SEARCH PROSPECTUS:
Provost and Dean of the Faculty

AQUINAS COLLEGE
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Aquinas College invites applications for the position of Provost and Dean of the Faculty (Provost). The College seeks an experienced academic leader with a firm commitment to Catholic higher education, excellence in the liberal arts and professional programs, enthusiasm for innovation and diversity, and the ability to lead the faculty and other constituencies with confidence, creativity, and a spirit of collaboration.

The Provost will help guide Aquinas College to its next level of success, playing a leading role in strengthening the institution’s identity and sustaining and growing its reputation for academic excellence. The role of the Provost will be essential in increasing enrollment, strengthening the academic portfolio, manifesting the best principles of shared governance, and advancing the College’s mission and identity in the Dominican and Catholic traditions. The new Provost is expected to take office on July 1, 2020. The following profile provides nominators and applicants with information about the position, the College, and participation in the search.
**HISTORY, MISSION AND VALUES**

The institution was founded by the Dominican Sisters of Grand Rapids, Michigan, in 1886 and is the only Catholic College in the western half of Michigan. Aquinas evolved from the Novitiate Normal School, a religious women’s school for Dominican sisters, to become the first coeducational Catholic institution of higher education founded by a congregation of religious women in the United States. In 1945, the College moved from downtown Grand Rapids to a much larger campus on what is now an historic family estate, nestled in a Grand Rapids residential neighborhood on the east side of the city.

**Mission Statement**
Aquinas College, an inclusive educational community rooted in the Dominican and Catholic tradition, provides a liberal arts education with a global perspective, emphasizing career preparation focused on leadership and service to others, and fosters a commitment to lifelong learning dedicated to the pursuit of truth and the common good.

**Vision Statement**
Aquinas College is regarded as one of the premier Catholic colleges in the Midwest, recognized for its excellence in preparing the whole person to lead a life of purpose and success in service to a just and sustainable world.

**AQUINAS COLLEGE TODAY**

The College offers 67 majors and associate, bachelor, and master degree programs in a variety of areas. Total enrollment is 1800 (this includes traditional-aged undergraduates, part time adult undergraduate and graduate students). Full-time undergraduate enrollment for fall 2019 was 1400 students (including 170 full-time students in the College’s collaborative Nursing program with the University of Detroit Mercy). The average class size is 16 and the student/faculty ratio is 11:1. Aquinas attracts students from 37 Michigan counties, 32 states and 21 countries. The institution draws heavily from its home state of Michigan and serves a diverse student population; 15% of the student population are ethnic minorities.

Approximately 40% of freshmen are ranked in the top 25% of their high school graduating class. The graduating class of 2017 exemplifed the success of Aquinas College alumni, with 95% of respondents either employed or in graduate school six months after graduation; that number was 100% in nursing and chemistry. The College opened the first phase of a $32 million science facility in May of 2019, with completion of the second phase in Spring of 2020. Students are encouraged to take advantage of experiential learning opportunities. Study abroad opportunities are available in Italy, Spain, Germany, Japan, Costa Rica, Ireland, England, France, and Poland. Over one hundred students participated in internships. In addition, the Aquinas Advantage Center provides numerous opportunities for students seeking undergraduate research and internships.

Aquinas College attracts students with its wide variety of academic programs. The College is committed to education in the humanities, arts, and sciences, and in programs that prepare students for various professions (business administration, business and sport management, PreK-12 education). The curriculum continues to evolve in response to changes in student interest, with new programs in biochemistry/molecular biology, theatre for social change, data analytics, and translation and interpretation introduced in fall 2018.
The College offers a nursing program through a partnership with the University of Detroit Mercy, an engineering partnership along with some 4+1 programs with Western Michigan University, and dual enrollment opportunities with several area high schools. Graduate degrees are offered in Management, Education, and Counseling.

Particularly distinctive programs reflect Aquinas College’s interdisciplinary approach and Dominican identity. Specific examples include:

- Biochemistry and Molecular Biology: an interdisciplinary major intended to train students to approach biological problems from both a biological and physical perspective.
- Community Leadership major and minor: encourages deep engagement in the community, requiring extensive practice in public and not-for-profit settings that address suffering, injustice, and inequality.
- Data analytics: combining statistics, mathematics, computer programming, information technology, and business administration in order to spot trends and other behaviors that inform action.
- Theatre for Social Change: one of few programs of its type nationwide. TFSC draws on coursework from theatre, sociology, and community leadership, preparing students for real world opportunities in performance or to pursue future study in fields like clinical therapy, public administration, social work, education, or performance studies.

Aquinas College employs approximately 90 full and 140 part-time faculty who bring a combination of research and real-world experience to their classrooms. Among the full-time faculty, about three quarters have the highest degree in their field. The College currently employs 259 full and part-time staff.
LEADERSHIP

The College benefits from the dynamic leadership of President Kevin Quinn, Ph.D. Dr. Quinn assumed the presidency of Aquinas College in 2017 after over twenty years of leadership and scholarship at Saint Norbert College. An innovative educational leader, Dr. Quinn was the founding dean of the Schneider School of Business and Economics, led revitalization of the general education curriculum, and served as the founding director of the Sport and Society Conference Series. Dr. Quinn has articulated and enacted an approach at Aquinas College that recognizes the multifaceted dimensions of the College’s mission statement, places the experience of students at the center of the College’s efforts, and highlights the need for organizational excellence and the responsible stewardship of resources.

Dr. Quinn is advised by a Cabinet that includes the following direct reports, along with other senior leaders at the College:

- Vice President, Provost and Dean of the Faculty
- Vice President and Chief Financial Officer
- Vice President for Advancement
- Vice President for Enrollment Management
- Associate Vice President for Student Affairs and Athletics
- Associate Vice President of Marketing and Communications
- Associate Dean of Mission, Ministry, and Service Learning

GOVERNANCE

The institution is governed by a 15-member Board of Trustees. Among the board members are leaders in law, health care, manufacturing, finance, and education, including two Dominican Sisters. The Dominican Sisters — Grand Rapids congregation and founders of the College, remain very involved in supporting the College and are committed to the College’s future success. While the Sisters have reserved powers, reflecting their integral connection with the College, they also respect the nearly 50-year history of entrusting leadership of the College to a committed Board of Trustees.

Faculty and Staff Assemblies are invaluable to the leadership of the College in helping to form policy and develop curriculum. Each of the two assemblies is governed by a three-person executive leadership committee. Within each committee are multiple standing committees, each with a diverse make-up. Student Senate is composed of an executive committee and three senators per class.
A ten-year strategic framework has recently been approved by the Board of Trustees. It pursues outcomes related to the expression of Dominican values and Catholic identity, the provision of high-value educational experiences, high-quality and relevant academic programs, and an outstanding student experience, and improvement in institution’s financial strength. Included within this plan are specific steps for 2020-2023, translating the long-term vision into shorter-term actions. A number of those actions call for the leadership of the Provost, including:

- Completing the Higher Learning Commission reaccreditation scheduled for March 2021
- Completing a comprehensive review of the current academic offerings
- Creating a College of Business
- Creating a School of STEM/Health Sciences
- Assessing the current academic advising protocols

Service and community are two foundational elements of the undergraduate curriculum. Students contribute a substantial number of service hours each academic year. Service learning engages students in civic responsibility, critical thinking and structured reflection by actively involving them in community service, thus preparing them for a lifetime of personal growth.

Aquinas is one of a few select colleges to offer an interdisciplinary Community Leadership major and minor, programs which are designed to provide students with a perspective on leadership and social justice and develop their organizational and analytical problem-solving skills.

Aquinas College is committed to diversity as an extension of its Dominican and Catholic identity, and this commitment is evident in the College’s history and current action. The teacher education program, for example, is successfully running programs intended to increase the racial/ethnic diversity of those pursuing the teaching profession and providing training to teachers who work with English Language Learners. Seeking a world in which all people have opportunities for authentic lives, there is a commitment to educate women and men to work together toward a socially responsible world free of sexism, racism, and other forms of injustice. Diversity is seen a blessing and an opportunity to bring a richness of perspectives to the intellectual, cultural, social, and spiritual life of the campus community.

In keeping with the College’s Dominican values, all members of the Aquinas community - faculty, staff, and students – are expected to demonstrate respect for each other regardless of differences. The College is committed to strengthening the diversity of the Board of Trustees, faculty, student body, and staff and appreciating the different gifts each individual brings to this community regardless of age, gender, race, ethnicity, religion, or disability.
The Aquinas Sustainability Initiative works toward three objectives: improving the health of natural systems, enhancing the quality of life for the Aquinas community and neighbors, and increasing the long-term financial stability of the College. In 2006, the College created staff, faculty, and student sustainability committees focused on the themes of community, learning, and infrastructure. These committees seek to incorporate sustainability and the principles of Economicology into the College’s culture. Economicology is a term coined by the late Peter Wege which refers to the balance between economics and ecology. Economicology is driven by economics, environment, ecology, ethics, empathy and education, all of which are integral to the College’s values as Aquinas strives to be a sustainable.

Aquinas is classified by the Carnegie Foundation for the Advancement of Teaching as a Baccalaureate College: Arts & Sciences Focus. The Higher Learning Commission of Colleges and Schools (HLC) regionally accredits Aquinas and it has specialized accreditation through the Commission on Accreditation of Allied Health Education Programs. The last HLC accreditation visit occurred in 2011, granting the college a 10-year renewal. The Aquinas College School of Education was awarded the highest level of national accreditation from the Council for the Accreditation of Educator Preparation (CAEP) in Spring 2018. The Athletic Training program is accredited by the Commission on Accreditation of Athletic Training Education.

Aquinas has been recognized by a number of national organizations in recent years.

- In 2020, the College was reclassified to be among US News and World Report’s Best National Liberal Arts Colleges and among the Top Performers in Social Mobility
- In 2019, the College was named among US News and World Report’s Best Regional Universities (Midwest) and Best Value Regional Universities
- CollegeChoice.net named Aquinas a Best Midwestern Regional University
- Aquinas was recognized as the 2016 Sustainable Business of the Year by the West Michigan Sustainable Business Forum
- The College has been listed in Princeton Review’s Green Colleges list
- The College’s commitment to service was recognized when Aquinas was named to the President’s Higher Education Community Service Honor Roll
- Aquinas was named a Five-Star Champion of Character Institution by the NAIA
- Other recognitions include listings as a Military Friendly College, the Green Star Award for Professional Grounds Management Society, and recognition as a top 50 Catholic college
THE CAMPUS

The 117-acre, beautifully wooded campus is nestled in the midst of Grand Rapids. The campus has a number of striking historic buildings and gardens and was recognized in 2017 by the Professional Grounds Management Society as the winner of their Grand Award for Small Colleges and Universities. Recent years have seen the addition of a modern, LEED-certified library and media center; a LEED-certified residence apartment building; an outdoor, all-season athletic competition surface; an additional residence apartment building; a LEED certified athletic fieldhouse that includes a full competition size track, and the LEED certified Our Lady Seat of Wisdom Chapel. The Science Building is currently undergoing a substantial addition and renovation which will be completed in Spring 2020; this renovation will dramatically increase and improve learning space in the sciences and is expected to be LEED certified.

The Performing Arts Center is the result of mutually beneficial community partnerships. Use of the facility is shared by the Aquinas Theatre Department, the Grand Rapids Catholic Secondary Schools and the Circle Theatre, a local community theatre. The World Affairs Council, a nonprofit that provides programming to discuss national and international issues and how they impact western Michigan, also regularly uses the facility.

GRAND RAPIDS

Located on the eastern edge of Grand Rapids, Aquinas College’s location reaps the benefits of being in Michigan’s second largest city. Located in the vibrant Eastown neighborhood and just two-and-a-half miles from downtown, Aquinas faculty, staff and students are surrounded by opportunities available in a prospering city that is frequently ranked as one of America’s best mid-sized cities.

“Green” is also a way of life in Grand Rapids, and the city has received worldwide recognition for its sustainability efforts. The city is committed to protecting and preserving its abundant natural resources, including the coast of Lake Michigan—less than an hour away—known as one of the world’s top shorelines.
GRAND RAPIDS (cont.)

With more than one million people in the greater metropolitan area, Grand Rapids has a vibrant economy, a thriving medical community, and a rich culture. The city offers attractions such as the Gerald R. Ford Museum, Van Andel Arena, DeVos Performance Hall, Fredrik Meijer Gardens & Sculpture Park, John Ball Zoo, Grand Rapids Art Museum, Grand Rapids Public Museum, Grand Rapids Children’s Museum and Fifth Third Ballpark. The city boasts several professional performance groups including Opera Grand Rapids, the Grand Rapids Symphony and the Grand Rapids Ballet Company. The city is also home to Grand Rapids Whitecaps baseball, Grand Rapids Griffins hockey, Grand Rapids Drive basketball and Grand Rapids Football Club soccer.

Recent recognition for the city includes:
- Top Up and Coming Cities in the U.S. in 2019 (2019, Thrillist)
- #2 The Top Five Most Popular Destinations for Millennials (2019, National Association of Realtors)
- Top 20 Cities for 7-Year Job Growth (2019, Reuters)
- #1 - Mid-Sized Metro for Economic Growth Potential (2019, Business Facilities)
- #1 - Top Metro for Sustainable Development (2019, Site Selection Magazine)
- #25 - Best Food Cities in America (2019, WalletHub)
- #7 - Fastest Growing Economy in the U.S. (2018, Forbes and Headlight Data)
- #1 Metro area for job growth in USA (Headlight Data, 2017)
- #3 Safest College Town in America (SafeWise Report, 2016)
- #3 Best City in the U.S. for Economic Success (Area Development Magazine, 2016)
- #6 Fastest Growing Metro in the U.S. (Bureau of Economic Analysis and Headlight Data, 2016)
- #7 Most Overlooked Dream City (GoodCall.com, 2017)
- Top 52 Places to Go in the World - (New York Times, 2016)
- Top 10 Up-And-Coming Cities for Recent College Grads (Forbes, 2016)

STUDENTS

With nearly 50 clubs and organizations, students are involved in a wide range of activities from honorary societies, to service and advocacy. The small size of the College offers many opportunities for involvement, helping students to live out the Dominican charism through prayer, study, service and community outside the classroom. Aquinas also has a three-year residency requirement, with capacity for approximately 900 students; a mix of traditional residence halls, themed houses, and apartments creates a vibrant learning community in which students learn, grow and develop lasting relationships.
ATHLETICS

The College offers 25 varsity athletics programs and a handful of junior varsity programs with more than 600 student athletes—a substantial proportion of the undergraduate student population. They compete in the Wolverine Hoosier Athletic Conference (WHAC) and the National Association of Intercollegiate Athletics (NAIA), as well as the Michigan Collegiate Hockey Conference, the American Collegiate Hockey Conference and the Central Collegiate Women’s Hockey Association. To date, the Saints have earned 11 NAIA championships in the Wolverine-Hoosier Athletic Conference (WHAC). The college enjoys collaborative relationships with many local high schools that use its athletic facilities, including an outdoor lighted field and an indoor track, for competition.

FINANCES

The College’s current operating budget is approximately $30 million. The budget is highly tuition-dependent, which requires vigilant attention to strong enrollment and net revenue as well as careful stewardship of expenses. Nearly all full-time undergraduates receive financial aid, with a discount rate comparable to that at other similar institutions. The endowment stands at approximately $50 million.

Between 2014 and 2019, Aquinas College pursued a comprehensive campaign that generated nearly $48 million in cash and pledges. This campaign resulted in construction of the Our Lady Seat of Wisdom Chapel, contributed toward the expansion and reconstruction of the Science Building, and enhanced both campus beautification and the size of the endowment. Efforts continue to conclude fundraising for the Science Building as the final major step in this campaign, at which time the College will turn its attention to developing an advancement plan in support of the 2030 strategic vision.
The next Provost of Aquinas College has the opportunity to provide academic leadership that supports a powerful strategic vision that focuses on mission, student learning, and appropriate stewardship of resources.

The Provost provides leadership for the faculty. In addition, the Provost oversees the academic affairs area of the College, including: the Dean of Science and Sustainability, the Dean of Education, the Dean of Business, the Associate Vice President for Student Success and Retention, the Associate Provost for Outreach and Engagement, the Associate Provost and Dean of Curriculum, the Library, and the Office of the Registrar. As part of the Cabinet and the Strategic Leadership Team (direct reports to the President), the Provost will have a significant voice in institution-level decision-making in pursuit of the strategic vision.

Specific priorities for the next Provost include:

**Advancing the Strategic Vision**

The Provost will work to create and implement an academic plan that supports the College’s strategic vision. The position of Provost is unique in its role of translating the elements of that vision into the academic life of the college—its curriculum, faculty, organizational structure, etc. Members of faculty and academic staff look to the Provost to engage them collaboratively and provide an inspiring sense of shared purpose. As stated in the draft Strategic Plan, this purpose exists at the intersection of “Dominican and Catholic heritage (and) the educational needs of the students and communities (the College) serve(s).” This language highlights the need for respect for tradition and the ability to respond dynamically to changes in the external environment—both of which are essential for the future of the College. In the Dominican tradition of Thomas Aquinas and Albert the Great, the successful candidate will not be afraid of questions and will value new approaches. The campus community seeks a leader who will consistently make and execute decisions in an inclusive, thoughtful, forward-looking, effective, and timely manner.

**Aligning Curriculum and Delivery with Institutional Mission and Emerging Needs**

The work of academic affairs must be fully aligned with the College’s strategic vision, the emerging educational needs of students and society, and the objectives and initiatives of other divisions and departments. While the College has experienced a number of faculty retirements of late, it has retained a strong contingent of committed, talented senior faculty and staff. In addition, there has been an infusion of new talent. This confluence of existing and new talent provides an opportunity to use the College’s deep history, tradition and culture as a
springboard to introduce new approaches that move the College forward in meeting changing student and societal demands. The successful candidate will have experience in assessing academic offerings and taking steps to ensure the academic portfolio reflects the institutional mission while responding to new and emerging opportunities to meet students’ evolving needs and expectations. The next Provost will lead conversations about how changes in offerings and delivery might improve student learning for existing populations and, importantly, provide opportunities to serve additional student populations, including graduate and returning adult students. The Provost will be skilled at building dynamic partnerships that can enhance enrollment and student learning, especially with organizations (businesses, schools, not-for-profit organizations) in the Grand Rapids community and with other institutions of higher education.

Pursuing Organizational Effectiveness
The Provost will have the opportunity to formalize best practices in academic affairs to advance both efficiency and consistency. Faculty and staff seek improvement around processes in order to minimize duplication of efforts, solidify lines of responsibility, improve service to students, and provide greater clarity and consistency in policy administration. In addition, a hybrid organizational structure has evolved over the years, resulting in an unusually high number of direct reports to the Provost. The Provost will have the opportunity to build on work already underway to create a more effective organizational model in academic affairs that better supports the organizational goals of the College. The College is fully accredited by the Higher Learning Commission, with a reaccreditation visit scheduled for 2021; while preparation is already well underway, the Provost will play an important role in both preparing for and participating in that essential process.

Exemplifying the Dominican Charism
Aquinas College is frequently described as a family. The College seeks a leader that will be a full member of that community, leading from within rather than from above. The next Provost will value the importance of relationships and being accessible to faculty, staff, and students formally and informally. The successful candidate will communicate directly and transparently, engendering trust. Faculty seek an experienced educator who will effectively articulate and pursue the needs of the academic enterprise. The Provost will be adept at systems thinking, recognizing that changes within one part of the organization may have far ranging impact upon the whole.

The Provost will be passionate about education of the whole person, building deep partnerships with student development, athletics, and other parts of campus to ensure a seamless learning experience with academics at the center. Similarly, the Provost will actively participate in the Cabinet and on the Strategic Leadership Team, provide support and counsel as a colleague to other senior leaders, and serve as a key advisor to the President.

KEY SELECTION CRITERIA
Required qualifications:
Candidates must possess an earned doctorate or terminal degree, a strong record of teaching and scholarship, and significant experience in academic administration.

Desired Attributes
The successful candidate will have experience in a small college setting, a deep appreciation for the four pillars of Dominican higher education (prayer, study, service, and community) and the Catholic identity of the College, a commitment to the foundation of the liberal arts, and demonstrated skill in creating inclusive work and learning environments. In addition to meeting the minimum criteria outlined above, the College seeks a candidate who brings the following attributes:

• Enthusiasm for and significant experience in working in Catholic higher education, particularly the Dominican charism. A Roman Catholic background is preferred
• Commitment to education of the whole person and to a student-centered learning environment
• Experience in contributing to a climate of inclusion and a campus reflective of the world’s rich diversity, and believes in the value of diversity in enriching the learning experience and the quality of life for students, faculty, and staff
• A collaborative leadership style that builds upon relationships and a demonstrated value of community with all constituencies of the College
AN AGENDA FOR LEADERSHIP (cont.)

• Willingness and ability to make and carry out decisions informed by data, institutional priorities, and broad consultation, and communicating and executing those decisions in a timely and transparent manner
• Ability to creatively attract, support, develop, and retain high quality faculty and academic staff
• A working understanding of, respect for, and ability to lead within an environment of shared governance
• An ability to convincingly articulate the value of the liberal arts and elucidate the relationship between a liberal arts education and professional programs
• Experience in fleshing out and executing a strategic plan, and translating that into the academic life of the College
• Familiarity with multiple delivery modes (including hybrid and online education) and multiple student audiences (traditional, returning adult, graduate)
• Sound financial management skills, with the ability to work within an environment of constrained resources
• Interpersonal skills that engender trust, encourage constructive dialogue, and strengthen community
• Ability to provide appropriate direction, support, and leadership for faculty and academic staff areas
• An appreciation for faculty work in teaching, service, and scholarship, and a willingness to support and enhance each of these endeavors
• The ability to develop strong and supportive relationships with key leaders and organizations in Grand Rapids and western Michigan

NOMINATIONS AND INQUIRIES

To apply, a candidate should prepare a thoughtful letter of interest addressing as appropriate the issues and desired qualifications stated above. Include also a current, long-form resume (it should show relevant administrative responsibilities and accomplishments) and the names, phone numbers, and email addresses of at least five references and the candidate’s relationship to each reference. References will be called at a later stage and only with the candidate’s foreknowledge.

By College policy and search committee affirmation, all information from and about candidates will be kept in strict confidence in perpetuity. For full consideration by the search committee, applications should be submitted by December 9, 2019. Additional information about the institution can be found at www.aquinas.edu.

Send materials as an e-mail attachment in Word to: Aquinas.Provost@academicsearch.org

Assisting in the search is:

Maya Ranchod Kirkhope
Senior Consultant at Academic Search, Inc.
maya.kirkhope@academicsearch.org
or (703) 380-9195

Scott Flanagan
Senior Consultant at Academic Search, Inc.
scott.flanagan@academicsearch.org
or (608) 712-2770

Aquinas College is an equal opportunity employer. Aquinas values diversity and strives to be an institution that is an inclusive community. Individuals who have experience with and commitment to inclusive communities are encouraged to apply.
Academic Search, Inc. is assisting Aquinas College in this work. For more than four decades, Academic Search has offered executive search services exclusively to institutions of higher education. Academic Search was founded on the principle of strengthening higher education leadership through professional search services. We are the only search firm in the nation with a formal relationship to a premier leadership development program. As the subsidiary of the American Academic Leadership Institute (AALI), Academic Search provides substantial financial support to a number of leadership identification, development, and support programs across all sectors of public and private higher education. For more information, visit http://www.academicsearch.org/.

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