

POSITION DESCRIPTION

FOR THE POSITION OF PRESIDENT



December 2023

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POSITION DESCRIPTION

POSITION	President
ORGANIZATION	Russell Sage College
REPORTS TO	Board of Trustees
LOCATION	Albany and Troy, New York
WEBSITE	sage.edu

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“Esse Scire Facere – To be, to know, to do”– Russell Sage College Motto

FINDING RUSSELL SAGE COLLEGE’S ELEVENTH PRESIDENT

Welcome to Russell Sage College! On behalf of the scholars, students, staff, administration, alumnae/i and the Board of Trustees, we invite you to consider the opportunity to serve as the eleventh president and join the community in their promise...

TO BE: to provide the individual student with the opportunity and means to develop and advance personally and professionally, and thus to be successful in achieving life goals.

TO KNOW: to contribute to the larger society a group of diverse, thoughtful, and competent citizen-leaders who continue to be engaged in the pursuit of lifelong learning.

TO DO: to translate learning into action and application, recognizing the obligation of educated persons to lead and to serve their communities.

Russell Sage College (Sage), a student-centered, private undergraduate and graduate institution on two campuses in Troy and Albany, New York, seeks in its 11th President a dynamic, strategic, and



transformational leader to ensure a future of smart and sustainable growth, innovation, and positive social impact.

In addition to galvanizing the Sage community around a distinctive course for the College's future – vis-à-vis the architecture of a new strategic plan – the President will be charged with attracting broad philanthropic support, forging new partnerships in the region, growing enrollment, improving student success, and furthering Sage's commitment to educating and preparing a diverse student body.

Sage's next President will partner with a committed and resourceful Board of Trustees, dedicated faculty, adroit administrators and staff, inspired students, and active alumni, in the work of guiding the College towards a sustainable future. The successful candidate will bring a keen sense of the future of higher education and, specifically, small, tuition-dependent colleges. The President will be an inspiring team builder, powerful communicator and fundraiser, collaborative problem-solver, champion of inclusion, and sound fiscal manager. Candidates should offer a distinguished record of senior leadership experience and professional achievement in higher education or an equivalent level of responsibility in a business, government, or nonprofit enterprise. A sophisticated sense of the power of building graduate and professional education on a liberal arts foundation and the ability to leverage these strengths are essential. The President will be expected to champion Sage's mission and serve as its persuasive and dynamic ambassador locally, regionally, and nationally.

COLLEGE OVERVIEW

History

Russell Sage College was founded in Troy, New York, in 1916 by Margaret Olivia Slocum Sage and named in honor of her late husband. With Eliza Kellas, head of the Emma Willard School, Mrs. Sage was active in the women's suffrage movement. In founding the new college, they proposed to offer women the means of independence through the combination of broad education in the liberal arts, with preparation for specific professional careers. During World War II, an "emergency men's division" was created, and in 1942 the first graduate degree was conferred. In 1949, an Albany Division was opened, offering two-year, four-year and graduate degrees under the charter of Russell Sage College, extending the college's mission to include the education of men on the Albany campus.

What's in a Name? The "Sage" path

Ever since its founding, Russell Sage College has continued to grow; absorbing over the years the Sage Junior College of Albany and Sage Evening College (later known as the Sage College of Albany). The Sage Graduate School established in the 1940s eventually housed three schools and over time, led to multiple "Sages" all joined together by the common goal of educating those frequently excluded from higher education. A final charter change effective July 1, 2020 united all the "Sage Colleges" together under the original name of Russell Sage College: one college with two co-educational campuses in Albany and Troy, New York.



Sage's Character

"Don't tell me 'no,' tell me 'how.'"

That sentence characterizes Sage's culture of support, encouragement and tenacity. If a student wants to study abroad, start a club or change majors; if a faculty member needs to attend a conference or obtain [a research grant](#); if a department wants to design a new [service-learning program](#) or rewrite a curriculum; if a school wants to start a [new graduate program](#); or if athletics needs to add an [indoor track and field program](#), the word "No" almost never appears in the answer.

Sage may be small, but its size has made it innovative. The community excels in finding creative ways to get the job done, whether the hurdles are large or small. Grit and determination, along with dedication to the community and each other, propelled the institution through challenging financial circumstances, the global pandemic, and ensuing enrollment pressures. From its founding until today, Sage has taken a gender-inclusive approach in its mission to create a healthier, more equitable world for everyone.

Proud of what they have accomplished together, the members of the Russell Sage College community are ready to make strategic decisions for its future, building on its achievements and growing its programs to match its aspirations.



Sage at a glance

With over 50 bachelor's, master's, and doctoral programs, 18 of which are fully accredited, and 7 entirely online master's degree programs, Sage's diverse academic offerings range from nursing to theatre. Moreover, their strategic plan calls for the launch of eight new graduate and certificate programs, a process currently underway.

Students overwhelmingly come from New York State, [81% are women](#), [42% identify as BIPOC](#),

[57% of undergraduates are Pell-eligible](#), and 100% of students receive [financial aid](#).

[First year retention](#) has increased from an unusual low of 69% in 2021, as a result of the COVID-19 pandemic, to a solid 75% in 2023, and overall six-year graduation rates are well above 60%.

[Pass rates](#) for students on their professional exams for teacher certification, nutrition, occupational therapy, and physical therapy are above national averages, and nursing programs are on track towards meeting the same goal.

Every Russell Sage student graduates with two or more key resume-building experiences, such as an internship, clinical placement, fieldwork, student teaching, study abroad or service-learning experience. Ninety-six percent of students achieve a job or graduate school acceptance within six months of graduation.



Location

Less than a three-hour drive from New York City, Boston and Syracuse, Sage is situated in bucolic upstate New York on two campuses -- one in the historic city of Troy and the other in the state capital of Albany. This setting provides unique access to both urban culture and small college town charm, connections to business and industry, a wealth of arts and performance venues, and opportunity for a range of outdoor activities, including gorgeous hiking, providing something for every interest.



The Troy Campus, with 40 buildings on 15 acres in historic downtown [Troy](#), is the seat of the original Russell Sage women's college and the current [Women's Institute](#), established in 2020 to honor that history.



The Albany Campus, with 15 buildings on 18 acres, in the University Heights neighborhood of [Albany](#), is home to the [Opalka Gallery](#), the Art + Design building, and the college's men's and women's athletic programs.

Both cities offer remarkable activities, events, history, and opportunities for community engagement and participation. Albany was recently ranked by *U.S. News and World Report* as "[The Best Place to Live in New York](#),"

while in 2022, the Human Rights Campaign gave Albany a score of 92% on its [Municipal Equality Index](#), which rates cities on equity, non-discrimination, support for LGBTQ+ communities, and safety.

Scholars describe being in the Albany-Troy area as "a really fun place to be an academic." Russell Sage enjoys positive relationships with neighboring colleges and universities, cultivating a vibrant "higher education" culture in upstate New York. The healthy lifestyle and reasonable cost of living are certainly a draw, as is the cultural, ethnic, socioeconomic, and demographic diversity of the region.

Student Experience

Undergraduate enrollment in the fall of 2023 was 1074, with graduate enrollment at 979. The high percentage of graduate to undergraduate students creates a dynamic environment for both populations, providing increased exposure for undergraduates to research opportunities, peer mentoring, and awareness of the benefits an advanced degree can offer. Several accelerated programs link to master's and doctoral degrees at Sage's graduate-level Esteves School of Education, School of



Health Sciences and School of Management, and over 30% of graduate students also completed their undergraduate studies at Russell Sage.

Russell Sage College offers intentionally designed residential programs on both the Albany and Troy campuses, accessible to all undergraduate students. [First-year students](#) are housed on the campus where their academic program is located, providing easy access to their classes, study sessions, library, and lab facilities. [Sophomores, Juniors, and Seniors](#) can select housing on either campus, and specialty housing is also available, including gender-affirming, co-ed, and pet-friendly housing options. A regular shuttle provides access to both campuses.

In conjunction with dedicated [student advisors](#), the [Gator Gateway](#) program assists students in mapping their way through their college experience and professional career preparation. Overall, 90% of students express feeling welcomed, supported, included, and valued by the programming and support provided by [Student Life](#). Students overwhelmingly feel supported and seen on campus. Faculty note that they take the time to know their students and support them in every way. Here, they point out, “[we just care.](#)” However, the work of inclusion is ongoing as Russell Sage College strives to ensure that all members of its community feel welcome and supported.

Overall, a 10: 1 Student to Faculty ratio, and an average class size of 16 means that a Sage education provides personalized attention and a close faculty-student relationship.

Academics

Academic programs at Sage are offered through four schools:

[School of Arts and Sciences:](#) With 23 degree programs at the bachelor’s and master’s level, the School of Arts and Sciences prepares students for careers in the arts, government, non-profit agencies and corporations, as well as for further study in a range of fields. Many programs are interdisciplinary — students complement the core courses in their chosen [academic program](#) with electives in a variety of subjects. Several linked and accelerated programs make it possible to complete a bachelor’s degree and a graduate degree in less time than it would take to pursue the degrees individually.

[Esteves School of Education:](#) The Esteves School of Education offers [12 accredited bachelor’s, master’s and doctoral degrees](#) as well as graduate certificates for aspiring and experienced teachers, counselors, administrators and behavior analysts. Classes are small and collaborative, with lots of personal attention from faculty and interaction with classmates. Sage’s locations in Troy and Albany, New York, offer access to a variety of schools and school districts for clinically rich field experiences.

[School of Health Sciences:](#) The recent COVID-19 pandemic has highlighted the importance of educating professionals to become inspirational leaders in the transformation of health care, public health, science, social justice, education, and data analytics. Through the development of creative learning systems, Sage promotes interdependent, strength-based education and countless opportunities for community engagement. [Degree programs](#) at the undergraduate level include biology, health sciences, nursing, nutrition science, and psychology. Degree programs at the graduate level include nursing,



nutrition, physical therapy, occupational therapy, counseling, community psychology, and forensic mental health. Sage also offers a pre-med program for students.

School of Management: The School of Management envisions a world where more means better—better learning, management, and organizations. Using a broad liberal arts education to help diagnose and solve problems, caring faculty and engaged colleagues work to lead students through their successes and failures. Accredited programs, accessible, experienced faculty, small classes and an engaging curriculum define the School of Management. [Undergraduate and graduate degrees](#) are supplemented by internships.

Faculty and Scholarship

At Russell Sage College, [over 100 full time faculty](#) are practicing researchers, authors, and Fulbright scholars. Faculty are experts in their fields, and — most important — they are committed to student success. Talented adjuncts and part-time professors supplement the teaching curriculum, and most are professionals practicing in the fields they teach at Russell Sage.

The research, creative activity, publication and community-engaged [scholarship accomplishments](#) of the faculty are numerous, and include [pediatric and family-focused medical care with the Navajo Nation](#), [laser therapy for diabetic neuropathy](#), [children’s book illustration](#), [communication systems for individuals on the autism spectrum](#), and [summer nutrition for school aged children](#), among many more.

Professional development opportunities for faculty are supported whenever possible, including internal research support.

Staff

Russell Sage staff are mission critical in developing, promoting, and executing on all aspects of the college’s mission for the teaching and learning environment. Professional development, wellness programs, and career-building initiatives are geared to specific needs of staff operating at all levels of the institution, in recognition of the valued contributions of more than 200 professional staff.

College Initiatives and Community Resources

The Women’s Institute: Created in 2020, the Women’s Institute is dedicated to preserving the ideals upon which Russell Sage College was founded, with a transformative focus on values of equality and gender inclusivity that responds to the contemporary and evolving cultural landscape of the 21st century. The Institute offers public programs, panels, conferences, and community partnerships with a focus on constructive dialogue about contemporary women’s issues. The Institute also promotes women’s leadership and gender inclusivity through a student-learning community with women-only housing and expanded curricular opportunities. For more information, see the [Annual Report for The Women’s Institute](#).



[THRIVE @ Russell Sage](#): Building on Sage’s substantial reputation in the health sciences, THRIVE extends into and beyond the classroom to help members of the Sage community achieve the Eight Dimensions of Wellness: physical, emotional, social, intellectual, environmental, spiritual, vocational, and financial. THRIVE is a 360-degree program, embedded into the curriculum, lifestyle, traditions, and sustainability initiatives at the College.

Both the Women’s Institute and THRIVE are model programs for higher education institutions, based on the success and well-being of the whole person, and emphasizing a vision of satisfying and fulfilling lives. Their continued growth will be a strategic differentiator for Russell Sage College and its new president.

[Greener Sage](#): Sage’s commitments to sustainability and environmental stewardship focus on recycling; reduction of single-use plastic through hydration stations; paper, energy, and resource-saving office measures; and significant commitments to building and renovation projects that minimize environmental waste and are highly energy efficient.

[Tobacco-Free Campus](#): Russell Sage College provides a tobacco- and smoke/vaping-free environment in all college facilities and outdoor areas for all employees, students and visitors, in full conformance with applicable status, including the New York State Clean Indoor Air Act (Public Health Law Article 13-E).

Diversity, Equity, and Inclusion and Education for All

Russell Sage College embraces diversity, equity and inclusion as essential components of a rich intellectual and cultural environment in which all members are given the opportunity to reach their full potential as active participants in our local and global society. Russell Sage College has a “culture of continuous improvement” and proudly recognizes that education for all extends beyond the classroom.

With its strong history of providing equitable access to education for all persons, Russell Sage is continually working towards better living and working environments, ensuring all are able to reach their potential in supported and meaningful ways. A [coalition](#) of community members as well as [DEI Subcommittees](#) across both campuses works in conjunction with the Director of Diversity, Equity and Inclusion in setting community standards of accountability and restorative justice, while the [CARE team](#) (Campus Assessment, Response and Education) assists the campus community in caring for its members and ensuring safety and support for all. For more information see the [Diversity, Equity and Inclusion Strategic Plan](#).

The DEI Task Force and the DEI Strategic Planning Committee, in partnership with the RSC constituents, have gone to great lengths to ensure the DEI plan is strategic and unique to the RSC community. While very proud of the progress made to date, the College is cognizant that these efforts are just the beginning and that this work belongs to every member of the Russell Sage College Community.





Professional training

“96% of surveyed students are employed or accepted to graduate school after graduation.”

From business to nursing to the arts, Russell Sage College students enjoy exceptional opportunities that lead to career success. The [Career and Self-Discovery Center](#) reaches into the classroom to make sure every student takes advantage of this resource. All students get at least two Engaged Learning experiences – internships, clinicals, student teaching, undergraduate research, service learning, experiential learning – where they learn by doing and have the credibility needed to secure a job after graduation.

Professional licensure is a goal of many graduates, and [programs leading to licensure](#) focus on the success of these students. [Professional Programs pass rates](#) are strong for undergraduates. Occupational Therapy graduate students have a 100% pass rate on their credentialing exams for [professional licensure](#).

Athletics

[Athletics](#) are a growing area of strength at Sage. Currently the College supports 21 NCAA Division III women’s and men’s teams. Part of the expanding New York [Empire 8](#) Conference, Gators have opportunities for competition across the state and are deeply involved in community outreach and giving back in meaningful ways.

The Student Athlete Advisory Committee (SAAC) is extremely active, organizing the annual School Supply Drive and the Yards For Yeardeley program to combat campus dating violence. Sage’s Chompers' Reading Program, now in its 10th year, was recognized by the National Association of Division III Athletic Administrators (NADIIAA) with an Honorable Mention Award at the 2016 NCAA Convention. In 2017, Sage began a partnership with the Second and Seven Foundation, becoming the first NCAA Division III college in the state of New York to participate in the reading program bringing nearly 2,000 books to area elementary schools.

Sage had 12 varsity teams named to the Empire 8 Conference All-Academic Team in 2023, while 70 student-athletes also earned individual acclaim. Russell Sage's women's cross-country program led all teams with a remarkable 3.96 GPA team average in 2023.



The Arts

[Opalka Gallery](#) is the formal exhibition facility of Russell Sage College. Located on the Albany campus, Opalka’s primary focus is on modern and contemporary art and design from nationally recognized



artists. An important part of the cultural life in the Capital Region, the Gallery frequently hosts lectures, films, concerts, and other events in conjunction with its exhibitions.

The [Theatre Institute](#) at Sage is tremendously active and their performance facilities are housed at the Troy campus and include the James L Meader Little Theater, Bush Memorial Hall, and the Schacht Fine Arts Center.

Alumnae/i

Over 40,000 living alums maintain active ties with Russell Sage College through the dedicated efforts of the [Russell Sage College Alumnae/i Board](#). Annual reunions, events, awards, and projects engage alums with each other and with the College on a regular basis. A rich array of [benefits](#) for alums are available from admission and tuition credits, access to campus facilities and continuing career services. By invitation, alums serve the College in a leadership level on the Founding Advisory Council of the Women's Institute and the Board of Trustees.

Philanthropy and Giving

Annual Fund giving to Russell Sage College is an expression of alumnae/i support for the programs, students, facilities, and operating costs required to sustain a high standard of engaged academic pursuit. In 2022-23, the Sage Fund for Excellence raised \$2.3 million, an increase over previous years by \$1.1 million. Along with the Sage Fund for Excellence annual fund, giving is also generated for the endowment, by class agents, giving societies, event-based giving and commemorative giving in the form of tribute garden gifts and the buy-a-brick program for campus outdoor spaces.

Giving and philanthropy efforts are coordinated and directed by the [Office of Institutional Advancement](#) in accordance with the fundraising goals established by the Board of Trustees and College President. The last comprehensive campaign ran from 2011-2017 and generated [\\$62 million](#).

Finances

The College's annual operating budget in FY 2024 is \$48.3 million with expenses projected at \$47,400 million. Tuition is the College's primary source of revenue (\$32 million net rate after discounts), followed by income from auxiliary services (\$6.7 million). Fundraising and advancement (including government and private grants, gifts and contracts) along with investment income contribute an additional \$7.8 million. Russell Sage has sustained its operations through strategic fiscal management. Typical draw from the endowment has been 5% annually. The endowment is currently at \$44 million, and the college has total assets of \$99 million against current debt in the amount of \$7.7 million.

The largest expenditures are compensation for 100+ faculty and 200+ staff (\$28 million), followed by financial aid (\$23 million) and contracted services (\$7.5 million).



Governance and Leadership

Russell Sage is a private institution governed by a 26-member [Board of Trustees](#), which is charged with oversight of the fiscal and policy matters of the College. Currently, 60% percent of the board is composed of alumni. Board members participate on six standing committees: Executive, Governance, Organizational Sustainability, Compliance and Audit, Student Success and Community Well-Being, and Strategic Opportunities.

Responsibilities of trustees include hiring the president, approval of the annual operating and capital budgets, assessing academic programs decisions, monitoring of financial controls, review of facilities plans and budgets, review of legal and contractual obligations, investment decisions, and asset allocations. The College President is an *ex officio* member of the Board of Trustees.

In addition to the Board of Trustees, the New York State Board of Regents, through the New York State Education Department (NYSED), and the Middle States Commission on Higher Education (MSCHE), the regional higher education accrediting association, have external authority over Russell Sage College. All academic programs, campuses and online programs must be reviewed, approved, and registered by the NYSED.

The Board of Trustees delegates operational authority to the president as the College's chief executive officer with the expectations of transparency, accountability, performance, collaboration, and service as the face and voice of the college. [The President's Cabinet](#) is a team of 8 senior administrative leaders who report to the president and work collaboratively to establish and achieve institutional priorities.





ROLE OF THE PRESIDENT

The President is Russell Sage College's chief executive officer as well as its leading spokesperson, fundraiser, and advocate. The 11th President will cultivate and nurture an environment that attracts and supports the highest quality, highest performing, highest potential, and most diverse students, faculty, and staff. The President will promote a culture that fosters safety, respect, communication, transparency, equity, and inclusion as well as innovation, teamwork, efficiency, and professionalism across the institution. While providing clear, strong leadership to the senior team (see Leadership by Function chart in Appendix A), the President makes and supports prudent financial and managerial decisions that ensure the fiscal strength of the institution. The President also leads, and actively participates in, securing private philanthropic support. Reporting to the College's Board of Trustees, the President provides vision and strategic leadership to the College, pursuant to carrying out the College's goals, policies, and aspirations.

The President is expected to be an engaged leader in promoting Russell Sage College throughout the community of Albany-Troy-Schenectady, the State of New York, and the community of higher education, nationally and internationally. External partners for the President include alumnae/i; donors; elected officials; state, federal, and international agencies; professional and educational associations; and the public at large. The President works collaboratively with other college and university presidents, elected and appointed officials, as well as education and business leaders to advance the goals of higher education and the interests of Russell Sage College.

Opportunities and Challenges

The next president will inherit an institution that has benefited from strong leadership, significant efforts to achieve fiscal stability, and an institutional commitment to transforming the lives of students. The new President has tremendous assets from which to draw. These include:

- ▼ A conservative balance sheet, and an improved financial outlook;
- ▼ A committed Board of Trustees, who enable the President to make independent decisions about operations and offer expertise on strategic and fiduciary issues;
- ▼ A strong senior leadership team who are motivated to serve;
- ▼ Dedicated faculty who are excellent teachers;
- ▼ A talented professional staff who have supported the College through challenging times and care deeply about serving students;
- ▼ A diverse population of students who appreciate one another's uniqueness;
- ▼ Active, engaged and dedicated alums;
- ▼ A caring, inclusive, and equity-driven community focused on the well-being and wellness of all;
- ▼ Institution-wide entrepreneurial spirit and brave commitment to problem-solving;
- ▼ Two beautiful campuses;
- ▼ Positive momentum and the perception that the future is filled with possibility.



Building on this foundation, the 11th President will have the opportunity to provide leadership on the following strategic priorities:

▼ ***Leading the Russell Sage community in developing and executing the next strategic plan for the College***

Russell Sage’s recent strategic plan “[One Sage: A Vision for the Future.](#)” 2019-2023, has largely achieved its goals of better unifying the Sage community across both campuses, increasing opportunities for student success, expanding cohesion and professional development opportunities across the curriculum, and improving the financial standing of the college. Its Phase Two goals of adding new online master’s degree and other programs will be met by 2024. With this foundation, the new President will have the opportunity to launch a new strategic plan critical to Sage’s future, such as:

- Determining the right strategies for enrollment growth given the demographic shifts in the region and the declining number of traditional-aged undergraduate learners attending college;
- Assessing regional and workforce needs and the College’s capacity to build graduate programs and non-degree certificate and upskilling programs to meet those needs;
- Developing strategies to further improve student success (particularly retention and graduation rates) and to animate the student experience through a range of experiential opportunities and high-impact practices that enhance students’ intellectual, cultural, social, and professional development;
- Continuing the work of putting Russell Sage College on a sustainable course of financial success while strategically investing in human capital and innovative offerings;
- Unleashing the entrepreneurial energy of the new Women’s Institute, the new graduate programs, new community engagements and new partnerships yet to be established, while ensuring their alignment with the overall college plan;
- Continuing investment in the physical plant by guiding a new campus master plan, addressing deferred maintenance of campus buildings, and the modernization of information technology resources and capabilities across both campuses and the online campus.

The new plan will need to be aspirational, and the planning process inclusive of all audiences, participants and stakeholders including faculty, staff, students, community stakeholders and the Board of Trustees, among others.

▼ ***Overseeing the development of the next capital campaign, building Institutional Advancement capacity, and inspiring greater alumni giving and participation***

Achieving the goals of the next strategic plan will require the new President to launch Sage’s next comprehensive campaign and to motivate alumni to engage as key contributors to its success. Alumni giving at Russell Sage has been consistent, and opportunity to galvanize the philanthropic energy of alumni is tremendous and congruent with the appointment of a new President with an exciting vision. The President will articulate Sage’s stories of student, alumni, and faculty impact while putting in place the infrastructure (with professional and volunteer leadership) to ensure a well-organized, efficient, and engaged campaign process. The president will apply a keen eye toward assessing the capacity and



efficiency of the current fundraising infrastructure and resources, deciding where to make careful investments in capacity building to ensure modern research and technology capabilities are procured and effectively leveraged.

▼ ***Managing enrollment, developing revenue, and ensuring financial stability and growth***

In the last eight years, the Board of Trustees and the College leadership have worked diligently to stabilize the College's finances and achieve fiscal stability. This work is ongoing and will require energetic and entrepreneurial leadership from the 11th president as the next budgets are designed to balance enrollment, revenue, expenses, and new growth. In particular, the new president will need to address issues of salary compression for faculty and staff as well as resources for their continued development, renovation of aging facilities, opportunities for the growth of non-tuition revenue, and the need for strategic reinvestment funds to support future programs and strategic directions.

▼ ***Improving Student Success***

The 11th president will value and support a strong student experience for graduate and undergraduate students. They will acknowledge, through their presence at events and overall engagement, that the student experience matters and will nurture the collegial relationship between the president, students, and alumnae/i.

The next President will work with their leadership team to improve student first year retention rates (currently at 75%), student belonging, inclusion, well-being and professional preparedness. They will work to continue improving graduation rates (6-year rate is currently 65%) and student employment upon graduation.

▼ ***Solidifying and advancing the brand and identity of Russell Sage College***

The next President will be able to build on recent brand and identity efforts achieved in the "One Sage" strategic plan to increase visibility for the college, champion its successes to a broader audience, entice students and families from outside of New York to consider a Sage education, and promote the professional college programs that have had so much impact on improving the upward social and economic mobility of its graduates.

▼ ***Maintaining Russell Sage's innovative focus on professional programs and increased access to education via technology***

The College is proud to offer online learning and to use technology in its curriculum and classrooms. In view of rapid societal, demographic, and educational changes, however, Russell Sage will be challenged to maintain its current trajectory and promise without a growth mindset. Nonetheless, the currency of its academic programs, its affiliated centers, the importance of online graduate and continuing education in its strategic plans, and the College's own infrastructure needs all point to the necessity of continuing to innovate in this area. The next president will need to promote, both internally and externally, the value of these innovative approaches to education.



▼ ***Advancing interdisciplinary teaching and learning at Russell Sage***

The College strives for the highest level of academic collaboration and excellence in its intellectual offerings. The challenge for the next president will be to develop collaboration to its highest point, setting forth a vision for how the College's distinctive strengths, especially in health-related fields, as well as liberal arts and the professional schools, can reinforce each other and propel the College as a whole to an even greater level of success. Existing examples of interdisciplinary programming, such as the THRIVE and Women's Institute initiatives, as well as internships, project-based and field-based experiential learning typify the collaborative spirit of teaching and learning at Russell Sage.

▼ ***Improving the physical environment of the Troy and Albany campuses***

During the recent deficit reduction measures and pandemic-related challenges, improvements and renovations to campus buildings and exterior spaces were put on hold. Historic buildings on the Troy campus are in need of thoughtful renovation. Adaptive reuse of vacant spaces, modernization of student housing, and new infrastructure to accommodate increased use of technology are all desired outcomes of the next strategic and capital campaign. The President will have the authority to request a new campus master plan and oversee recommended campus spending and improvements with approval by the Board of Trustees.

CANDIDATE PROFILE

The next President will join an exceptionally strong leadership team of capable professionals who are comfortable working in a high-expectation, results-oriented environment. The President's Cabinet is a cohesive, highly skilled team of college leaders, capable of providing tremendous support and strength to the next President, thereby enabling the President to focus on outwardly-facing activities on behalf of the College. As a leader, the President will ensure that all college functions are achieving at the highest level and that team members work collaboratively with one another in support of Sage's mission. The President will define measurable objectives and motivate a culture of accountability that serves the college's best interests. The President will establish clear lines of delegation and expectation while empowering members of the cabinet to make challenging and informed decisions appropriate to their responsibilities and to communicate their decisions in a timely, transparent, and thoughtful manner.

Russell Sage College seeks an exceptional leader with the vision, leadership qualities, and energy to inspire all members of the College community. The Search Committee understands that no single candidate will have all the ideal qualifications but seeks candidates with the following experience and abilities:

- ▼ A strong record of administrative achievement;
- ▼ An earned bachelor's degree from an accredited institution (advanced degree preferred);
- ▼ The ability to articulate the benefits of combining the liberal arts and professional education;
- ▼ A proven aptitude for fundraising;
- ▼ Evidence of strategic and forward-thinking anticipation of future needs and challenges; the ability to adapt to the rapidly changing educational landscape;



- ▼ A mindset for growth through innovation and collaboration across all levels of a complex organization;
- ▼ Evidence of ability to create innovative and impactful external partnerships that expand the College's visibility, promote entrepreneurial opportunities, and spur additional sources of revenue;
- ▼ Strong financial management experience;
- ▼ A record of decision-making tied closely to measurable metrics;
- ▼ The ability to work strategically to advance Russell Sage's recognition in New York State, the surrounding region, and the nation;
- ▼ An understanding of the power of both on-campus and online learning;
- ▼ A strong understanding of shared governance, and the ability to nurture collaboration, collective vision, a vibrant sense of community, and the appropriate involvement of all stakeholders in the decision-making processes of the College;
- ▼ A passion for working with first-generation and adult students, expanding access to higher education, and maximizing the College's impact on social mobility;
- ▼ A deep commitment to equity and inclusion, consistent with the College's history and mission;
- ▼ An open, collegial and accessible style of leadership;
- ▼ Experience in motivating, inspiring, developing, and harnessing the energy of a leadership team;
- ▼ A personal commitment to community engagement;
- ▼ Superb listening and communications skills, both in writing and public speaking, and the ability to serve as the ambassador and public face of Russell Sage in a wide variety of settings; and,
- ▼ Integrity, transparency, authenticity, personal warmth, energy, persistence, and ability to admit mistakes.

Compensation

This is a full-time position that will be performed on site in New York. Compensation is expected to start at \$325,000 and will be commensurate with experience with a generous benefits package, including a presidential house adjacent to the campus.

Russell Sage College is an equal opportunity employer and does not discriminate against otherwise qualified applicants on the basis of race, color, creed, religion, ancestry, age, sex, marital status, national origin, disability, veteran status, citizenship or immigration status, sexual orientation, military status, predisposing genetic characteristics, pregnancy, gender, gender identity or expression, familial status, status as a victim of domestic violence, reproductive health decision making, criminal history, and any other legally protected characteristic protected by federal, state or local law. In this regard, opportunities for advancement will be made available without bias. The College is also subject to state and federal laws, supports efforts to attract and retain fully qualified women and other minority group members for faculty and other positions. Russell Sage College will comply with the letter and intent of all State and Federal laws and applicable orders pursuant to Equal Employment Opportunity.

APPLICATIONS AND NOMINATIONS

Russell Sage College has retained Diversified Search Group (DSG) to assist in this recruitment. Nominations and applications will be accepted until the position is filled, but for fullest consideration, applications should be received by February 5, 2024. Applications and expressions of interest should be accompanied by a letter of interest, a curriculum vita, and the names and reliable contact information of



at least five references. Letters of interest should thoughtfully respond to all that is outlined above and address how the candidate's experience and qualifications have prepared them for the role. Applications should be submitted, in confidence, using [DSG's candidate portal](#).

Please send all nominations or inquiries via email to RussellSagePresident@divsearch.com.

SEARCH TEAM

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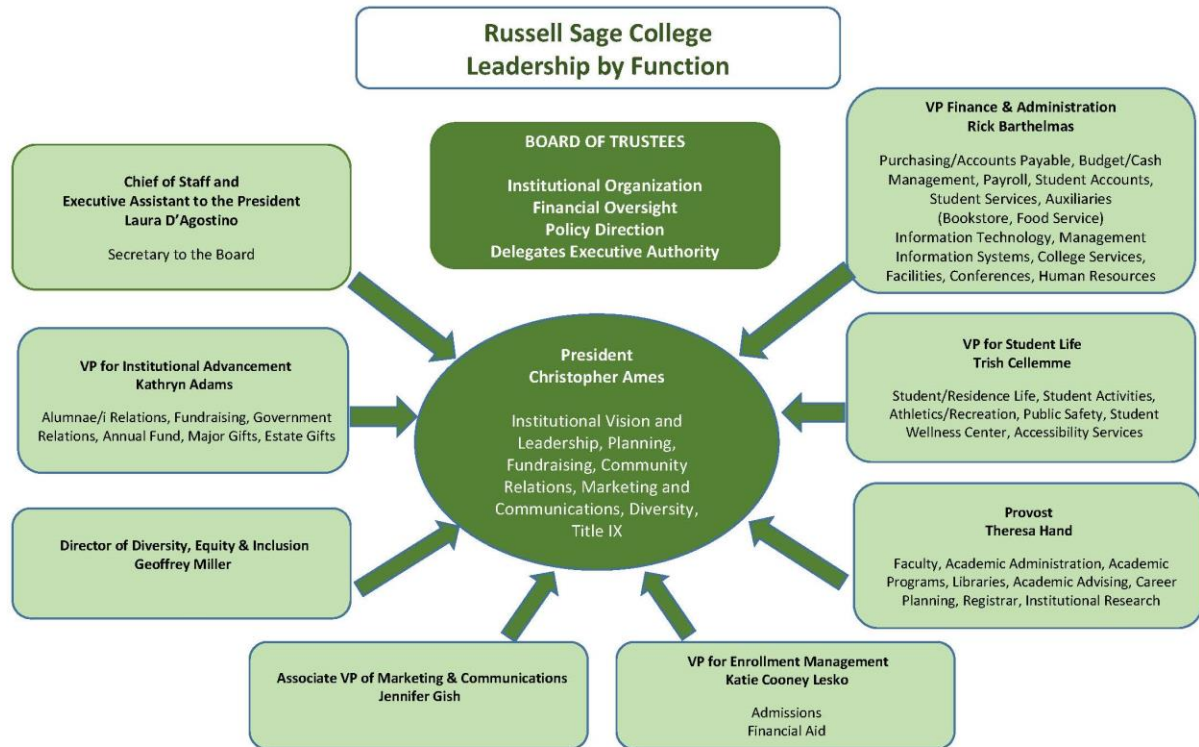
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Nora.Maurer@divsearch.com

15617_DECEMBER 2023



APPENDIX A: ORGANIZATIONAL CHART



01/03/2022