



# Champlain College

PRESIDENTIAL PROSPECTUS:  
INSTITUTIONAL & POSITION PROFILE







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# Institutional & Position Profile

The Champlain College Presidential Search Committee invites nominations and applications for the position of President of Champlain College.

President David Finney has announced his plans to retire in June 2014, following nine years of innovative and productive leadership and service.

Over these years, the College has developed a distinctive, radically pragmatic model of education that is unique within American higher education.

Champlain prepares its students for fulfilling careers and enriched, effective personal lives, combining professional development in cutting-edge fields, a liberal arts core, and entrepreneurial problem solving and life management skills with extensive opportunities for community service and global engagement. The College is located in Burlington, Vermont, a wonderful setting for learning, within a community and a state that value wellness, sustainability and entrepreneurship.

Working with a talented and passionate college community of faculty, staff, students and Trustees, the new president will have the opportunity and the challenge to further transform this exceptional institution and to truly make a difference for its students, community and state.

## The College



### HISTORY

For more than 125 years, Champlain College has been carrying out its mission to prepare students for successful careers. The College began in 1878 as a two-year business school, mostly for Vermont residents looking for a career-oriented business education, when G.W. Thompson founded the Burlington Business School to prepare young men for “the business cares and responsibilities of life.” The College opened its doors to women in 1884 and took its present name and location in 1958. By 1991, the College began offering bachelor’s degree programs and in 1993 it became a pioneer in online education, offering, beyond individual courses, complete degree programs online. The College offered its first graduate degrees in 2002.

### CURRENT

Today, Champlain College is an established four-year institution with a strong financial base and vibrant campus life. Champlain offers undergraduate degrees in 30 fields of study, 10 graduate degrees and 12 online programs. The College enrolls 2,000 traditional undergraduate students in residence and 1,300 graduate and continuing professional studies students, primarily online. Residential students come from 39 states and 13 countries. It is recognized as an exceptional institution with programs of study in career disciplines chosen for their relevance to the needs of the marketplace, and it has earned respect for its outstanding quality of education. Among its peer institutions, the College boasts one of the highest job placement rates for its graduates.

Students select Champlain because of its smaller size and the choice of majors that are relevant to employers in a fast-changing, increasingly global marketplace. A pioneer in online education, Champlain has been incorporating technology into its programs for two decades, providing its graduates with a competitive “edge” in the marketplace. Experiential learning is also an important aspect of a Champlain education, and internships are an integral component of most students’ academic experience.

The College is ranked in the top 15 Regional Colleges in the North according to the 2013 edition of “America’s Best Colleges,” released by *U.S. News & World Report*; is featured in the 2013 Princeton Review “The Best 376 Colleges;” and was recognized, also by The Princeton Review, as one of the 322 most environmentally responsible colleges in the United States and Canada.

For further information on the programs and activities of Champlain College, please see its website: [www.champlain.edu](http://www.champlain.edu).

## Champlain College Mission

Champlain College endeavors to be a leader in educating today’s students to become skilled practitioners, effective professionals and engaged global citizens. Champlain’s agile and entrepreneurial approach to higher education uniquely blends technology leadership, market savvy, innovation and fiscal responsibility with a commitment to liberal learning, community involvement and “the human touch.” This distinctive approach permeates the delivery of relevant, rigorous student-centered programs in business, arts, applied technology and public service.

# Champlain College Manifesto

A radically pragmatic education. It's relevant today, and it's years ahead of its time. It fuels initiative. It has purpose. It prepares students in a unique way so they're ready for work, ready for life, ready for anything. Without it you're running in place. With it you're sprinting into the future.

At Champlain College, students come to us with passion and determination. We teach them what they want to know and help them understand what they need to know. We provide unparalleled support and revel in the partnerships we create. We offer tools to think and to act, and the opportunity to immediately put them to use. For those who are instinctively ambitious, we provide the agility to create a springboard for their ideas. Because learning how to think without knowing what to do is an education half-done.

At Champlain, both teachers and students stretch. Dreams start coming to life long before the degree is earned. We believe our radically pragmatic education is what makes it all possible.

It's what helps put initiative into practice. We could say we prepare students for the real world, but at Champlain they're already there. Let us dare to teach them, learn from them, and be them.

AUDEAMUS. LET US DARE.

## ACCOMPLISHMENTS & PLANNING

Over the past eight years, Champlain has undertaken impressive growth and expansion:

- Freshman applications for admission have nearly tripled;
- Study-abroad sites in Montreal and Dublin opened, over half of Champlain's traditional undergraduate students now study abroad, and an Emergent Media Center in Shanghai is in development;
- The Core Curriculum, a required, 4-year, interdisciplinary liberal arts program, began;
- Life Experience & Action Dimension (LEAD), the College's unique, required life skills program, began;
- One building has been designated LEED Platinum and two have been designated LEED Gold; upon completion of two residence halls currently under construction, Champlain's LEED Gold count is expected to increase to four;
- Upon receipt of a \$10 million gift, the Division of Business was named the Robert P. Stiller School of Business;
- Graduate student enrollments have increased from 42 to 440 students since 2002;
- Full-time faculty increased from 65 to 103 and faculty pay scales were elevated to the market median;
- The Emergent Media Center, Leahy Center for Digital Investigation, Champlain Publishing Initiative, and Center for Financial Literacy were launched;
- Bring Your Own Business (BYOBiz), a program enabling student entrepreneurs to bring to college with them the business that they started or are thinking about starting and to receive the support necessary to move that business forward, began;
- The College's operating budget nearly tripled, strengthening its investments in programs, student services, faculty and facilities;
- The College's largest campaign in its history exceeded its \$25 million goal by \$8 million;
- The Green Mountain Consortium, designed to share expenses, was launched with Middlebury and St. Michael's colleges;
- Student, faculty and staff diversity increased;
- Four high-end residence halls have been built and nearly 600 student beds have been added; and
- The New American, Vermont First, and Veteran Scholarship programs were launched, along with the College's deepening commitment to the Single Parent Scholarship.







### STRATEGIC PLAN & VISION STATEMENT

Over the past three years the College created and importantly updated a strategic plan that sets forth a vision for the institution by the year 2020. Guiding this strategic plan is the following vision statement:

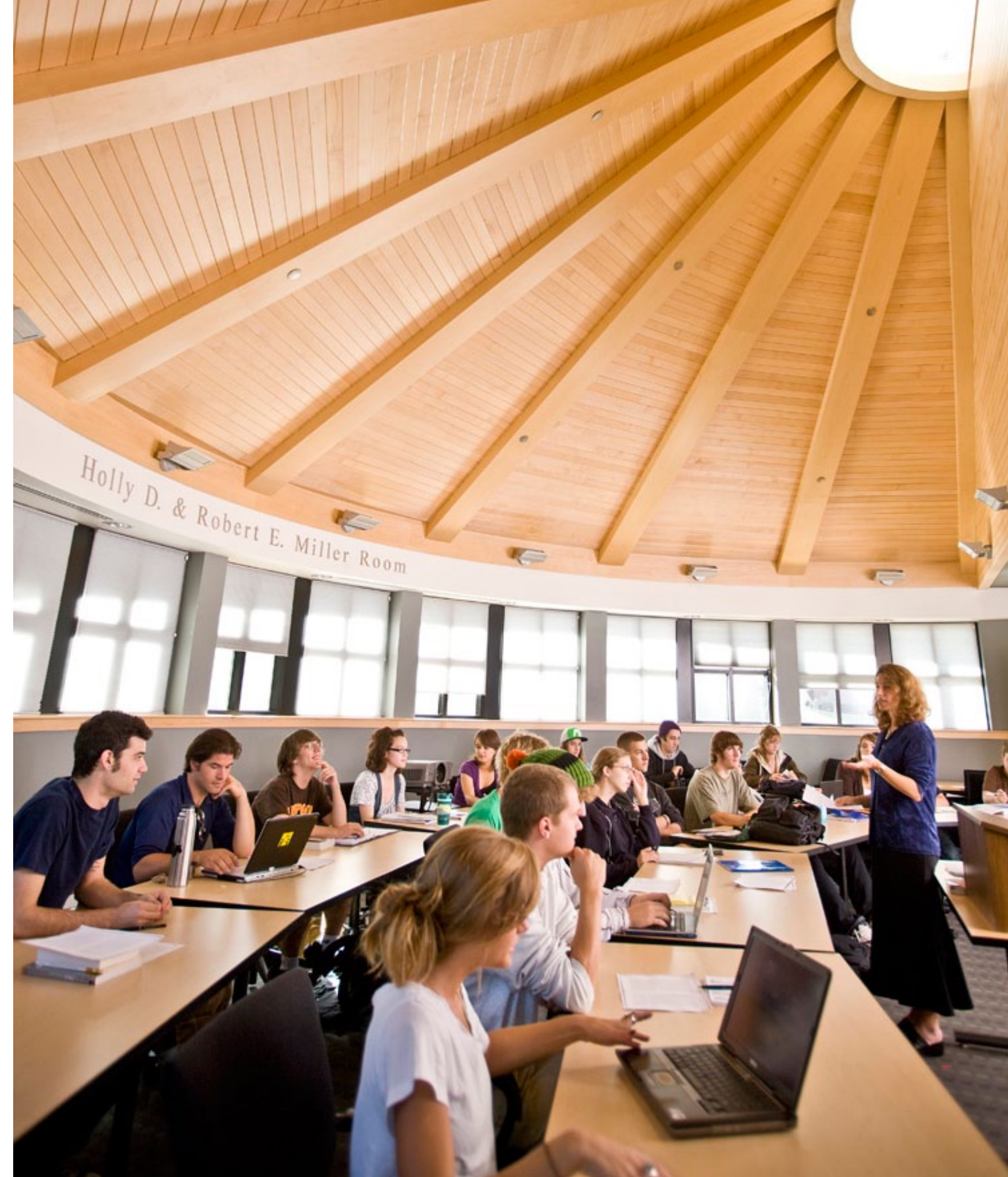
*Champlain College will be the finest small, professionally and globally focused college in the United States. Over the next ten years, Champlain College will accomplish this by:*

- Achieving Distinctive Academic Excellence
- Enriching Student Life and Career Opportunities
- Enhancing Financial Stability
- Exciting, Engaging & Empowering Faculty and Staff
- Fostering an Inclusive & Diverse Community

To access the full text of the strategic plan Champlain 2020, please visit: [www.champlain.edu/presidentsearch](http://www.champlain.edu/presidentsearch).

### ACADEMIC PROGRAMS

Champlain offers a career-driven academic experience that prepares students for professional success while providing a rigorous liberal arts foundation, a global perspective, and vital life management skills. Champlain offers undergraduate, graduate, and online and certificate programs, all informed by an active and entrepreneurial approach. Undergraduate Programs feature career-driven majors, such as Digital Forensics and Game Design. These programs apply classroom teaching to real projects and issues in students' chosen professions. Students take courses in their major in the first semester and customize their education to specific career goals with targeted internships, specializations, minors and co-curricular activities. To meet the needs of lifelong learners, Online Degree and Certificate Programs quickly launch a new career or boost an existing one. These programs provide up to 90 credits for work and life experiences. Graduate Programs are informed by an entrepreneurial spirit and the realities of today's evolving business world. Many programs offer innovative online formats for students from anywhere in the world seeking accessibility and acceleration.







Each Champlain degree program has a single goal: to prepare students for high impact roles in their chosen fields. This rigorous career focus informs every facet of the Champlain experience:

- **MAJORS** are refined annually to assure that they continually reflect the evolving needs of their fields and remain focused on today's issues and tomorrow's challenges. Emerging trends in communication technology and industry best practices are constantly integrated into the architecture of each program to keep the fundamentals similarly aligned.
- **CHAMPLAIN'S CORE CURRICULUM** is a required, coordinated series of courses in the humanities, offered throughout the four years and designed to sharpen analytical, critical thinking and persuasive writing skills and to provide a strong foundation for professional advancement.
- **LIFE EXPERIENCE & ACTION DIMENSION (LEAD)** is a required, four-year program designed to help students develop life skills that are practical, meaningful and useful, and that will strengthen their ability to adapt to changing market conditions and pursue short- and long-term goals successfully. LEAD exposes all students to three tracks—Engaged Citizenship, Managing a Lifelong Career, and Gaining Financial Sophistication—and its curriculum over the student's four years is progressive and cumulative. For more information about LEAD, please visit [www.champlain.edu/lead](http://www.champlain.edu/lead).
- **THE UPSIDE-DOWN CURRICULUM** presents courses in the student's major in the first semester, so that students can immediately appraise their career field choices and devote four full years to developing the skills and instincts an exceptional career demands. This experience-based learning is coupled with extensive fieldwork.
- **SMALL CLASS SIZES** and a 13:1 student/faculty ratio create an intimate learning environment. Faculty are student-centered, offering individualized attention and relationships that often result in exciting internship and employment opportunities for students.

### FACULTY

Champlain faculty bring the requisite academic credentials to the classroom and most have also built their careers in the workplace, enabling them to establish important linkages between theory and practice. There is neither a tenure system nor a union at Champlain, and many faculty members serve in more than one capacity. A terminal degree is required for nearly all full-time faculty.

In the interest of keeping Champlain's academic programs on the cutting edge of higher education, faculty culture at the College values curricular innovation and revision. In addition to teaching, faculty are actively engaged with scholarship, student recruitment, and maintaining and establishing collaborations with area businesses. The College employs 103 full-time and 144 part-time faculty members. While the long-term goals of the College call for the addition of more full-time faculty lines, 53% of courses are currently taught by adjuncts, many of whom are actively involved in their professions.

### STAFF

Champlain College employs 270 full-time and 47 part-time staff. The Champlain staff is caring and engaged, volunteering and participating in the many student activities and staff events the College offers and serving on many campus-wide committees. Staff members work collaboratively with each other, as well as with faculty and the wider community, on Champlain projects and initiatives. Staff take pride in being innovative, change-oriented and consistently student-centered.

### STUDENTS

Champlain had a traditional undergraduate student population for the 2012-13 academic year of 2,111 full-time, degree seeking students.

- 64 percent of students were male and 36 percent were female.
- Students came from 42 states and 18 countries.
- 96 percent of incoming freshman enrolled in four-year, bachelor's degree programs.
- 88 percent of full-time freshman live in Champlain's residence halls.
- The College has a 78.5 percent retention rate.

The profile of entering Champlain College students has become increasingly competitive. The average SAT of admitted students for the fall 2013 entering cohort is 1,132, reflecting a steady 40-point increase over four years, and the average high school GPA is 3.22. 82.4% of this year's entering class are non-Vermonters, reflecting a continuing trend of the College's wider "reach", and 38% enrolled as early decision applicants.

Champlain also serves an additional 1300 Continuing Professional Studies students and graduate students.







### BEYOND THE CLASSROOM

In addition to its strong academic reputation, Champlain College is increasingly recognized for the quality of its student life. Students speak fondly of the intimate, close-knit community that exists among the Champlain student body. In 2000, Champlain reinforced its commitment to student and residential life programming and made the bold decision to eliminate the three varsity athletic teams in favor of a “total engagement” approach to overall fitness, expanding student activities and facilities to benefit all students. The number and variety of co-curricular and extracurricular activities have grown dramatically and include a range of well over 50 recreation, leadership, pre-professional, sports and fitness, theatre, music, art, and special interest opportunities.

According to the National Survey of Student Engagement (NSSE) for Spring 2012:

- 93% of first-year students and 91% of seniors evaluated their entire educational experience positively;
- 91% of first-year students and 80% of seniors indicated positively that Champlain would be their institution of choice, if they could start their college career over; and
- 84% of first-year and 86% of senior students report their peers as friendly, supportive and giving them a sense of belonging.

In the NSSE category of “Supportive Campus Environment,” Champlain scores “significantly higher” than NSSE overall and “relatively” higher than its peer group. Additionally, there has been significant improvement in Champlain’s “Supportive Campus Environment” score since 2009.

The College is a significant contributor to the local economy and an active participant in many of Burlington’s cultural and civic activities. Champlain students volunteer many hours of their time in local nonprofit organizations. Internships are a significant part of the academic experience, and result in students’ direct engagement with the surrounding community. The College also makes its facilities available to the neighboring community and benefits from very positive “town-gown” relationships with its neighbors.

### GLOBAL VISION

Champlain understands that students will be participants in a global society. It therefore takes an active approach to fostering and promoting international perspectives. Foreign study and off-campus travel are built into many curriculums, and more than half of all students take advantage of studying abroad.





- Champlain welcomes students from countries across the world to attend classes on the Burlington campus.
- International campuses in Montreal, Canada and Dublin, Ireland provide guided immersion combined with opportunities for internships and service-learning, as well as general Core courses.
- Study programs in Shanghai, China; Ifrane, Morocco; and Buenos Aires, Argentina offer guided immersion in another culture while attending a foreign university as a guest of Champlain's Global Partner Program.
- The Champlain Passport Program awards a free U.S. passport to all sophomores with a first-year GPA of 3.0 or higher.
- International internships available in cities around the world supply invaluable work experiences and global lessons.
- Service in Action trips give students opportunities to explore different cultures and perform volunteer work.
- A Global Studies minor is offered to all students, regardless of major.



#### CLASS OF 2012 CAREER SUCCESS OUTCOMES

Class of 2012 traditional undergraduates were surveyed in April and May 2013 regarding their post-graduation work lives. Data was obtained for 89% of the class. 90% of respondents stated that they are employed and 5% indicated that they are pursuing studies as their primary status. Of the 90% who indicated that they are employed:

- 88% stated that their jobs are related to their career goals.
- 86% stated that their jobs are related to their majors.
- 31% have already been promoted since hired by their current employer.
- 84% agreed or strongly agreed with the statement "In comparison with my peers/ coworkers who are also recent college graduates, the career education I received at Champlain College prepared me well for success at work."
- 26% found their job due to having worked for the employer prior to graduation (internships, etc.).
- 60% attribute their successful outcome (grad school, job, etc.) to a Champlain resource (career event, job posting, faculty/staff/alumni referral).
- 81% found their jobs within 6 months of graduation.



#### GOVERNANCE, ORGANIZATION & FINANCE

Champlain College is a Vermont nonprofit corporation led by a supportive and engaged Board of Trustees. The maximum number of Trustees allowed is 32 plus two recent alumni. The Board's charge is to set the overall strategic direction for Champlain College, and to ensure that the College systematically works toward its stated goals in a financially responsible manner. In addition to their work as a committee of the whole, the Trustees conduct their work in part through an Executive Committee and seven other committees: Academic Affairs, Audit and Compliance, Committee on Trusteeship, Compensation, Development, Facilities, and Finance. Currently, there is an ad hoc Presidential Search committee.



The president of Champlain College is responsible for leading and directing the academic affairs, business operations, resource acquisitions, and other activities of the College. S/he serves as spokesperson for the College and is the liaison between the Trustees and various constituencies of the College. S/he is responsible for implementing policies established by the Trustees. The president is assisted by a President's Cabinet composed of the provost and five other senior officers.

The College has a Faculty Senate and a Staff Council. The faculty plays a central role in developing and revising curriculum and teaching methods to ensure that they are current and meet the needs of the ever-evolving marketplace. In a similar fashion, the staff continually seeks new methods for improving the efficiency and effectiveness of College departments. A distinctive aspect of Champlain's culture is the extent of collaboration and shared activity among the College's faculty and staff.

For fiscal year 2013, Champlain's total operating budget was \$94 million. The College's sound and conservative operational and financial management has resulted in average surpluses of \$4 million each year since 2005, which has been used primarily to refurbish older buildings, buy adjacent properties, partially fund new facilities and upgrade technology. At the close of 2012, the College's endowment was \$9.8 million. In addition, the College has a Board-designated endowment of \$500,000 and reserve funds of \$18.2 million.

The cost of a Champlain College education is considered a good value among private, residential, four-year colleges. The total cost for tuition, room, board and fees for the 2013-2014 academic year will be \$44,850. Ninety percent of the school's total enrollment last year received need-based financial aid. The average financial aid award for incoming freshmen was nearly \$11,000.





### BURLINGTON, VERMONT: AN IDEAL LEARNING ENVIRONMENT

Champlain College's 22-acre campus is nestled among the stately maple trees of the historic Hill Section of Burlington, Vermont. Located just up the hill from the city's downtown area and Lake Champlain, at the edge of Vermont's Green Mountains and within sight of New York's Adirondack Mountains, the area is a natural playground for enthusiasts who enjoy boating, skiing, snowboarding, hiking, mountain biking, rock climbing and other outdoor recreation activities.

Burlington, which consistently ranks as one of the best places to live and work in the United States, and as one of the nation's safest cities, bustles with activity and intellectual stimulation year-round. The metropolitan area is home to four colleges and the University of Vermont, and Burlington is also recognized as one of the best college towns in America. *Arts and Entertainment* magazine recently placed Burlington #1 on its list of "The Top Ten Cities That Have It All."

Birthplace of socially responsible business icons such as Seventh Generation, Magic Hat Brewing Company, and Ben & Jerry's, Burlington has an entrepreneurial tradition of social activism, volunteerism and environmental stewardship that reflects the community's deeply held belief in public service and sustainability. Burlington-based businesses like Dealer.com and MyWebGrocer are innovative, growing companies that partner regularly with Champlain to hire student interns and new graduates. Increasingly, the College and its president play key leadership roles in economic development locally and regionally, for example convening the Champlain College Summit in 2011, bringing together business, governmental and non-profit leaders from across Vermont.

Radiating from downtown's pedestrian mall are shops of all kinds and the restaurants at the center of Vermont's heralded local food movement, which serve their creative cuisine against a constant backdrop of concerts, cultural events, art shows, street fairs and other happenings.

The College is a 90-minute drive to Montreal and four hours to Boston.

For more information about Burlington, please visit:  
[www.vermont.org/Visit\\_Vermont/](http://www.vermont.org/Visit_Vermont/)





# Challenges & Opportunities

The College's next president will be able to build upon a tradition of meaningful, impactful leadership at Champlain.

The new president will have the extraordinary opportunity, in collaboration with college faculty, staff, students and Board of Trustees, to further strengthen a dynamic learning community and an educational model that adds significant value to the lives of its students, and holds great promise for the wider educational landscape. To do so, the new president and the College community will need to address a set of issues and goals that will help define the College's next stage of development in its remarkable journey. Among others, these include:

## SUSTAINING THE VISION

Perhaps most essential to the past decade of transformative change, the Champlain community and its leadership have stayed focused on its vision of a “radically pragmatic education” and have positioned the College as a top-quality, distinctive educational institution. In order to deliver on the promise of the College outlined in *Champlain 2020*, the next president must ensure the necessary economic, structural and academic components are in place and realizing their full potential. Equally, because Champlain's success has been largely predicated on institutional agility and change, the next president must be constantly mindful of how the current strategic plan may need to change. Champlain's continuing success calls for a visionary, passionate and imaginative president who can guide and lead the College well beyond the 2020 plan.

## BUILDING FINANCIAL RESOURCES

Champlain benefits from an impressive record of healthy balance sheets, benchmarked gains in salary levels for faculty and staff, investments in sustainable facilities with little deferred maintenance, and strong enrollment growth. That said, to support the College's bold aspirations into the future, it must build substantial new resources, beyond undergraduate tuition revenues, through fundraising for scholarships, personnel, infrastructure and program support, and for its endowment, and through new strategies in online and graduate offerings, as envisioned in *Champlain 2020*. Strengthening the College's resources, in part through future capital campaigns, will need to be an essential priority for the new president.

## EXTENDING CHAMPLAIN'S REACH & IMPACT

In some respects, this is a process already underway: Champlain's dynamic model of education speaks powerfully to both students and families, and the trends in enrollment data point to both higher selectivity and a wider geographic reach; additionally, the external awards and other forms of recognition the College has received indicate that “word” is beginning to be spread. However, the College may benefit from an acceleration of this process—building internship and placement opportunities for students, and fundraising and partnership opportunities in new regions and communities, well beyond the excellent relationships established with Vermont's business community, and finding ways to engage with the broader higher education community on the relevance and applicability of Champlain's model and experience. Champlain desires to become a resource regionally and nationally regarding the “future of work,” as a part of its effort to foster economic development regionally and in the state of Vermont. This is core to Champlain's mission as a career-oriented institution. The new president will have the lead external role to play, both strategically and as the “voice and face” of the College, communicating its “value proposition.”

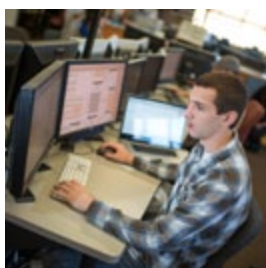
## STRENGTHENING THE EDUCATIONAL MODEL

The College's distinctive model of professional preparation, core studies and life skills is in place and effectively serving its students. Equally, key aspects of the College's program call for further work and refinement, including among others: interdisciplinary initiatives across the curriculum; evaluation of infrastructure needs; enhancing faculty depth and staffing in some areas; building additional strategies to achieve global understanding; and assessment of the “value added” for graduates. Working with faculty and academic administrators, the president will need to oversee this essential process of further building the excellence of Champlain's programs and retaining their “cutting edge” to benefit students and graduates.

## STRENGTHENING CHAMPLAIN'S KEY RESOURCE, THE COLLEGE'S PEOPLE

The new president will find an impressive, distinctive community at Champlain: whether staff or faculty, this is a community focused on students and their development, committed to their college, and proud of its advances. The College's “nimbleness” that has enabled it to build new, relevant programs also prompts an interest in exploring new structures and working relationships—for example, more collaborative approaches cutting across disciplinary “silos” within the faculty, team management involving both staff and faculty, and development of new ideas of scholarship for a genuinely “teaching” faculty.





### **BUILDING DIVERSITY & INCLUSIVITY.**

The College seeks to strengthen the diversity of its student body, faculty and staff, both international and domestic, as one of its key priorities in Champlain 2020. It also recognizes that to do so with success, it will need new strategies and perhaps resources—scholarship funds to attract and retain talented students, programs to enable them to succeed, and strategies to attract new talent to the workforce and help build a supportive community. The new president will need to provide leadership for this priority, both clarifying its centrality to the College and seeking the strategies and resources needed for its success.

### **MAINTAINING CHAMPLAIN'S TECHNOLOGY "EDGE."**

Champlain has been a pioneer in online learning and other uses of technology in its curriculum and classrooms—including giving its graduates a “technology edge” in the marketplace. In view of rapid societal, technological and educational changes, however, the College will be challenged to maintain this position. Nonetheless, the currency of its current programs, the importance of online graduate and continuing education in its strategic plans, and the College's own infrastructure needs all point to the urgent need to do so, and the president will need to frame this strategic priority.







## Position & Qualifications

The president provides strategic vision and academic and administrative leadership for the College. He/she also serves as spokesperson for the College.

The president is the Chief Executive Officer of the Corporation, reports directly to the Board of Trustees, and is a voting member of the Board. The president, as academic and administrative head of the College, has responsibility for all the affairs of the institution, and has legal authority, on behalf of the Trustees, to perform all acts and execute all documents to make effective the actions of the Board or its Executive Committee.

The president is advised by many constituents and looks to them for recommendations. The President also is assisted by the President's Cabinet composed of the Provost and five other senior officers. He/she has the ultimate responsibility for approving recommendations and forwarding them to the Board as appropriate, and he/she communicates with internal constituents about Board decisions.

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The Presidential Search Committee seeks candidates who will embrace the distinctive nature of Champlain and inspire its faculty, students, staff, alumni and Trustees with their aspirations and vision for the College. The ideal candidate will:

- Have a track record as a visionary and strategic thinker and doer;
- Understand and embrace Champlain's distinctive identity and mission;
- Bring an entrepreneurial view of higher education and the ability to inspire innovation and collaboration across the institution;
- Demonstrate an understanding of academic culture, as well as key issues and trends in higher education—new technologies, adult learners, and online modes of learning—that will impact the future of the College;
- Demonstrate business acumen and have a track record of effectively managing both fiscal and human resources;
- Show evidence of administrative and managerial judgment and a transparent and accessible leadership style;
- Demonstrate a proven ability to create and maintain a culture of communication, collaboration and respect across all constituencies of a college or other complex organization;
- Exhibit a record of energetic, skilled and passionate fundraising;





- Demonstrate a commitment to, and a track record in strengthening diversity and inclusion within a campus or other setting;
- Be comfortable using and promoting the latest technology;
- Have strong interpersonal skills, a willingness to listen, and inspiring communication skills, both in speaking and writing;
- Have the capacity to connect effectively with a diversity of external stakeholders in the business, governmental and educational communities—in Burlington, throughout Vermont, nationally and internationally;
- Have the capacity to participate and play a leadership role in the economic development of the Vermont economy by partnering on the state and local level in economic and workforce policy initiatives; and
- Have the personal qualities essential to succeeding in this role—energy and commitment, high integrity, and a sense of humor.

#### INFORMATION FOR APPLICANTS

Candidate materials should include a letter of interest addressing key issues and opportunities posed by this opportunity, curriculum vitae, and the names, addresses, e-mail addresses and telephone numbers of at least five references. These may include Trustees, administrators, faculty, students and community leaders. All materials should be submitted electronically to the address listed below.

Applications and nominations should be received no later than Friday, September 27, 2013, to ensure full consideration. Later applications and nominations also may be considered. The committee encourages applications and nominations from women and persons of underrepresented groups. The new president will assume his/her responsibilities in the summer of 2014.

Nominations, applications, confidential inquiries and questions regarding the search should be directed to:

Chuck Bunting, Consulting Partner  
Ruth Shoemaker Wood, Consulting Associate  
Storbeck/Pimentel & Associates, LP  
ChamplainCollege@storbeckpimentel.com

*Champlain College values, supports and encourages diversity of backgrounds, cultures and perspectives of students, faculty and staff. Champlain College is an Equal Opportunity Employer.*





# CHAMPLAIN COLLEGE

163 South Willard Street  
Burlington, Vermont

[www.champlain.edu](http://www.champlain.edu)



LET US DARE