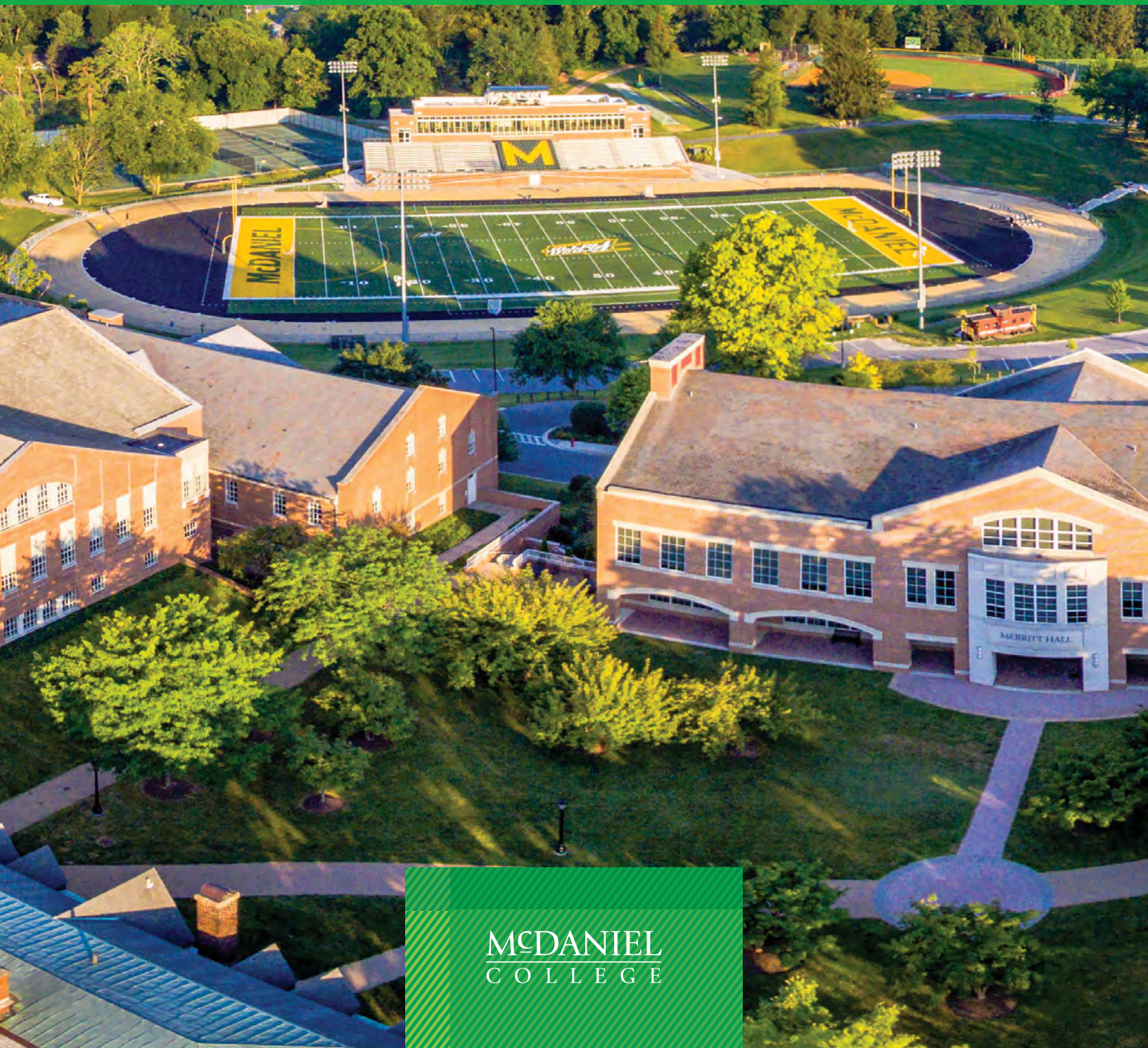


THE SEARCH FOR A PRESIDENT

MCDANIEL COLLEGE PRESIDENT PROSPECTUS



MCDANIEL
COLLEGE



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WESTMINSTER, MARYLAND
THE SEARCH FOR A PRESIDENT**

The McDaniel College Board of Trustees has announced the search for the College's tenth president, an appointment that will become effective on or about June 1, 2021. The opportunity is made possible by Dr. Roger Casey's decision to retire at the end of this academic year after a decade of significant accomplishment at McDaniel.

The new McDaniel president will be expected to focus on future enhancements and financial success by encouraging new program development, effective collaboration, continued commitment to diversity, equity, and inclusion, and the completion of a new strategic plan. The opportunity for visionary leadership at McDaniel is uncommonly attractive.





McDANIEL'S MISSION

McDaniel College is a diverse student-centered community committed to excellence in the liberal arts & sciences and professional studies.

With careful mentoring and attention to the individual, McDaniel changes lives.

We challenge students to develop their unique potentials with reason, imagination, and human concern. Through flexible academic programs, collaborative and experiential learning, and global engagement, McDaniel prepares students for successful lives of leadership, service, and social responsibility.



ABOUT MCDANIEL COLLEGE

A nationally recognized four-year, independent college of the liberal arts and sciences, McDaniel College is known for its diverse, tight-knit, and student-centered community, where students receive personal attention. Founded in 1867 as one of the first coeducational colleges in the nation and the first south of the Mason-Dixon Line, the college changed its name in 2002 from Western Maryland College, after the railroad, to better reflect the identity of the college and its location in central Maryland, just a short distance from Baltimore and Washington, D.C. McDaniel's nearly 30,000 alumni reside in all 50 states and the District of Columbia, as well as 75 countries.

Currently, the college's student body is made up of 1,800 undergraduates and 1,200 graduate students from over 30 states and 30 countries. One of the original "Colleges That Change Lives," McDaniel is committed to access and affordability and has been lauded for its efforts to recruit, enroll, and graduate high-need students, including being ranked No. 1 among "Best Value Schools" for the North region by U.S. News & World Report for the second consecutive year. Approximately 40% of students identify as first-generation college students and McDaniel invests over \$50 million annually in grants and scholarships. McDaniel has also strategically increased its enrollment of historically under-represented students from less than 20% a decade ago to over 40% of the current student body.

In addition to its 160-acre campus, nicknamed "The Hill," that sits atop a hill overlooking downtown Westminster, Md., Carroll County's largest town and county seat, McDaniel also has a European campus in Budapest, Hungary.

ACADEMICS – Undergraduate students can choose from more than 70 undergraduate programs of study, including pre-professional specializations and student-designed majors. New majors just added within the past year include Actuarial Science, Applied Mathematics, American Sign Language, Biochemistry, Biomedical Science, Criminal Justice, Health Sciences, International Business, Marketing, and Writing and Publishing. Many students choose more than one major and minor. Classes average just 15 students and the student-faculty ratio is 12:1. McDaniel has 130 full-time faculty, with 96% holding the highest degree in their field.

Academics center on the McDaniel Plan, a customized, interdisciplinary curriculum that emphasizes experiential learning and student-faculty collaboration to develop the unique potential in every student. A signature component is The McDaniel Commitment, which guarantees every student two experiential learning opportunities, including service learning, study abroad, student-faculty collaborative research, credit-based internship, or independent study. The four components of the McDaniel Commitment—My Place, My Design, My Experience, and My Career—are embedded within the college's general education curriculum. A team of mentors helps students develop a completely tailored program of courses and opportunities to prepare them for personal and professional success.

Students also enroll in first-year seminars and senior capstone projects and can take specially designed courses both on and off campus during McDaniel's three-week January Term. Each year, more than 300 students collaborate with their professors on research across all disciplines.

SPECIAL OPPORTUNITIES CONSIST OF:

- McDaniel’s Center for Experience and Opportunity, a distinct one-stop shop focusing on experiential learning and career development. As part of the McDaniel Commitment, all McDaniel students are guaranteed to complete at least two applied learning experiences by the time they graduate and the CEO works to connect students with internships, fellowships, jobs, study-abroad programs, and alumni mentors;
- The Encompass Distinction program in innovation and entrepreneurship that is open to students in any major and combines courses, off-campus learning experiences, and mentorship by entrepreneurial alumni of the college;
- Honors Program, which offers enhanced intellectual engagement, academic enrichment, and special opportunities and courses to students who become part of a selective community of scholars;
- Global Initiatives including the Global Fellows program focused on cultivating global citizens. Global Bridge also supports the growing number of students at the college who are United States-based but who are bicultural or binational;
- Student Accessibility and Support Services (SASS) assists all students with documented disabilities and works with each student on a case-by-case basis;
- The Green Terror Army ROTC Battalion, which has been a tradition at the college since 1919 and is one of the oldest ROTC programs in the nation; and
- Dorsey Scholars, the highest academic honor at McDaniel, which provides a select group of incoming McDaniel students, who are chosen from the Honors applicant pool, full tuition, room and board for all four years at the college. These students are seen as academic leaders and role models on campus and are provided distinctive opportunities, including serving as ambassadors of the college.

McDaniel College’s 20-plus graduate programs cater to working professionals, career changers, and others looking to advance their career. Many courses are delivered online or in a hybrid format providing flexibility and convenience.

McDaniel’s master’s degree and certificate programs in education are well-known and highly respected. The college has trained teachers and administrators for over 110 years and has a tradition of producing top educators, including a National Teacher of the Year, plus many State Teachers of the Year.

Additional master’s degree programs include Human Resources, Public Administration and Policy, Data Analytics, Human Services Management, Mental Health Counseling and Gerontology. McDaniel also offers select five-year programs offering students the opportunity to earn both an undergraduate and graduate degree in an accelerated timeframe.

STUDENT LIFE – McDaniel is a living-learning community with 85% of students living on campus. Special housing options include campus apartments, language houses, and college-owned residences assigned to groups of students with shared interests.

McDaniel students are involved in nearly 100 student organizations, intramural sports, and fraternities and sororities, including four of the Divine Nine. Numerous art, music, and theatre performances occur on campus each semester with many featuring McDaniel students. More than 20 national and international honor societies, including Phi Beta Kappa, recognize leadership, service, and academic achievement.

Community service is a hallmark of the student experience at McDaniel with students logging more than 155,000 hours of service annually. Students have the opportunity to get involved with numerous nonprofit organizations in the surrounding area, including the Boys and Girls Club of Westminster, where McDaniel students serve as mentors, academic tutors, and program facilitators. The college also annually awards funds to students to develop their own community-service projects.

More than 30% of McDaniel students take advantage of study abroad for academic credit in more than 50 countries, including at the college's European campus. Although McDaniel College Europe attracts students from around the world and is a lively study abroad center for students from colleges across the United States, McDaniel students benefit by being able to take their institutional financial aid package with them when they study there.

One-third of McDaniel students are also involved in athletics. Represented by the Green Terror, McDaniel's 24 athletic teams compete in the NCAA Division III Centennial Conference. McDaniel is one of only two institutions in the conference competing for the league title in every sport offered. Over the past five years, four different Green Terror programs have been represented in the NCAA Championships and many student-athletes have also been recognized as All-Americans in their sports. McDaniel student-athletes are committed to putting their academics first and are regularly named to the Centennial Conference's Academic Honor Roll.

McDaniel is also known for its campus traditions. Tailgating during football season is a highlight for students and their families, alumni, and the community as McDaniel is known for its unique style of tailgating and drive-in stadium, which has been highlighted as a best college tailgate. The college's Old Main Bell also plays an important role in every McDaniel student's experience with first-year students "ringing in" before their first day of classes and graduating seniors "ringing out" on their commencement day. Each semester, the Student Alumni Council also honors this tradition by reading the names of alumni who have passed while ringing the bell one last time to show respect for their alumni experience.

CAMPUS – McDaniel College's hilltop campus is located in Westminster, Md., and sits at the top of one of Maryland's historic Main Streets. Westminster truly serves as an extension of McDaniel's campus with restaurants, cafés, and other local businesses nearby, and the college benefits from partnerships throughout the community.

The college is known for its beautiful campus grounds and among the 73 buildings on campus, six are listed on the National Register of Historic Places, including the President's House.

Over the last decade, new construction and major renovations at McDaniel have included Kenneth R. Gill Stadium, the McTeer-Zepp Plaza, named for the late Ira Zepp '52, Professor Emeritus of Religious Studies, and Victor McTeer '69, one of the college's first Black graduates, as well as Hoover Library, new Kinesiology labs and classrooms in Gill Center, and, most recently, the Roj Student Center.

The college also has a two-story fitness and recreation center and a nine-hole golf course that doubles as an 18-hole FootGolf course. Nearby is the McDaniel Environmental Center, which gives students an outdoor classroom where they can apply their classroom learning.

Ideally situated between the Chesapeake Bay and the Blue Ridge Mountains in the growing suburban

community of Carroll County, McDaniel is also within close proximity to both Baltimore and Washington, D.C., and offers access to Philadelphia and New York City. The county has been recognized in national and state rankings for safety, health, education, parks and recreation, agricultural preservation, and household income.

THE OPPORTUNITIES AND CHALLENGES FOR A NEW PRESIDENT

At a time of unprecedented change in higher education, McDaniel College acknowledges the challenges it faces going forward, but at the same time identifies the distinctions and strength it offers to students of the future. A set of First Principles (<https://www.mcdaniel.edu/about-us/mission-history-leadership>) complements the McDaniel Mission and will help to ground new leadership in the College's core values and the centrality of the liberal arts and their practical application in a number of professional programs. There continues to be need for academic entrepreneurship and vision in the presidency, as new programs and new resources are developed. In so doing, McDaniel's tenth president will accept a dynamic set of opportunities that includes:

TRANSITIONING TO A NEW STRATEGIC PLAN – The new president will assume office at a time when McDaniel's previous five-year plan expires. The chance for new leadership to listen and understand shareholder interests as an initial planning step is timely and meaningful. In addition, the College has developed a set of Strategic Pillars (<https://www.mcdaniel.edu/about-us/mission-history-leadership/college-leadership/strategic-pillars>) that can provide several possible benchmarks for the direction of the next plan.

The president will accept a critical opportunity to analyze the College's current and future priorities, build from existing strength, implement initiatives that will prompt growth, and strengthen offerings for future undergraduate and graduate students. There is strong sentiment that McDaniel's program in Graduate and Professional Studies offers attractive opportunity for enrollment growth. It will be expected that transparency, collaboration, and creativity will be key ingredients in enabling successful outcomes of this highly anticipated planning process.

ACHIEVING FINANCIAL EQUILIBRIUM – Few other items are as important as the College's continued need to improve its financial strength. Operating with an annual budget of \$60.6M and a current endowment of \$135M, the College has accomplished an annual operating surplus (cash basis) since 2011, including the last two years (2020 and 2021) while dealing with COVID-19. Historically, the College has held a solid cash position and in May it established a \$5M line of credit which has yet to be used. McDaniel has long-term debt of \$45M, \$217.5M of total assets, \$152.4M net assets.

Considerable financial restraint has been practiced and lean operations have been the norm in recent years to produce these results. Individual program budgets have been reduced or increases postponed, and some vacant positions have gone unfilled. Important financial goals for new leadership will be to plan for early salary increases, reduce a structural deficit, initiate a long-range plan for capital improvements, and manage the current endowment spending.

The new president will have the opportunity to strengthen McDaniel's financial equilibrium as future institutional priorities, enhanced revenue streams, new budget models, and ongoing enrollment and fundraising initiatives are considered.

IMPROVING THE COLLEGE'S PHILANTHROPIC CULTURE – The new president must be engaged as the chief fundraiser for McDaniel College. Communicating the McDaniel story, engaging external constituencies, setting advancement expectations, and using the strategic plan to establish fundraising priorities will all require leadership. Also important will be the new president's identification of a new VP for Advancement following a recent decision to retire at the end of this academic year.

McDaniel's recent success in a \$50M campaign is affirming, but there remains a significant opportunity to improve the College's philanthropic culture. In the 2020 fiscal year, the annual fund (restricted and unrestricted) totals \$1.6M with just over 10% of the alumni body participating. Expanding the College's donor base, analyzing budget needs for the advancement program, and evaluating alumni perceptions of ongoing change at McDaniel will help to inform this initiative.

The president should expect to be judged, in part, on reasonable expectations and significant future outcomes in the advancement area.

SUSTAINING SUCCESSFUL ENROLLMENT OUTCOMES – Despite the long-term demographic creep toward fewer traditional college-age students and the continued COVID-19 negative impact on enrollment, McDaniel's recent admission trends have been very encouraging. A five-year increase of 34.5% in first-time students (432 to 581) and a consistent annual enrollment of 60 new transfer students is providing welcome optimism on campus. Distinctive in McDaniel's 2020 enrollment are first-time/full time historically under-represented students comprising 47% of the incoming class. The State of Maryland continues to provide McDaniel with approximately \$3M each year for its most needy students in what remains as one of few state-funded financial aid programs nationally for independent colleges.

All this reinforces the need for McDaniel's next president to bring skills in analyzing and managing sophisticated enrollment and financial aid variables, all critical for maximizing continued positive results. Strong planning will also help to refine targets for admissions, retention (currently 75% first to second year), and pricing strategies, while also evaluating the College's market position and brand.

DEMONSTRATING INTERCULTURAL COMPETENCE– A continued commitment to embrace diversity, equity, and inclusion in all its forms must be reinforced as an ongoing presidential priority. Given the recent growth of underrepresented students in the student body, it will be critical that similar attention be paid to diversifying the faculty and staff at McDaniel. As the College continues to strengthen its distinctiveness by supporting an increasingly diverse community, it will be essential to focus prominently on efforts around improving equity and inclusion.

The president's effective leadership in these areas can help to engage the entire McDaniel family around its commitment to advance equity and create an inclusive community as it pertains to race, gender, sexual orientation, religion, nationality, language, culture, and abilities.

NURTURING GOOD GOVERNANCE – It is increasingly important that communication among and between McDaniel constituencies be as transparent as possible. The College will benefit from presidential leadership that can nurture an affirming understanding of good governance and thereby influence a culture of goodwill, mutual respect, and celebration around McDaniel's strengths, initiatives, and future growth. A Faculty Council is available for purposes of governance and communication, should the new president choose to use it.

McDaniel's Board of Trustees can have a total of 48 voting members who serve initial three-year terms with eligibility to continue for additional terms of service. Currently there are 41 active members with seven vacancies, providing opportunity to strengthen the Board and further diversify the college community. In 2019-2020, the Association of Governing Boards named the McDaniel Board as one of six nationally to receive the coveted John W. Nason Award for Exceptional Leadership. The trust that grows from thoughtful governance procedures can enable new presidential leadership to build consensus and strengthen relationships among and between all McDaniel stakeholders.

BUILDING AN EFFECTIVE LEADERSHIP TEAM – As a result of recently announced retirements, the new president will appoint new Vice Presidents of Administration & Finance and Institutional Advancement, another opportunity enhanced by the desire to diversify the staff and faculty. In concert with McDaniel's continuing leadership team, the president will be encouraged to engage a management style that draws the team into open and collaborative discussion about all issues impacting the College's welfare. Important will be skills of delegation, empowerment, and accountability. As the president builds an effective management approach with the team and, in turn, with those for whom the team is responsible, future institutional accomplishments can be accelerated. (Organizational chart PDF www.mcdaniel.edu/media/3666)

CELEBRATING COMMUNITY ON CAMPUS – Students have consistently been the focus of the McDaniel experience. Presidential leadership must be able to embrace the welfare of the student body, recognizing that student development occurs in and out of the classroom, formally and informally, and with all groups that make up the campus community.

A new president must be comfortable providing visibility and accessibility, and enjoying genuine engagement with faculty, staff, and students. New leadership must be able to listen carefully as a first step in communicating with authenticity, transparency, and clarity.

STRENGTHENING BROADER COMMUNITY RELATIONSHIPS – McDaniel has benefited from increased visibility and prominence in the last decade, largely a result of leadership's ability to communicate on a national level about the College's distinctive features. Important relationships can be further strengthened by the new president's engagement in the town of Westminster and the surrounding region. The value of McDaniel's local presence can grow through possible collaborations and partnerships with schools and other colleges, health care, and businesses, all of which can bring reciprocal benefits to the College.

DESIRED PRESIDENTIAL ATTRIBUTES

The next McDaniel president will bring a commitment to liberal arts-centered education, excellent teaching, and academic entrepreneurship on the undergraduate and graduate levels. Leadership qualities and professional accomplishments that correspond to the presidential opportunities and challenges outlined earlier in this narrative will be critical, as will impeccable integrity, high energy, a demonstrable work ethic, a sense of humor, and an emphatic desire to see McDaniel thrive.

While there can be many pathways to the McDaniel presidency, strong academic credentials are highly desirable and an understanding of the academy is essential. The attributes for the new McDaniel president are presented in three clusters.

PROVIDING EFFECTIVE LEADERSHIP

- A strategic thinker and planner, whose visionary leadership will strengthen McDaniel, inspire others to engage in that effort, and build on the College's prominence in national circles;
- A student of higher education, who understands change and is knowledgeable about best practices in college governance, the needs of 21st century learners, national patterns of new program development, and the significant use of educational technology;
- An astute manager, who can develop an integrated senior team and successfully empower faculty and staff at all levels;
- A person who will embrace a role as McDaniel's chief ambassador and excel as a compelling contributor to the national and global conversations on higher education;

STRENGTHENING THE RESOURCE BASE

- A person of fiscal acumen, who can match McDaniel's resources with its aspirations and achieve financial equilibrium moving forward;
- A person enthusiastic about and capable of inspiring McDaniel's philanthropic culture and generating increased contributed resources;
- A person with a sophisticated understanding of contemporary and successful enrollment management at both the undergraduate and graduate levels;
- A person who recognizes the value of their external engagement with McDaniel's alumni, parents, organizational partners, and friends in the larger community;

ENHANCING THE MCDANIEL EXPERIENCE

- A person of intercultural competence and global perspective, committed to cultural pluralism and anti-racism with an ability to lead diversity, equity, and inclusiveness initiatives throughout the College community;
- An enthusiastic campus presence, actively engaging students, faculty, and staff while modeling traits that will strengthen collegiality and community; and
- An accomplished communicator, whose authenticity includes strong listening skills and will engage the McDaniel community in thoughtful discourse about its future.

McDaniel College, an equal opportunity employer, does not discriminate in the recruitment, admission, and employment of students, faculty, and staff in the operation of any of its educational programs and activities. McDaniel College will not tolerate any discrimination or harassment on basis of any protected status including race, religion, color, national origin, disability, age, sex, sexual orientation, gender identity, pregnancy, military status, genetic information, marital status, veteran's status or any other legally protected status. For more information on the college's commitment to diversity, equity, and inclusion, please visit the college's Campus Diversity & Inclusion web page. (www.mcdaniel.edu/about-us/diversity-equity-inclusion)



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