic Enrichment; Mathematics Center; Writing Center; Center for Excellence in Teaching and Learning; Compass Program; Writers; O’Brien Center for Career Development; and the Promise Program.

**Faculty:** Merrimack College’s emphasis on a community of teaching scholars and an integrated education attracts faculty members that are committed both to students’ intellectual and moral development and their own scholarship. In 2014-15, the College’s faculty of 176 full-time members and 178 part-time members provide a full-time equivalent student-faculty ratio of 13:1. Of the full-time faculty, 85% hold the terminal degree in their fields; 53% are male and 47% female.

**Staff:** Merrimack College’s dedicated staff plays an important role in supporting the mission and values of the College and in enhancing the educational experience of students. In 2014-15, the College’s staff includes 328 full-time members and 83 part-time members. Of the full-time staff, 61% are female and 39% male.

**Students:** Merrimack College has a current student population of 3,300 (2,828 full-time and 181 part-time undergraduates, and 287 degree-seeking and 16 non-degree-seeking graduate students). Women constitute 50% of the undergraduate student body and 68% of the graduate student body. Approximately 92% of students receive financial aid. The strengths of Merrimack’s academic, co-curricular, and student activity programs result in a retention rate of 83% of freshman for the sophomore year, and a six-year rate of 69%.

**Library:** The McQuade Library, located in the center of campus, provides facilities for both individual and group study and houses the Center for Academic Enrichment, the Mathematics
Center, the Writing Center, the Welcome Center, and the Information Technology Center. It is open 24 hours a day on weekdays and holds a collection of approximately 236,000 items.

**Finances:** The College’s budget is approximately $150 million, with an endowment currently of nearly $52 million. Tuition and fees contribute approximately 66.4% of the budget revenues. The College is now conducting efforts to raise monies for identified needs across the campus through philanthropy teams comprised of trustees, faculty, administrators, and the Office of Development and Alumni Relations staff.

**Governance:** The College has a board of up to 35 Trustees appointed up to three three-year terms. The President serves as the chief executive officer of the College and is appointed and accountable to the Board of Trustees. The President is also an Ex-Officio of the Board. The College’s system of shared governance is mature and based on the understandings and recommendations regarding collegial governance contained in the *Statement on Government of Colleges and Universities* jointly formulated by the AAUP, ACE, and AGB. The Faculty Senate is a deliberative body whose membership includes the full-time faculty of all of the College's individual schools, as well as the full-time librarians. The work of the Faculty Senate is carried out through its committee structure.

**Accreditations:** Merrimack College is accredited by the New England Association of Schools and Colleges, Inc. (NEASC), through its Commission on Institutions of Higher Education. The most recent NEASC accreditation visit was in 2011, with an additional NEASC visit in 2013 as part of the standard approval process following the initial first year of a newly launched graduate program. NEASC granted general approval for existing and future master’s programs at the College. Specialized accreditations are held from the Engineering Accreditation Commission of the Accreditation Board for Engineering and Technology, the American Chemical Society, and the Commission on Accreditation of Athletic Training Education. The teacher preparation programs in Elementary, Middle, and Secondary Education as well as Special Education (Moderate Disabilities) have State approval under the Interstate Certification Compact of the National Association of State Directors of Teacher Education and Certification.

**Athletics:** An NCAA Division 1 school in hockey (Merrimack is the smallest school in the Division I Hockey East Association), the college is on track to move all 24 of its intercollegiate athletic teams into Division 1 in coming years. In addition to men’s ice hockey, the men’s programs include baseball, basketball, cross country, football, indoor track, lacrosse, soccer and tennis. Women’s sports include a new Division I hockey program, basketball, cross country, field hockey, indoor track, lacrosse, swimming, softball, soccer, tennis, volleyball, golf, and crew.

**OPPORTUNITIES AND CHALLENGES**

Merrimack College has reached a moment where goals are becoming accomplished and the exciting period of growth provide both challenges and opportunities to move forward and advance the next phase of the Agenda for Distinction. These opportunities call for significant leadership contributions from the new SVPAA/Provost.
Leadership: President Hopey has appointed a strong leadership team that has been rejuvenating and professionalizing the College. The SVPAA/Provost will be an integral part of this team in leading the academic mission of the College.

Strategic Planning: Approved in 2011 and updated in 2016, the strategic plan *Advancing Merrimack in the 21st Century: The Agenda for Distinction* details a ten-year commitment to make strategic investments in its people, its academic programs, its infrastructure, and the experiences and successes of its students in order to become a highly ranked, internationally respected college that draws students and faculty from around the world. The strategic priorities outlined in the plan include:

- Create a modern, academic enterprise grounded in innovative teaching, learning, and scholarship;
- Develop a contemporary Catholic mission;
- Create an intellectually vibrant, socially engaged, entrepreneurial student experience;
- Inspire and engage our people, culture, and community; and
- Strengthen our value proposition and competitive position.

Financial Resources: The Strategic Plan set new levels of need for student financial aid, for faculty and staff support, and for College infrastructure. Important questions have arisen about the ambitions and financial expectations represented by the plan and about optimal means of realizing these expectations. The SVPAA/Provost will share major responsibility for addressing these questions and for making a reasoned, principled, and transparent case for new and/or reallocated financial resources.

Faculty Development: The SVPAA/Provost will have primary responsibility for identifying and securing resources to encourage and enhance the professional development of the faculty, including the development of teaching and research partnerships/exchanges with colleges and universities abroad.

Curriculum: A new core curriculum was implemented in Fall 2012 reflecting the first revision of the general education program in two decades. New interdisciplinary and co-curricular initiatives, including those aimed at increasing diversity throughout the curriculum, were introduced. The SVPAA/Provost will provide academic leadership for this new curriculum, in the further development of the Honors Program, and the assessment of all academic programs at the College.

Enrollment: A new enrollment management strategy was implemented in 2011 to better position the College for recruitment beyond its traditional New England base and to increase diversity in the student population. Important aspects of this effort are the recruitment of international students and the development of international study programs. The SVPAA/Provost will share major responsibility for addressing issues of student recruitment and retention. Another key element is the development of the undergrad and graduate programs that meet the growing needs of society, industry and our nation. The SVPAA/Provost will have major responsibility for the development, evaluation and implementation of new programs.
Management of Academic Leadership: The school has invested in the building of an academic leadership team including hiring of new deans, associate deans, vice provosts and SVPAA/Provost. The SVPAA/Provost will provide leadership for the hiring, development, management, evaluation and goal setting for academic leaders including deans, vice provosts and instructional support units such as the library. The SVPAA/Provost will also take responsibility for the selection and management of center directors. The SVPAA/Provost will provide overall leadership for all academic units and their academic planning, policies and procedures.

Academic Policies and Procedures: One of the keys to the future of Merrimack is to develop, with the faculty and deans, new policies and procedures that support future growth and expansion of the college. Such policies and procedures include but are not limited to tenure mentoring, policies and standards, research support, adjunct hiring & evaluation, development of tenure and non-tenure tracking hiring. Faculty workload policies, supporting the core curriculum and program review.

PROFESSIONAL BACKGROUND, CAPABILITIES, AND PERSONAL ATTRIBUTES

The College seeks an innovative and accomplished academic leader who will be able to harness the excitement of the campus and Merrimack’s academic mission as it sets out to achieve the Agenda for Distinction. In order to achieve these goals, the College needs a passionate, enthusiastic academic who is inspired by the opportunity to build a distinguished academic community. The SVPAA/Provost provides leadership to the College’s Schools and their faculties and, subject to the direction of the President, is responsible for the administration of all College academic activities. The SVPAA/Provost reports directly to the President and works collaboratively and closely with the President to carry out these responsibilities.

The SVPAA/Provost is a member of the President’s Executive Leadership Group along with the Executive Vice President and Chief of Staff, the VP & General Counsel, the Senior Vice President for Development and Alumni Relations, Senior Vice President for Strategy and Planning, the Senior Vice President/CFO, and the Director of Executive Affairs, Office President's Office.

Reporting directly to the SVPAA/Provost are the Deans of the School of Liberal Arts, the Girard School of Business, the School of Science and Engineering, the School of Education and Social Policy, and the Academic Success Center; two Associate Vice Provosts; the Associate Vice President for Graduate and Professional Studies; the Registrar, and the Directors of General Education, the Center for Excellence in Teaching and Learning, McQuade Library and the Honors Program.

Professional Background: Merrimack’s distinguishing institutional characteristics—its comprehensive College status, its suburban location north of Boston, its collegial governance structure, its history and Catholic, Augustinian tradition—call for a particular set of qualifications in its SVPAA/Provost. The ideal candidate will have a record of successful leadership in a senior-level academic administrative position during periods of significant institutional growth at a comprehensive college or university.
Preference will be given to those with broad experience in the liberal arts and/or sciences, sponsored research, graduate and international education and global academic partnerships, and professional schools. The candidate should also have administrative experience with student retention strategies, student academic support services, academic facilities, budgeting and program assessment. Knowledge of information services and technology and athletics, including compliance with NCAA rules and regulations is preferred.

The SVPAA/Provost will hold a terminal degree, preferably in a discipline offered by the College, and will have a record of teaching, scholarship, and service that merits appointment as a tenured full professor. The successful candidate will demonstrate the following qualities:

- Ability to think strategically and conceptually, while being able to apply strong management skills to produce operational outcomes;
- Proven ability to lead institutional and operational planning with successful results;
- Experience recruiting, retaining and developing a distinguished faculty;
- Commitment to building a strong learning environment for students that stresses academic quality, student engagement, experiential learning, and global perspectives;
- Understanding of student retention strategies, student academic support services and assessment;
- Evidence of substantial administrative experience in strategic and academic planning, implementation, and evaluation of educational effectiveness; fiscal management and resource allocation; and collegial academic personnel evaluation;
- Commitment to teaching, scholarship, academic excellence, external fund development, and healthy community relationships; and
- Commitment to and experience with a decentralized model of academic management.
- Commitment to shared governance, an understanding and appreciation of AAUP standards and a willingness to lead and assist faculty with their own governance through our faculty senate model and its committee structure.

Professional Capabilities: Merrimack College seeks to appoint a SVPAA/Provost with the particular set of skills best suited for leading the College’s future academic growth and development.

- **Intellectual and Academic Leadership** - As an intellectual leader, the SVPAA/Provost must have the broad capability to guide the College to higher levels of academic quality and achievement. The SVPAA/Provost must have a deep understanding of best practices in academic culture, as well as be able to inspire the faculty and partner with the President and faculty in the conceptualization of new initiatives and curricular innovations. The SVPAA/Provost must be able to participate effectively in long-range planning.

- **Knowledge of Higher Education Trends and Academic Vision** - The SVPAA/Provost must have a strong command of current thinking and trends in higher education and be able to see where Merrimack fits into the larger educational context both regionally and
nationally. The SVPAA/Provost must have the requisite imagination and skills to articulate and lead the College collaboratively toward implementation of a vision for future academic growth and development that will strengthen the College’s position in the higher education marketplace.

- **Organization and Management** - The SVPAA/Provost will oversee a decentralized model of academic administrative governance, so it is essential that she or he have the demonstrated wisdom and practical skills necessary to effectively administer and manage a complex array of academic operations. These skills include the ability to organize and coordinate the work of others and to resolve conflict as necessary.

- **Building and Managing Financial Resources** - The successful candidate will fully understand comprehensive annual budget planning and will lead the academic units as they build their budgets from a zero base each year. Successful experience in the development, allocation, and management of academic and program budgets, including space and staffing is required. With the President, the SVPAA/Provost is also expected to participate in planning and executing major initiatives for raising both endowment and operating funds for the academic program and other programs under the purview of the SVPAA/Provost. The SVPAA/Provost will act as principal spokesperson for the implementation of these initiatives.

- **Teamwork** - The SVPAA/Provost must be able to interact effectively with the President and other members of the senior administrative staff and build collaboration among those reporting to the SVPAA/Provost’s office. The SVPAA/Provost must be able to mentor and support the professional growth of direct reports and faculty members. Additionally, the SVPAA/Provost must evidence a deep commitment to and strong understanding the essential role of the faculty in a system of shared governance and be able to work collegially, collaboratively, and effectively with the faculty.

- **Advocacy** - The SVPAA/Provost must be an advocate for the faculty on matters related to faculty compensation, hiring, and program development, including identifying the resources necessary for the faculty to do their jobs well. Encouraging excellence in teaching, scholarship, and service; protecting academic freedom; fostering participation in faculty governance through the Faculty Senate; and ensuring best practices for the principles and procedures of appointment, rank, and tenure system are essential tasks of the SVPAA/Provost. The SVPAA/Provost must also be an effective advocate for the College and its programs to all internal and external audiences.

- **Academic Balance** - The SVPAA/Provost must have an informed understanding and appreciation of both liberal arts and professional studies at both the undergraduate and graduate levels. Such academic balance includes respect and support for disciplinary and interdisciplinary studies, campus-based, off-campus and global programs.

- **Diversity** - Because the College is committed to building a community of scholars welcoming and respectful of a diversity of backgrounds, experiences, beliefs, and perspectives, the SVPAA/Provost must demonstrate a commitment to the principle of inclusion as a vehicle for promoting such diversity.

- **Commitment to Mission** - The SVPAA/Provost must be committed to implementing the vision, mission, and values of the College as a contemporary Catholic, Augustinian institution of higher learning.
Personal Attributes: In addition to the above professional capabilities, the SVPAA/Provost is also expected to possess certain personal qualities:

- **Character** - As the principal representative of the College’s academic program within and without the campus community, the SVPAA/Provost will be an individual who above all is honest and forthright, with a clear sense of ethics, fairness, and accountability.

- **Communication and Interpersonal Skills** - As the principal spokesperson for the academic program, the SVPAA/Provost must be articulate in speech and in writing, and willing to exercise these skills in multiple venues as the need arises. The SVPAA/Provost must be able to communicate effectively and openly with the President, faculty, and trustees. Related interpersonal skills include thoughtfulness, a sense of humor, patience, accessibility, reliability, political astuteness, a willingness to listen to others, an openness to divergent points of view, and even-handedness in the conduct of the job’s responsibilities.

- **Leadership Style** - As the academic leader, the SVPAA/Provost must be both consultative and decisive, forward-looking yet mindful of history and tradition. The principle of doing what is good for the College should be evident in decisions of the SVPAA/Provost. The SVPAA/Provost’s demonstrated style should include:
  - **Public Intellectual Leadership** - The ability to articulate a coherent, sustainable, overarching academic vision for liberal arts and professional education at the College and to be able to inspire and unify College constituencies around that vision.
  - **Decisiveness** - The ability to make difficult personnel and budget decisions firmly and expeditiously, to delegate responsibility wisely, and to follow through.
  - **Boldness** - The courage and insight to take action when the path is not clear.
  - **Transparency** - A commitment to openness in College operations, including being consistent in using accepted channels for communicating, being available to members of the campus community for questions, and providing rational evidence-based arguments to justify choices.
  - **Visibility** - The evident desire to participate actively in campus life.
  - **Enthusiasm** - The inner motivation to pursue opportunities with a positive and ambitious approach that is publicly visible and the energy and commitment to meet the demanding requirements of the job.
INFORMATION FOR CANDIDATES

Inquiries, nominations, and applications are invited. Review of applications and nominations will begin immediately and will continue until an appointment is made. Applications should be submitted no later than October 14, 2016. Application materials should include: a letter describing the candidate’s interest in and qualifications for the position; a curriculum vitae; and the names, addresses (including email), and telephone numbers for at least five professional references which may include trustees, administrators, faculty, students, and community leaders.

All nominations and applications shall be confidential. Requests for information, nominations, and applications should be directed electronically to:

Steve Leo, Partner  
Matthew Bunting, Senior Associate  
Storbeck/Pimentel & Associates, LP  
e-mail: MerrimackProvost@storbecksearch.com

For more information on Merrimack College and its programs, please consult the website: www.merrimack.edu

Merrimack College is an AA/EEO/ADA employer