



Clarkson™

CLARKSON UNIVERSITY
PRESIDENT
Potsdam, New York

THE SEARCH

Clarkson University seeks a visionary, strategic, and inspirational leader to serve as its next president. At a time when education is focused on student success, technology, value, and innovation, Clarkson provides students with the most relevant education and coveted skills for the twenty-first century in a personalized and supportive environment. The 17th president of Clarkson will join a close-knit community of talented scholars and teachers, dedicated staff and administrators, driven students, and loyal alumni. As Clarkson celebrates 125 years in 2021, the next president will be charged with leading the University through an unprecedented time in higher education, ensuring financial health and sustainability, and leveraging its strong community and record of invention to chart and execute a vision for its future success for the next 125 years.

Founded in 1896 to honor Thomas S. Clarkson, a pioneering entrepreneur and humanitarian, Clarkson today is a private, national STEM-focused research university that is a leader in technological education and sustainable development through teaching, research, scholarship, outreach, and innovation. The main campus is located on 640 wooded acres in Potsdam, New York, with other campuses in the Capital Region of New York and Beacon in Dutchess County, as well as partnerships in Saranac Lake (in partnership with the Trudeau Institute). Its 4,600 undergraduate and graduate students hail from 42 states and 62 countries, and the University employs approximately 750 full-time faculty and staff. Signature portfolios of research and scholarship are internationally known in healthy global solutions, computational and data-enabled discovery, advanced materials development, STEM and entrepreneurial education, sustainability, and next generation medicine and healthcare. Clarkson is a member of the Association of Independent Technological Universities (AITU).

Clarkson produces remarkable engineers, scientists, educators, health professionals, business executives, and creative leaders by creating an exceptionally demanding, boundary-spanning experience in an entrepreneurial community known for its core values, technology-intensive resources, and appreciation of its geography and environment. Clarkson understands that new technologies, emerging fields, and expanding career opportunities require new approaches to learning. Clarkson students are grounded in the fundamentals but also learn how to successfully

manage the unique challenges of today's complex world. Clarkson graduates earn salaries that are among the top 2% in the nation, and one in five alumni already leads as a CEO, senior executive, or owner of a company.

The next president, in collaboration with the full range of stakeholders, will provide vision and administrative leadership and management to see Clarkson not just through, but beyond, these unprecedented times. The president must be a good financial steward of the University, support innovation and excellence in the academic program and research, cultivate a culture of empowerment and professional development for staff and faculty, champion diversity and inclusion, garner philanthropic support, and be an accessible and engaged member of the Clarkson and local communities.

Clarkson University has retained Isaacson, Miller, a national executive search firm, to assist in the identification and recruitment of its next president. Please direct all applications, nominations, and inquiries to Isaacson, Miller, as indicated at the end of this document.

CLARKSON UNIVERSITY

History

The character of Clarkson University today is deeply rooted in its proud history and the altruistic values of its founding namesake and the Clarkson family. While the Clarkson family had considerable means as descendants of one of the first secretaries of the Colony of New York, they exemplified the new American work ethic and started a legacy in which all sons would learn a trade. The Clarksons acquired a large tract of land in the town of Potsdam in 1804 and were among the early American settlers.

Thomas S. Clarkson ran the family's farm with his brother and also engaged in other business endeavors in Potsdam and the North Country region, including developing the first local electrical power plants, post-Civil War housing for the poor, the first sewer system in the area (keeping residents protected from the typhoid fever epidemic), and operating large sandstone quarries. With a penchant for education, Thomas S. Clarkson and a cousin founded the Potsdam Public Library and Reading Room, teaching local workers how to read and offering a tuition-free night school to teach mechanical drawing. It is said that Thomas S. Clarkson gave away work, not charity, and many projects for the public good were financed in this way, giving people means, dignity, and practical skills to carry them into the future.

In August 1894, Thomas S. Clarkson was accidentally killed in his sandstone quarry, just upriver from Potsdam. When a worker was in danger of being crushed by a large derrick pump, Clarkson pushed him out of the way, ultimately sacrificing his own life to save his worker's. After his death, Clarkson's three sisters and niece decided to create a school, which would stand in memorial to this beloved entrepreneur, humanitarian, and community member whom obituaries referenced as "everyone's friend." The school was founded in 1896 and called the Thomas S. Clarkson Memorial School of Technology, before later becoming the Clarkson College of Technology in 1912 (due to creation of the State University of New York and registration of all colleges), and then Clarkson University in 1984.

Consistent with the founders' vision to always seek out the real needs of the American people, Clarkson has continued to challenge the status quo as the University has grown and evolved to meet the needs of modern students, industry, and society. Expanding its geographical footprint, Clarkson established its Beacon Campus in 2011 and Capital Region Campus in 2016. It has also invested in growing beyond its STEM and arts and sciences core with the newly formed Lewis School of Health Sciences, which opened in 2020, building off recent growth in existing, popular health sciences programs.

Schools & Academic Units

Today, Clarkson is comprised of five schools, an early-college program, and an honors program:

Representing approximately 45% of all student enrollment (1,527 undergraduates and 262 graduate students), the [Wallace H. Coulter School of Engineering](#) has 115 faculty and staff in the departments of Chemical & Biomolecular Engineering, Civil & Environmental Engineering, Electrical & Computer Engineering, and Mechanical & Aeronautical Engineering. It also offers a series of graduate and professional advanced certificates, degrees, and badges in fields such as construction engineering management, the business of energy, and power systems engineering, as well as interdisciplinary undergraduate programs in engineering and management and software engineering. The SPEED program (Student Projects for Engineering Experience & Design) provides students from all majors with hands-on experience outside the classroom in national technology-focused competitions. In spring 2002, Clarkson announced that the Wallace H. Coulter Foundation had made a \$30 million philanthropic gift to the University to support the ongoing excellence in its engineering and science programs. The gift honors the late Wallace H. Coulter, a past trustee and research partner of the University, and reinforces a theme he embraced, "Technology Serving Humanity."

Named in 2017 for David D. Reh '62, H'17, the mission of the [Reh School of Business](#) is to combine scholarly research and teaching to create and advance knowledge at the intersection of business, technology, and society. With 60 faculty and staff supporting 511 undergraduates and 255 graduate students, the Reh School focuses on areas that span traditional boundaries: global supply chain management, innovation and entrepreneurship, financial information and analysis, business intelligence and data analytics, and mathematical economics. The engineering and management program, which is among a limited number of programs in the world that enjoys dual accreditation by both engineering and business agencies, is also administered from the Reh School with close alignment to the Coulter School. All Reh students start their own business as first-year students, engage in international experiences, and develop expertise in traditional business disciplines — accounting, economics, finance, marketing, management, operations, and data analytics — and then clearly see how they fit together.

The [School of Arts & Sciences](#) provides the foundation for all of Clarkson's degree programs and offers differentiated majors and minors that set students apart in the competitive marketplace. The School offers programs to 597 undergraduate and 124 graduate students in the disciplines of applied mathematics and statistics, biology, biomolecular science, chemistry, communication, computer science, data science, digital arts & sciences, history, interdisciplinary

liberal studies, interdisciplinary social sciences, literature, mathematical economics, mathematics, physics, political science, pre-law, psychology, science studies, social documentation, and University studies. Many of the School's 116 faculty and staff teach in interdisciplinary programs, and many students elect to pursue double majors or interdisciplinary minors.

Through a transformational gift from Earl '66 and Barbara Lewis in 2019, Clarkson established the [Earl R. and Barbara D. Lewis School of Health Sciences](#) for its growing portfolio of programs in the health professions. This School advances careers, research, and innovation with an emphasis on meeting rural and distance-challenged healthcare needs. The Lewis School currently consists of three fully accredited graduate-level programs in occupational therapy, physician assistant studies, and physical therapy, as well as a bioethics program offered jointly with the Icahn School of Medicine at Mount Sinai. In partnership with the School of Arts & Sciences, it also offers undergraduate programs and advising in pre-health professional studies (pre-medical, pre-dental, pre-veterinarian, pre-physical therapy, pre-occupational therapy, and pre-physician assistant). The Lewis School newly stewards a New York State regional training program for emergency medical technicians, with a sizeable contingent of students from across the institution volunteering for local rescue squads. Still in its nascency, the Lewis School is home to 34 faculty and staff members and approximately 219 students.

With Clarkson's acquisition of Union Graduate College in 2016, the University formalized the creation of the [Graduate School](#) as a centralized resource to develop the graduate student pipeline and to service current students in all disciplines with leadership and professional development opportunities. Working across all of the academic units, the Graduate School dean and staff support professional and graduate level programming in the fields of business, engineering, education, health professions, and the sciences across onsite, hybrid, and fully online modalities. The Graduate School directly manages the Department of Education, the Master of Science in Engineering Management, and multidisciplinary programs in data science. Graduate student enrollment has grown 62% since the School was formed to now more than 1,500 students.

The [Honors Program](#), founded in 1997, is a small community of about 185 students. Students in the Honors Program are diverse, nationally and ethnically, with about equal numbers of women and men, and representing all majors at Clarkson. Clarkson is famous for its hands-on, problem-based curriculum, but the Honors Program provides even more opportunities to conduct original research or independent projects; experience internships, co-ops, or study abroad; and work in teams on real-world problems. Admission to the Honors Program is highly selective. Honors students form an intimate, supportive, highly motivated, and talented community within a community.

[The Clarkson School](#) is a selective early-college program that engages approximately 60 talented and motivated high school students who enroll as first-year university students at Clarkson. Taking the same courses as undergraduates and accessing all support services, clubs, and activities, "Schoolies" live in a special living-learning community that provides additional support for personal growth, academic achievement, and professional development.

Clarkson is also the home of military science programs for the 129 cadets in the Golden Knights Battalion in the U.S. Army and Air Force ROTC Programs. Students from St. Lawrence University, SUNY Potsdam, SUNY Canton, and Paul Smith's College are also eligible to participate in ROTC through Clarkson.

Clarkson University is [accredited](#) by the Middle States Commission on Higher Education (MSCHE) and was last reviewed in 2019. Individual degree programs are accredited through their associated professional bodies, including the Accreditation Board for Engineering and Technology (ABET), the Association to Advance Collegiate Schools of Business (AACSB), the Commission on Accreditation of Healthcare Management Education (CAHME), the Association for Advancing Quality in Educator Preparation (AAQEP), the Commission on Accreditation in Physical Therapy (CAPTE), the Accreditation Council for Occupational Therapy (ACOTE), and the Accreditation Review Committee on Education for the Physician Assistant (ARC-PA).

Research and Innovation

The Office of Sponsored Research Services oversees a \$14.1 million portfolio of contracts. Several academic research centers further leverage the University's scholarly strengths and also support key areas of interdisciplinary research, educational programs, and public outreach. Current research focus areas include healthy global solutions, advanced materials development, computational and data-enabled discovery, and next generation medicine and healthcare.

Through integration of innovation resources across the Clarkson community, [#ClarksonIgnite](#) is the University's call to action to intersect disciplines, spark intellectual curiosity, and take on real-world industry and marketplace challenges. In this framework, students, as well as faculty, sharpen their entrepreneurial mindset, skill sets, and experiences that are transferable to future careers and research innovations in the rapidly evolving economy.

The [ShIPLEY Center for Innovation](#) is an entrepreneurial support hub that guides Clarkson students, faculty, and the greater business community as they bring their ideas to life. Through a collaborative, hands-on process, the ShIPLEY Center bridges the academic and social experience and provides inventors and entrepreneurs with the ability to build prototypes, fully commercialize their products, connect with potential investors, and utilize Clarkson alumni and partners to bring innovations to fruition. It is one of ten New York State designated Innovation Hotspots and is a certified business incubator, open to other North Country and Capital Region entrepreneurs.

The [Clarkson Institute for a Sustainable Environment \(ISE\)](#) facilitates boundary-spanning environmental research, educational activities, and external partnerships. Students from across campus can integrate sustainability into their curricular or cocurricular education by adding minors, writing proposals to implement sustainability projects on campus, participating in research, or spending a semester immersed in social, environmental, and economic issues as a part of the [Adirondack Semester](#).

As a close partner to ISE, the [Beacon Institute for Rivers and Estuaries](#) ignites citizen science, user-inspired R&D, and education through collaboration and creative innovation to inspire

sustainable solutions for estuary and freshwater ecosystems throughout the Hudson Valley and across New York State. It is a multidisciplinary resource for collaboration, academic programming, public education, and scientific research, helping to advance science, motivate environmental literacy, and inform long-term public policy.

Clarkson's [Institute for STEM Education](#) also spans boundaries across the other institutes and the schools through formal and informal educational outreach, educational and pedagogical research, and the scholarship of teaching and learning, as well as through the recruitment, retention, and persistence of STEM students and collaboration with educational and basic-research initiatives. Clarkson's Summer Institute for Early Career Teachers supports a series of novel boot-camps for STEM graduate students to prepare for teaching and advising roles.

For a more complete list and description of all Clarkson's research centers and institutes, please refer to the appendix.

Faculty and Staff

Clarkson faculty are on the leading edge of research with international relevance and signature areas of pursuit in healthy global solutions, advanced materials development, computational and data-enabled discovery, and next generation medicine and healthcare. Across the institution, faculty and students develop close, mentoring relationships and make lifelong connections that guide career success. The faculty body is comprised of 191 full-time, tenure-track faculty; 69 full-time, non-tenure-track faculty; and 96 part-time, non-tenure-track faculty. As of fall 2021, 38% of the faculty identify as female and 28% as BIPOC. The median class size is 18, with a student-to-faculty ratio of 10 to 1 for undergraduates and 13 to 1 for all programs. The Faculty Senate serves as the governing body of the faculty, and there is a bicameral Administrative Council that collaboratively supports policy and consistent operations development.

The University is also home to 468 staff, who are integral members of the Clarkson community and support the critical academic, research, co-curricular, and business operations of the institution. Many are alumni or second-generation Clarkson employees, underscoring the University's role as a major local employer and the dedication and passion of its staff. They are important partners in the educational mission and tight-knit community.

Students

Clarkson embraces active engagement with its local and regional communities and works hard to serve local students from the North Country and provide them opportunities for upward mobility and global exposure while also seeking geographic reach and other forms of diversity in its campus community. The small, supportive environment and personalized touch provides a transformational experience for motivated students from all backgrounds.

Clarkson students cite the excellent return on investment, close relationships with faculty, and supportive environment as key reasons for enrolling. Across its multiple campus locations, Clarkson is the institution of choice for more than 4,600 enterprising, high-ability undergraduate and graduate students pursuing degrees in 90+ rigorous academic programs of study. Students

hail from 42 different states and 62 countries, and 31% of undergraduates identify as female and 19% as BIPOC. Over 24% are Pell recipients, and the median financial aid package is \$21,000. The median SAT score for fall 2021 entrants was 1275, and 44% represent the top 10% of their high school graduating class. Clarkson's first-to-second year retention rate is 84%, and its six-year graduation rate is 78%. The alumni community is 44,500+ strong and resides in 87 countries around the world.

With the Golden Knight as the University mascot, students quickly integrate academics and research with their social lives through 200+ campus clubs, 13 fraternities and sororities, 20 NCAA Division-I (men's and women's ice hockey) and Division-III sports, 144 intramural sports teams, project competition teams, and community service initiatives. Athletics in general, and especially the hockey program, are key enrollment drivers and foster school spirit and loyalty among students, alumni, and the greater community alike. Many Clarkson students are avid outdoorspeople and take advantage of the surrounding environment through the large and active outing club. The four-year residential experience includes a range of housing options, including themed living-learning communities.

Facilities

Over the past decade, Clarkson has invested in both growing its footprint and enhancing its existing facilities to ensure the proper infrastructure is in place to support a modern research enterprise, classroom experience, and overall student experience.

On its main campus in Potsdam, the Cheel Campus Center & Arena, which is home to Clarkson's D-I hockey program and the front door to much of the University's community outreach, underwent a \$27.4 million renovation in 2019-20. Renovations to the structure originally completed in 1991 included a new floor and more efficient mechanicals for ice production in the rink, an improved campus fitness facility, and enhanced conference and meeting spaces that support professional development and community engagement experiences.

A targeted fundraising campaign of \$40 million to renovate the Cora & Bayard Clarkson Science Center, which has served all students for the last 50 years, is in process to propel innovation in the arts and sciences. The project seeks to establish a new paradigm focused on entrepreneurial science, providing the unique environment and ecosystem to help students develop their entrepreneurial skills and mindset, no matter their major. A new concept for a "Tower of Innovation" will be a prominent space that promotes creativity and facilitates fail-forward scientific research and training experiences, including thoughtfully designed lab spaces, such as a molecular science showcase lab, digital STEM lab, brainstorm neuroscience lab, behavioral interface lab, entrepreneurship design lab, and entrepreneurial sandbox lab. In addition to being a teaching and learning space, it will also serve as the central hub for Clarkson leadership, including the president's and provost's offices. The Science Center project is expected to break ground within the next 18 to 24 months.

With both private donations and government funded support, the University in the last decade has completed several other major renovations on its main campus including \$14 million for the Schuler Educational Resources Center that upgraded library collection facilities, maker-spaces,

and collaborative learning experiences; \$10 million to restore Old Main's community room, laboratory spaces for start-up businesses, and an expanded information technology infrastructure; and a \$5 million renovation of the Price Hall-Graham Hall student residences. While many of the academic spaces on campus have been updated, there is still need for more innovative living environments and attention to deferred maintenance in residential buildings.

In 2019 the institution entered into a long-term lease with the Vecino Group, which is in the final stages of transforming a historic, original Clarkson building in downtown Potsdam into a dynamic mixed-use development that will serve as a regional center for creativity, innovation, and job creation. "The Quarry" will provide space for Clarkson's Shipley Center for Innovation, the St. Lawrence County Arts Council, a community theater, as well as a mix of affordable and market-rate housing targeted towards artists, innovators, entrepreneurs, and students.

The Capital Region Campus recently doubled its access to classroom space through a strategic partnership with Schenectady's Museum of Innovation and Science announced in September 2021. Located across the street from Clarkson's campus, the University supported fundraising efforts for new classroom technologies at the Museum that are used by K-12 programs during the day and graduate engineering programs in the evening. Clarkson faculty and students are also working with Museum teams to develop immersive, hands-on exhibits to support STEM experiential programs.

At Clarkson's Beacon Institute for Rivers and Estuaries in Dennings Point State Park, the University is actively working with the New York State Parks Commission on a public-private investment in the Beatrice G. Donofrio Environmental Education Complex. As part of a renovation to an old paperclip factory, the new complex will empower and enhance academic innovation, research, and partnerships. In addition, a state-of-the-art laboratory will serve as a central hub for advanced research to support Clarkson's Center of Excellence in Healthy Water Solutions in partnership with SUNY-ESF. Research will center around emerging contaminants, invasive species, best practices for resilience planning, and more. Several portions of the Beacon campus capital project have already been completed, including the Denning's Point Road Bridge rehabilitation and Shoreland Trail improvements.

Campuses and Location

The main campus in Potsdam, New York and additional graduate programs and research satellites form a corridor that follows the Hudson River from Saranac Lake to Schenectady in the Capital Region to Beacon, just north of New York City.

Following a series of new outreach initiatives with the regional Mohawk tribe, the Faculty Senate, Administrative Council, and Student Association began a new tradition in Fall 2021 at Clarkson events to read a land acknowledgement, expressing gratitude and appreciation for the unique and enduring relationship between Indigenous Peoples and their traditional territories. University members now thank the generations of people who have taken care of the land and acknowledge meeting on the traditional territory and waterways of the Akwesasne Mohawk and their ancestors in Potsdam, and in other locations the vast traditional areas of the Haudenosaunee, Algonquin, Huron-Wendat, and Abenaki Peoples.

The Potsdam Campus

Clarkson's largest campus is located in Potsdam, New York, on the historic 640-acre wooded homestead of the Clarkson family in the foothills of the Adirondack Park. With roughly 15,000+ year-round residents, the Village of Potsdam is nestled along the Raquette River in the heart of St. Lawrence County. With four other universities in the immediate region (SUNY Potsdam, St. Lawrence University, SUNY Canton, and Paul Smith's College), Potsdam is truly "a college town." It is home to an active downtown corridor, musical and other cultural events, as well as outstanding outdoor recreational outlets.

Just an hour and a half from Clarkson is Lake Placid, a year-round resort town with all kinds of entertainment, shopping, dining, and recreation. This famed Olympic site in the Adirondack Mountains offers a spectacular setting and world-class sporting events, and Clarkson has taken a major role in the region's preparations to host the International Children's Games in 2019 and the 2023 Winter World University Games. Hiking trails abound; many faculty, staff, and students become "46ers" in recognition of climbing all 46 high peaks in the region. The numerous lakes and rivers of the North Country offer kayaking, fishing, and other rafting action, as well as scuba diving and boat tours to see the shipwrecks and old forts from the War of 1812 in several waterways.

Two of Canada's major cities are within a two-hour drive of the University. French-speaking Montreal is one of the most cosmopolitan and sophisticated cities in North America. Ottawa, which is Canada's capital, offers world-class cultural attractions, including the National Arts Centre, National Gallery of Canada, Museum of Civilization, Canada Science and Technology Museum, Canadian Museum of Nature, and Parliament Hill, as well as A-list musical and stage performances. A favorite local tradition shared by Clarkson students is skating on the famous Rideau Canal, which runs for miles through the city.

The Capital Region Campus

Clarkson's Capital Region Campus, located in Schenectady, New York, and established through the acquisition of Union Graduate College, offers expanded opportunities for graduate and professional programs and serves as the graduate admissions and recruiting hub for the University. Centrally located to many of Clarkson's corporate partners for research, graduate education, talent development, and alumni networking, the campus is less than 15 minutes from the state capital in Albany and less than three hours from New York City, Syracuse, and Boston.

The Beacon Campus

The Beacon Institute for Rivers and Estuaries is Clarkson's Hudson Valley campus located in Beacon, New York, with state-of-the-art educational facilities in Denning's Point State Park. The campus serves as both a research institute focused on healthy water solutions and a provider of educational services, including K-12, public and family, and professional graduate programs. Beacon is less than two hours from Albany and New York City and roughly three hours from Syracuse and Boston.

Finances

As a tuition-driven institution, Clarkson faces many of the challenges that the higher education market is grappling with today. From challenging demographic trends in the college-aged population to high discounting and resource limitations given the pandemic, the next president must prioritize long-term financial sustainability and stability in developing an entrepreneurial vision for Clarkson's future. The University has long been a lean organization, but attention to structure, efficiencies, and staff support will also be essential in ensuring fiscal health.

Clarkson operates with an approximate annual operating budget of \$132 million. Net tuition revenue remains the greatest source of operating income at 54% of revenue, and the first-year undergraduate discount rate has risen steadily over the past decade. The endowment is valued at \$240 million, and the University carries \$82 million in long-term debt with a Moody's bond rating of Baa1 with a stable outlook.

The last comprehensive fundraising campaign was completed in 2016 and raised over \$200 million. There have been several targeted capital project fundraising campaigns since, raising a combined additional \$180 million for campus improvements. The Clarkson Fund annual giving program brought in \$3.1M in FY21, with 13% of alumni participating. All philanthropic commitments to the University in FY21 totaled \$25.5 million.

Leadership and Governance

Over the past two decades, Clarkson has enjoyed consistent and stable leadership at its highest level. [President Anthony G. Collins](#) has served as the University's 16th president since 2003 and has been a member of Clarkson's faculty since 1982. He made his career and home in Potsdam and has come to be known as both a regional and national expert and advocate for higher education, technical education, and industry partnerships that couple research discovery and engineering innovation with enterprise for commercialization and economic development with a focus on advancing sustainable energy solutions and environmental technology innovation. Originally from Melbourne, Australia, President Collins is a civil engineer by training and holds degrees from Monash University and Lehigh University. In his two decades at the helm, President Collins, known to all simply as "Tony," has expanded Clarkson's programming and geographic footprint, elevated the institution's profile at the state and national level, deepened the commitment to access and inclusion, and updated and enhanced the built campus environment.

The 33-member [Board of Trustees](#) is the governing body of the University Corporation, managing its affairs and granting and conferring such academic degrees and honors as are permitted by the Regents of the State of New York and specifically authorized by its charter. It has fiduciary responsibility for the welfare of the institution. The Board is a diverse group: more than half are loyal alumni, and the others are dedicated business and industry leaders. Their passion for Clarkson's mission and community is palpable.

Strategic Framework

Clarkson's most recent, formal strategic plan, [Clarkson @125](#), drafted in 2013, looked ahead to the University's 125th anniversary in 2021 and sought to address the needs of a modern, technologically-driven society. *Clarkson @125*'s primary goals were to expand the world reach and diversity of the Clarkson community, advance the prominence of research and scholarship, and build a best-in-class admissions to graduation to alumni experience that assures lifetime engagement. The University is primed to begin another a formal planning cycle with a new strategic framework already drafted, which a new president can build on and make their own. Aspirational goals include offering a distinctive educational experience grounded in Clarkson's position as a STEM-focused institution that is recognized for its outstanding value and healthy intellectual and social environment and that creates lifelong success and lasting connections; increasing the impact of basic and applied research and scholarship through transdisciplinary, problem-focused research and innovation; developing, retaining, and celebrating faculty and staff excellence with special attention to building a more diverse and inclusive workforce; enhancing operational excellence; and assessing expansion and growth on a case-by-case basis through a lens of fiscal responsibility, institutional identity and reputation, staffing, and other resource availability.

For additional information about Clarkson University, please refer to the University website: <https://www.clarkson.edu/>.

THE ROLE OF THE PRESIDENT

The president is the chief executive officer of the University, setting a vision and strategy to lead the institution forward, enhancing academic excellence, supervising and managing all institutional affairs, developing and maintaining relationships with a wide array of constituents in the University community and beyond, and representing the institution externally, all in support of Clarkson's mission. Across the country, the role of college president has become all-consuming and more complex. The president must be the chief ambassador and fundraiser, externally positioned, and, at the same time, be an accessible, reliable, inspiring champion and moral compass to the campus community. The president's home, built about 15 years ago, is located centrally on the Potsdam campus.

The president currently maintains a cabinet of ten direct reports: Provost, Vice President for Enrollment & Student Advancement, Vice President for Development & Alumni Relations, Vice President for External Relations, Chief Financial Officer, Chief Information Officer, Chief Human Resources Officer, Chief Inclusion Officer, Director of Athletics, and the Assistant to the President.

OPPORTUNITIES AND CHALLENGES

The 17th president of Clarkson will successfully address the following opportunities and challenges:

In partnership with the Clarkson community, develop and implement a strategic vision for the future of the University

In collaboration with faculty, staff, students, alumni, and the Board, and building off of the strategic framework, the next president will articulate and implement a vision for advancing Clarkson into the future. The strategic vision must be responsive to the changing higher education landscape and market while remaining faithful to Clarkson's institutional identity and core values. To enhance the academic distinction and national reputation of the University, the president must take a holistic view of education and of the student experience, examining both curricular and cocurricular programming in light of ever-changing student and workforce needs and expectations. The president will be charged with making tough decisions and building on and enhancing existing strengths, as well as evaluating opportunities for change and new directions, including lifelong learning opportunities. The strategic vision should include ways to further integrate and leverage the Capital Region and Beacon campuses, provide clarity of roles and responsibilities across major institutional units, and ensure that organizational structures allow Clarkson to meet its aspirations.

Judiciously steward and grow Clarkson's resource base to ensure financial sustainability

The president is charged with managing current financial resources effectively and efficiently and providing leadership in the face of competing financial priorities and a tough market. The president must ensure that Clarkson is sufficiently resourced into the future, ensuring both near-term and long-term fiscal health and sustainability. In addition to other strategies for smart, sustainable growth, further leveraging of graduate education and the regional campuses can provide additional untapped revenue potential. The president will secure and strengthen current and future sources of revenue, match donor interests and strategic goals, lead major fundraising efforts and cultivate a culture of philanthropy within the Clarkson community to grow both annual giving and the endowment. Relationship cultivation, not just with alumni and friends of the University but also with industry, funders, and New York State, is critical to success in these efforts. A comprehensive capital campaign is on the horizon, and the president will collaborate with the Vice President for Development and Alumni Relations and the Board to begin that process and link it to the strategic vision for Clarkson's future.

Bolster enrollment and retention with data-informed decision-making and a clear articulation of Clarkson's value proposition

The economic model of small universities is stressed in today's higher education market, making student enrollment and retention critical to Clarkson's future success. Clarkson delivers a highly personalized and high-quality educational experience with an excellent return on investment. Continuing to hone that distinctive value proposition, growing the admissions application funnel, and expanding Clarkson's national reach and brand recognition will be essential to drive student recruitment and enrollment. Attending to the high undergraduate discount rate and closely

examining the University's use of merit aid will be a priority for the new president, without losing sight of Clarkson's historic commitment to serving many low-income and first-generation students. Strategic and data-informed enrollment management should be a cornerstone of ensuring Clarkson's financial sustainability and should underpin its strategic plan.

Champion and foster a diverse and inclusive campus community

The next president must provide leadership in furthering Clarkson's commitment to diversity, equity, inclusion, and belonging in its intellectual and community life and across its curriculum to advance efforts to make the University an antiracist institution. Progress has been slowly made in growing the representation of faculty and students from underrepresented backgrounds and in appointing a Special Advisor to the President on Antiracism, but there is a lot more work to be done, especially given the unique challenges of both geography and historic pipeline issues in STEM fields in attracting diverse talent to Clarkson. The president will serve as an institutional leader and champion in both word and action to promote the value of diversity and inclusion and welcome difficult conversations that examine University practices, policies, and culture. Particularly on a campus whose size and geography can create a deeply personal and intense experience, a clearly demonstrated track record and commitment to diversity, equity, and inclusion from the president is critical.

Further guide, support, and develop the cabinet team and cultivate a culture of empowerment and leadership development throughout the institution

Clarkson runs lean and prides itself on a humble and strong work ethic shared by faculty, staff, and senior leaders. The president must attend to employee morale, especially coming out of the pandemic, to ensure that Clarkson maintains a healthy and supportive institutional culture, both celebrating successes and acknowledging areas of improvement. They will join a professional and dedicated senior leadership team that collectively represents great institutional memory and perspective. The president will foster a culture and expectation of performance, assessment, and accountability among the cabinet and across campus more broadly, empowering people in their roles and cultivating leadership at all levels. They will evaluate existing organizational structures and policies with the aim of breaking down institutional siloes, enhancing communication and transparency, and incentivizing collaboration. Thinking creatively about the future of work and attracting and retaining top talent, especially diverse talent, will be a priority as well.

Sustain an active and engaged presence in campus life and serve as the external face of Clarkson in the community and beyond

The president of Clarkson is an integral part of the campus and Potsdam communities and is viewed as a living symbol of the University. While the president has a very significant external role, they also must recognize the importance of Clarkson's intimate community, one many describe as a family. The president will be expected to be a visible and engaged presence on all campuses and an active participant in University life, interacting openly and genuinely with multiple constituencies, especially students.

As the external face and ambassador of Clarkson, the president is also expected to develop and sustain deep relationships with the local community, state leadership, other academic partners, funders, and alumni. The president may engage in public scholarship and be an advocate and voice, not just for Clarkson, but also for modern STEM-focused education in the national dialogue.

QUALIFICATIONS AND CHARACTERISTICS

Clarkson seeks an engaged, charismatic, and entrepreneurial president whose intellect and experience will inspire confidence in the University community. The search committee seeks candidates with many of the following ideal personal qualities and professional characteristics:

- A deep commitment to Clarkson’s mission and core values; a passion for holistic, technical, and professional education; and a commitment to educational access and social mobility that transforms students’ lives;
- Demonstrated ability to provide visionary and forward-thinking leadership with a bias for action; experience designing, managing, executing, and communicating a strategic planning process with demonstrable outcomes;
- Commitment to high academic quality, rigor, and excellence;
- A personal commitment to and professional record of success in advancing diversity, equity, inclusion, and belonging, including the recruitment and retention of a diverse and representative population of students, faculty, and staff;
- Knowledge of current and emerging issues, trends, and strategies in higher education; a keen understanding of enrollment; experience developing strategies to address demographic shifts, including internal and external marketing and communications;
- Successful experience as a strategic, inclusive, transparent, respectful, and visible leader; the ability to build strong management teams, delegate responsibility and authority, and execute plans with fiscal responsibility;
- An ability to cultivate trust and build relationships to bring campus constituencies to actionable consensus and the ability to energize and inspire students, faculty, staff, alumni, board members, and external stakeholders around a collective vision;
- Personal charisma and energy; a natural preference for collaboration and comfort with cross-cultural communication and interactions with people of different backgrounds;
- The personality and demonstrated skills to fundraise successfully and an ability to connect with potential donors individually and in a group;
- A clear understanding of financial accounting, including budgeting and the role of enrollment and retention in the budget process, and the measurement of operating performance for small, independent institutions of higher education;
- Experience building and sustaining relationships with government, business, community partners, and other educational leaders;
- Unquestioned integrity, trustworthiness, sound judgment, and ethics; and
- Distinguished intellectual credentials, including a track record of teaching and scholarly achievement; a terminal degree or equivalent is required.



TO APPLY

Clarkson University has retained the national executive search firm Isaacson, Miller to assist in this search. All inquiries, nominations, referrals, and applications should be sent electronically and in confidence to:

Kate Barry, Partner
Elizabeth Dorr, Managing Associate
Isaacson, Miller
Boston, Massachusetts
(617) 262-6500

<https://www.imsearch.com/search-detail/S8-200>

An equal opportunity/affirmative action employer, Clarkson actively seeks and encourages applications from minorities, women, and people with disabilities. All offers of employment are subject to the applicant successfully passing a background check (including, but not limited to, employment verification, educational and other credential verification, and criminal records).

APPENDIX

Mission Statement

Clarkson University is an independent, nationally recognized technological university whose faculty of teacher-scholars aspires to offer superior instruction and engage in high-quality research and scholarship in engineering, business, science, health, education, and liberal arts. The primary mission is to educate talented and motivated men and women to become successful professionals through quality pre-collegiate, undergraduate, graduate, and professional continuing education programs, with emphasis on the undergraduate experience. The Clarkson community and campus settings enhance the quality of student life and afford students access to and interaction with faculty. The University community values diversity and strives to attune itself and its programs to a global, pluralistic society. Clarkson shares the belief that humane and environmentally sound economic and social development derive from the expansion, diffusion, and application of knowledge.

Research Centers and Institutes, continued

The Clarkson Institute for a Sustainable Environment (ISE) also supports Clarkson's significant resources focused on the management of pollution and the measuring of contaminant concentrations in environmental media. This includes the [Center for Air and Aquatic Resources Engineering & Sciences \(CAARES\)](#) that brings together expertise focused on environmental sampling and analysis, receptor modeling, analytical chemistry, atmospheric deposition, and the application of experimental and computational fluid dynamics to pollution problems.

In March 2019, New York state designated Clarkson University and SUNY College of Environmental Science & Forestry (ESF) to co-lead a new [Center of Excellence \(CoE\) in Healthy Water Solutions](#) to deliver synergistic problem solving on the wide range of water issues impacting the Empire State. Clarkson's world-class technical and engineering innovation expertise in healthy water systems and ESF's renowned expertise in monitoring, watershed ecosystem management, and solution development uniquely position the CoE to create and leverage partnerships across the public-private sectors.

The [Center for Advanced Materials Processing \(CAMP\)](#), which is also a New York State Center for Advanced Technology, contains state-of-the-art research laboratories that enable faculty to pursue cutting-edge research and are accessible to undergraduates and graduate students for collaborative projects.

The [Center for Rehabilitation Engineering, Science, and Technology \(CREST\)](#) serves to integrate biomedical engineering and science with assistive and adaptive technologies and physical therapy to improve lives affected by disease or injury.

As a National Science Foundation Industry/University Cooperative Research Center, the [Center for Identification Technology Research \(CITeR\)](#) serves its affiliates in the rapidly growing areas of Biometric Identification and Credibility Assessment Technology through an interdisciplinary group of faculty, researchers, and students.

The [Clarkson Center for Complex Systems Science \(C3S2\)](#) addresses the rapidly growing field of identifying and understanding causality in large-scale systems, as well as the hierarchical interactions, patterns, and scaling of system components across a variety of fields, such as brain science, insect swarming, social science, and fluid dynamics.