



**Search for the President
Colby-Sawyer College
New London, New Hampshire**

THE OPPORTUNITY

Colby-Sawyer College seeks a bold leader as its next President who will support the College in providing a transformational educational experience for its students. Founded in 1837, with a current total enrollment of close to 900 students, Colby-Sawyer is a dynamic and innovative liberal arts and sciences college located in the scenic Lake Sunapee Region of central New Hampshire. The President will find a community that celebrates its liberal education foundation as well as one embracing the growth of strong graduate and professional programs. Colby-Sawyer's strong sense of community, deep commitment to student success, and willingness to go the extra mile for students and for each other has enabled the College to continue to adapt and evolve while maintaining a commitment to its core values.

One of Colby-Sawyer's greatest assets is the dedicated faculty known for their excellence in teaching. They have been recognized by U.S. News & World Report with three No. 1 rankings in the last four years in the "Best Undergraduate Teaching" category for Regional Colleges (North). At the undergraduate level, Colby-Sawyer offers a unique Liberal Education Program that equips students with the versatile and transferable skills needed to complete college-level work and prepare for the ever-evolving professional world, as well as expose them to a variety of disciplinary areas and interdisciplinary approaches. During their college careers, 100 percent of Colby-Sawyer students participate in one or more internships in their fields of study. All students conclude their senior year with a Capstone project, in which they develop and demonstrate a deeper body of knowledge in their particular academic field of study.

Colby-Sawyer's Liberal Education Program and suite of liberal arts and sciences majors are complemented by a recent expansion of its existing nursing and health sciences program and health science-related education and training through an enhanced affiliation with Dartmouth Health. The Dartmouth Health System is the region's premier academic health system, which includes Dartmouth Hitchcock Medical Center — New Hampshire's top-ranked medical center and the state's only level-one trauma center. The College has added an associate of health sciences degree, designed for Dartmouth Health employees, as well as an accelerated Bachelor of Science in Nursing (BSN) program, a respiratory therapy bachelor's completion program, the Master of Science in Nursing program with three focus areas, and a Doctor of Nursing Practice. The continued growth of these programs will be supported by the brand-new Janet Udall

Schaefer '52 Center for Health Sciences. Opened in the fall of 2024, this state-of-the-art facility will allow Colby-Sawyer to increase enrollment across nursing and health science programs, launch new undergraduate and graduate programs in areas of critical need, and provide new routes into healthcare for individuals at all career stages.

The next President will position Colby-Sawyer for long-term success and financial sustainability at a complex and challenging moment for higher education. Colby-Sawyer is looking for an entrepreneurial and collaborative President who can excite and galvanize the internal and external community around a future that draws on the College's historic strengths and its continued evolution to meet the current challenging moment for small, regional institutions of higher education. This is a tremendous opportunity for a clear-sighted, creative leader who is seeking to join a caring community dedicated to recognizing and supporting the full potential of their students.

Isaacson, Miller, a national executive search firm, has been retained to assist in the recruitment of the next President. Applications, nominations, and inquiries should be directed in confidence to the firm as indicated at the end of this document.

COLBY-SAWYER COLLEGE

History

The College was founded as the New London Academy in 1837 when a legislative charter was granted to 11 New London citizens for the purpose of establishing a school in the town. A building, which remains today, was erected with the support of the town to house the school. It now serves as the New London town offices, having been gifted to the town by the College in 1999.

Susan Colby, the Academy's first teacher and principal as well as the daughter of one of the Academy's founders, welcomed its first students in May of 1838. Each generation of Susan Colby Colgate's family has remained connected to the College, and Colgate Hall, the central classroom and office building on campus, was the gift of Susan's daughter, Mary Colgate. This special relationship with the Colby family was formally recognized in 1878 when the Academy was renamed Colby Academy.

In 1928, after ninety years as a coeducational academy, Colby Academy became a junior college for women. Under the strong leadership of President H. Leslie Sawyer, Colby Junior College became widely recognized and acquired a national reputation. Enrollment grew and new buildings were constructed to meet the growing number of applicants to the College's programs. In 1943, the College Charter was amended to allow for the introduction of baccalaureate programs. As these programs were gradually expanded, more and more students enrolled, and the character of the College shifted as women began to move in increasing numbers into the baccalaureate programs. In 1975, the College was renamed Colby-Sawyer in honor of its first president and in recognition of its enlarged mission, and in 1990, under the

leadership of President Peggy Stock, the college further expanded its mission by welcoming its first coeducational class.

In 2019, the college made a strategic pivot to expand the health sciences and today, Colby-Sawyer offers both a dynamic and innovative liberal arts and sciences undergraduate residential college education with a strong sense of community where 92 percent of students live on campus and growing graduate and professional programs with a focus on health sciences. The College remains committed to a holistic student experience that combines the liberal arts, pre-professional experiences, and experiential learning preparing students to be well-rounded, well-educated citizens who will be successful professionals and make positive contributions to their communities.

Colby-Sawyer Strategic Plan

Colby-Sawyer will complete its current [strategic plan](#) during the 2024-25 academic year. This plan focused on the following goals:

- Establishing and enhancing financial sustainability;
- Strengthening and creating new affiliations and partnerships with Dartmouth Health, the Town of New London, the region, and employers;
- Recruiting and retaining students from diverse backgrounds who can excel at Colby-Sawyer;
- Improving student outcomes;
- Attracting and retaining talented faculty and staff who share the institution's values and reflect diverse backgrounds and talents;
- Delivering a dynamic curriculum that exposes students to a range of disciplines as well as equipping them with essential skills;
- Providing a range of leadership and engagement opportunities to students;
- Embedding a whole-systems sustainability approach across the institution; and
- Building a culture of high performance.

As the current strategic plan will be completed this year, the next president will have the opportunity to lead the community in the visioning and implementation of their next strategic plan.

Academics

The Colby-Sawyer academic experience blends liberal arts and sciences with professional experience to prepare students for purposeful careers and graduate studies. Working closely with faculty and staff mentors, students emerge as active learners and confident scholars, artists, writers, scientists, health care providers, critical thinkers, and community leaders.

Through its three schools, the College offers a distinctive blend of liberal arts and pre-professional education at both the undergraduate and graduate levels. Each school stands tall on its own merits while also contributing to the collegial atmosphere of this closely knit campus community. The schools include:

- [School of Arts & Sciences](#)
- [School of Business & Social Sciences](#)
- [School of Nursing & Health Sciences](#)

The College offers a range of undergraduate academic programs that require choosing a major area of study and completing the College's unique [Liberal Education Program](#). Beginning with the class of 2028, all undergraduate students will have their Liberal Education Program requirements codified on their transcripts as a Liberal Education & Professionalization (LEAP) minor. Students may also select a minor, an area of concentration within some majors, and/or a pre-professional curriculum track. The College emphasizes active, experiential, and engaged learning, including field studies and community-engaged learning. Every student is also required to complete a Capstone, a research project unique to their major, and present the results to faculty, administration, staff, and the community at the annual Susan Colby Colgate Scholars' Symposium.

All majors require that students take an [internship](#) while enrolled in the college. Internships are arranged through the [Harrington Center for Experiential Learning](#) with approval and evaluation by faculty sponsors. Programs in nursing have specific certification and accreditation requirements, and related information can be found on the internship page of the College's website.

Colby-Sawyer also offers a range of [graduate and professional studies programs](#), including a Master of Science in Nursing, a Master of Science in Exercise Science, both a 4+1 and an online Master of Business Administration, a Master of Social Work, a Doctor of Nursing Practice, and additional professional studies programs. All of these programs have been designed to meet the needs of current and future students. Graduate programs in health sciences play a critical role in meeting regional workforce needs in healthcare. The healthcare administration and project management tracks for the online MBA make for an appealing flexible program for a wide array of professions. The 4+1 MBA is a great way for undergraduate students to amplify their education at Colby-Sawyer.

The [Wesson Honors Program](#) offers intensive academic, cultural, and social opportunities for the most motivated and capable Colby-Sawyer students who combine solid work ethic and natural ability with intellectual curiosity. Honors classes are taught in small seminar settings and explore topics from multiple perspectives.

Colby-Sawyer: Dartmouth Health and Elliot Health Affiliations

In 2019, Colby-Sawyer and Dartmouth Health, a level one trauma center and the state's only academic medical center, announced an enhanced affiliation, expanding on their existing program, exploring

additional areas of health science education and training. Currently, Colby-Sawyer graduates 80 nursing undergraduates a year, 50 percent of whom accept positions in the Dartmouth Health system. Under the enhanced affiliation arrangement, the College aims to increase the number of undergraduate nurses to 85-100 per cohort over the span of five to seven years. The College has created an associate of health sciences degree, designed for Dartmouth Health employees, as well as programs in an accelerated BSN program, a respiratory therapy bachelor's completion program, new focus areas for the Master of Science in Nursing program, an online Master of Business Administration, and a Doctor of Nursing Practice.

This fall Colby-Sawyer announced a new formal partnership with Elliot Health System to address workforce needs in healthcare in New Hampshire. Through the agreement, Colby-Sawyer's School of Nursing & Health Sciences and the School of Business & Social Sciences will offer discounted tuition to employees of Elliot Health to enhance their professional preparation opportunities in degree programs from bachelor's to doctoral levels. Elliot Health System, the largest provider of comprehensive healthcare services in southern New Hampshire, is comprised of a network of services at Elliot Hospital in Manchester as well as outpatient centers and physician practices in the region. The partnership with Colby-Sawyer offers Elliot employees preferred tuition in the college's Respiratory Therapist or Registered Nurse to Bachelor of Science, Associate of Health Science to Bachelor of Science, Master of Science in Exercise Science, Nursing Post-Master's Certificate, Master of Science in Nursing, Doctor of Nursing Practice, Master of Social Work and Master of Business Administration programs.

Faculty and Staff

The faculty of Colby-Sawyer College is comprised of 97 members, including 52 full-time and 45 part-time members. The student-faculty ratio is 12:1. The faculty at Colby-Sawyer are known for their deep commitment to their students and were recognized by U.S. News & World Report with three No. 1 rankings in the last four years in the "Best Undergraduate Teaching" category for Regional Colleges (North). Colby-Sawyer faculty are committed to engaging students in firsthand inquiry and analysis, creating opportunities for students to work directly with ideas, communities, and places as they cultivate broad knowledge and transferable skill sets. Through this experiential learning, students become skilled collaborators, communicators, and critical thinkers. The faculty have broad and diverse research interests, engaging across the four domains of scholarship and creative work in Boyer's model: discovery, integration, application, and teaching and learning.

Colby-Sawyer is also home to 240 talented and passionate staff, who are integral members of the tight-knit college community. Staff support the educational mission and the critical academic, research, co-curricular, and business operations of the institution.

Students and Student Life

Colby-Sawyer currently enrolls 771 undergraduate students and 114 graduate students. Seventy percent of students are women, 11 percent identify as students of color, and 36 percent of undergraduate students identify as first-generation college students.

Outside the classroom, students participate in a wide range of activities on campus, ranging from clubs such as the Anime Club, Pride Club, CSC Players, Biology Club, Student Government, and many others that focus on the arts, cultural groups, volunteer and social justice outreach, and intramural and varsity athletics. Colby-Sawyer prides itself on a strong tradition of student-athletes. Approximately 41% percent of Colby-Sawyer's traditional undergraduate students are members of a varsity team. Colby-Sawyer is a member of NCAA Division III and participates in the Great Northeast Athletic Conference. The College currently sponsors 16 total Division III sports for men and women including alpine skiing, baseball, basketball, cross-country, field hockey, women's lacrosse, soccer, tennis, track & field, and volleyball. Over the next two years, Colby-Sawyer has plans to continue growing its athletics program with the addition of men's lacrosse and women's softball.

Colby-Sawyer students also look forward to special events and community traditions. One of these traditions, dating back to the mid-19th century, is [Mountain Day](#), when the President selects a surprise day off in the fall for the entire college. Bells toll on the appointed day and the community heads off to hike Mt. Kearsarge wearing tie-dyed t-shirts they have prepared in advance.

Equity, Diversity, Inclusion, and Belonging (DEIB)

Colby-Sawyer College is committed to a campus climate that welcomes, values, and represents [equity, diversity, and inclusion](#). The College recognizes that diversity extends beyond recruitment and must include programs and active engagement in a dialogue that aims at understanding one another, is underscored by respect, and reaches into all corners of the campus community.

Colby-Sawyer provides a range of [educational programs](#) throughout the year to cultivate understanding of others and foster a welcoming and inclusive environment for all lesbian, gay, bisexual, transgender, and gender-expansive individuals with support services, inclusive policies, and an LGBTQ+ resource center.

Colby-Sawyer recently developed a Diversity, Equity, Inclusion, and Belonging Strategic Plan. This plan articulates the DEIB mission, vision, and values for the college. The DEIB strategic plan also identifies goals for the areas of enrollment and recruitment, campus climate, organization and structure, learning and development, and communication.

Governance and Finances

Colby-Sawyer is governed by the [Board of Trustees](#) which consists of 21 active trustees, including the President. Faculty, staff, and student representatives to the Board serve officio without vote. The trustees oversee the leadership, planning, and resources of the College ensuring its overall vitality and mission. The members of the Board have a tradition of working collegially and actively participating in the governance of the College without interfering inappropriately in the operational management of the institution. Lisa Hogarty '81 is currently serving as chair of the board. Ms. Hogarty is the Senior Vice President of Real Estate Planning and Development for Boston Children's Hospital.

As a tuition-driven institution, Colby-Sawyer faces many of the challenges that the higher education market is grappling with today. The College is navigating demographic trends through a number of strategic moves, including growing its graduate programs and expanding its athletics program. In September 2022 Colby-Sawyer made the bold move of announcing that it would re-set the tuition to \$17,500 for 2023-24. This reduced the published cost of attendance (including room, board, and comprehensive student fees) by more than 45% and reduced tuition alone by 62%. This change also resulted in closely aligning the cost of Colby-Sawyer with the cost of public institutions in New Hampshire. This change has had a positive effect on enrollment.

Colby-Sawyer reports total assets of \$135M, an annual operating budget of \$32M for FY2024, and an endowment of approximately \$73M. The College has seen recent successes in fundraising from alumni as well as from members of the New London community, raising \$14.5M in FY2024. This marked the fourth consecutive year with fundraising totals exceeding \$10M. The next President will lead the College in broadening the base of support and launching its next comprehensive campaign.

Campus Facilities

Colby-Sawyer is located on the crest of a hill in New London, New Hampshire, in the heart of the Lake Sunapee Region. The combination of beautifully maintained grounds and stately buildings creates an environment conducive to learning and a special sense of place. Please see a few noteworthy examples below:

Janet Udall Schaefer '52 Center for Health Sciences (2024)

Opened in the fall of 2024, this state-of-the-art facility will expand and accelerate preparation of new healthcare workers and provide ladders for career advancement for current healthcare workers. This \$19M project was funded entirely through the support of donors. With over 20,000 square feet and a combination of simulation labs, exam rooms, classrooms, and meeting and office spaces, the building creates a vibrant center for academic and clinical training. The building also will allow Colby-Sawyer to increase enrollment across nursing and health science programs, launch new undergraduate and graduate

degree programs in areas of critical need, and provide new routes into healthcare for individuals at all career stages.

Chargers Athletic Pavilion (2023)

With the help of a generous \$1.5M gift from Sally Shaw Veitch '66 this pavilion created team locker rooms, an athletic training room, and a covered picnic area for students and spectators to enjoy — all conveniently located on the Colby-Sawyer athletic fields.

Davidow Center for Art + Design (2017)

Named for generous supporters and patrons of the arts William and Sonja Carlson Davidow '56, this hub of creativity opened in the fall of 2017 and offers state-of-the-art studios, the Niblack Black Box Theater, the Davidow Fine Art Gallery, and offices for faculty. It also features stunning views of Mt. Kearsarge and scenic outdoor art in the sculpture garden outside the gallery.

Sustainable Classroom (2013)

This free-standing classroom, fondly referred to as the Sunshack, was designed and built by students, faculty, staff, and community members. It is one of the first commercial buildings in the state to integrate a straw-bale wall system. Students enrolled in three courses that taught them principles of sustainable structures and living buildings, designed the orientation and building systems, and participated in the timber frame construction of the structure. The classroom utilizes natural materials and demonstrates energy efficiency in addition to being a student-friendly classroom with a unique interior design.

Lethbridge Lodge (1998)

From 1934 until 1996, the lodge sat on the shore of Little Lake Sunapee. This large, rustic building was framed with hand-hewn timbers from New London's first meeting house, originally erected in 1788. In 1998, the original lodge was disassembled and its historic beams were used to construct The Lodge at Colby-Sawyer College, which was named Lethbridge Lodge in May 2004, in honor of trustee and friend George M. "Bud" Lethbridge. The building features the Ponder Great Room, named for former Colby-Sawyer President Anne Ponder, which has a stone fireplace and is the site of Galligan's Pub, named for former Colby-Sawyer President Tom Galligan. The pub offers locally sourced pub fare and craft beer from the Flying Goose Pub in New London and, on occasion, offerings from the college's brewing science students. The Lodge is available to students, faculty, and staff 24 hours a day with ID card access.

Susan Colgate Cleveland Library/Learning Center (1985)

The library is named for Susan Colgate Cleveland, a longtime trustee and benefactor for the college and granddaughter of the college's first teacher. Its award-winning design was created using two pre-Civil War

barns. The five-level structure houses the college library resources and archives as well as the offices of the Student Learning Collaborative and Access Resources. The library houses physical books and magazines and provides digital access to a robust collection of specialized databases in a wide variety of academic disciplines that give students instant access to full-text material from scholarly, trade, and popular publications. With its spectacular view of the surrounding mountains, the library is a perfect place for quiet contemplation, reading, and research.

President's House (1937)

The President's House on Main Street, across from the campus, was one of several gifts from Mary Colgate to the college. Surrounded by spacious lawns and well-groomed gardens, this house provides a gracious setting for social and celebratory events and is the home of the sitting president of the college.

New London and the Dartmouth-Lake Sunapee Region

Incorporated in 1779, New London is situated in the beautiful Dartmouth-Lake Sunapee Region of New Hampshire. New London is located 30 minutes south of Hanover, 30 minutes northwest of Concord, and 90 minutes north of Boston. The town includes three lakes and many ponds for boating, kayaking, fishing, and swimming. There are numerous hiking trails throughout the region, and the area includes the ski area Mount Sunapee, to which all students receive free passes. Home to New London Hospital, a Dartmouth Health affiliate, the town offers quality health care for the surrounding community. For more information, see the Lake Sunapee Region Chamber of Commerce site: <https://lakesunapeeregionchamber.com/>.

ROLE OF THE PRESIDENT

As the College's chief executive officer, the President holds responsibility for the overall management and direction of the College. As such, the President works with the Board to set the vision and strategic direction. As a community-centered institution, the President is a present and visible figure on and off campus, fostering strong relationships with constituents, both internal and external. At the same time, the President is the chief fundraiser, developing resources to support the college's continued growth. The President's direct reports include: the Vice President for Finance and Administration, the Vice President for Student Development and Dean of Students, the Vice President for Enrollment Management and Marketing, the Vice President for College Advancement, the Academic Vice President and Dean of Faculty, the Director of Athletics, Director of Institutional Research, and the Executive Assistant to the President.

OPPORTUNITIES AND CHALLENGES FOR THE NEXT PRESIDENT

Develop and implement a bold vision for the future that builds on Colby-Sawyer's strengths and is responsive to the current moment in higher education for small regional institutions.

In recent years, Colby-Sawyer has evolved to add new professional and graduate programs that complement its liberal arts foundation and focus on experiential learning. The next President will be charged with working with the faculty and staff to further develop synergy and cohesion between the existing programs, identify opportunities for future growth, and set an exciting and sustainable vision for the future that is attentive to the demographic cliff and other enrollment challenges.

Strengthen existing external affiliations and partnerships and seek out new opportunities for strategic affiliations and partnerships.

The affiliation with Dartmouth Health has created a range of exciting opportunities for the College: new students, new programs, and a new state-of-the-art Health Sciences building. The next President will need to ensure that this relationship remains strong, contains a clear strategy guiding next steps, and is properly resourced to thrive. In addition, the President will play a key role in cultivating new external regional partnerships and affiliations with an eye to making sure that the professional and graduate programs at Colby-Sawyer meet market demands, promote growth of the community, and are sufficiently supported.

Ensure the College's future financial strength and stability.

The next President, in close collaboration with the Board of Trustees and senior leadership, will be responsible for creating a data-informed plan for the short-term and long-term financial sustainability of the College. Colby-Sawyer has been the beneficiary of generous alumni and community support, but in the coming years will need to continue to grow its fundraising base. As the chief fundraiser, the President must be able to tell the story and value proposition of Colby-Sawyer in a compelling way that motivates donors and partners. The President will be responsible for leading the development of the College's next strategic plan which will be the foundation of the next comprehensive campaign.

Champion the recruitment, retention, and support of students.

Like many small private colleges, Colby-Sawyer is facing challenges in the recruitment and retention of students. While the College has engaged in bold approaches, like the recent tuition reset, there is still a need for the President to work with the admissions and marketing and communications teams to develop new strategies for raising brand recognition and visibility, particularly in an ever-increasingly competitive market. The College does have many strengths to draw on, including a student-centered approach to education that leads students to realize their full potential. To aid retention efforts, the President will need to work with the senior leadership team to make sure that there is a continued focus on services that support holistic student development with an eye towards post-college success.

Recruit and retain excellent faculty and staff.

One of Colby-Sawyer's greatest assets is a deeply committed faculty and staff who are passionate about their students, the College, and its mission. At the same time, many are stretched thin, and financial and

people resources are limited. The President, alongside the senior leadership team, must do a careful analysis of roles and responsibilities across the institution and figure out how best to support the ongoing professional development of faculty and staff in a time of resource constraints.

THE SUCCESSFUL CANDIDATE

Colby-Sawyer seeks a leader with an appreciation for Colby-Sawyer's foundation in the liberal arts, a familiarity with evaluating new programs, a firm understanding of developments in higher education, an entrepreneurial spirit, and the capacity to inspire the College community. The next President will combine an appreciation for Colby-Sawyer's distinctive culture and tight-knit community with the imagination and courage to navigate a shifting higher education landscape. The Search Committee understands that no single candidate will have all the ideal qualifications, but it seeks candidates with the following experience and abilities:

- a visionary leader with a demonstrated record of successfully developing and implementing an action-oriented strategic plan;
- proven success in fundraising and cultivating affiliations in the region,
- the capacity to develop a compelling narrative for Colby-Sawyer with all external constituents including prospective students and their parents
- a sophisticated understanding of the finances of higher education, including enrollment trends, financial aid, and a record of effective fiscal management;
- the ability to energize and inspire students, faculty, staff, parents, alumni, trustees, and other external constituencies;
- a leader who genuinely enjoys being an active and engaged community member on and off campus
- expertise in and a commitment to investing in faculty and staff;
- a student-centered leader with a record of supporting students, developing novel programs and experiences for students, and promoting their success and well-being;
- exceptional communication and interpersonal skills, including a strong inclination to listen and empathize;
- a demonstrated record of impact with regard to equity, diversity, and inclusion as reflected by individual action and institutional leadership;
- a fair, collaborative, and transparent leadership style that will succeed in an environment of shared governance;
- sufficient experience with the higher education sector to possess an understanding of and appetite for the academic culture; and
- experience working with boards and assisting them in utilizing their full potential to advance institutional goals.

TO APPLY

Colby-Sawyer has engaged Isaacson, Miller, a national executive search firm, to assist with this search. Inquiries, nominations, and applications should be directed in confidence to the firm as directed below.

Jackie Mildner, Partner
Phillip Petree, Partner
Liz Braun, Senior Associate
Ryan Smillie, Senior Search Coordinator
Isaacson, Miller

<https://www.imsearch.com/open-searches/colby-sawyer-college/president>

Colby-Sawyer College is committed to maintaining a diverse workforce and an inclusive work environment which celebrates multiple perspectives. Under institutional policy, as well as under state and federal law (including Title IX of the Education Amendments of 1972 and the Age Discrimination Act), Colby-Sawyer College does not discriminate in its hiring or employment practices or its admission practices on the basis of race or ethnicity; color; national origin; religion; age; mental or physical disability; parental, family or marital status; veteran status; or sex (including pregnancy or related conditions, sexual orientation, genetic information, gender identity or gender expression). Further, Colby-Sawyer College prohibits sex discrimination in any education program or activity that it operates.

The college recognizes that harassment related to an individual's sex, sexual orientation, gender identity, or gender expression can occur in conjunction with misconduct related to an individual's race, color, ethnicity, national origin, religion, age, or disability. Targeting individuals on the basis of these characteristics is also a violation of the college policy. Under these circumstances, the college will coordinate the investigation and resolution efforts outlined in the college's Sex-based Discrimination and Sex-based Harassment Policy and Grievance Procedures as well as the Code of Community Responsibility (for students) and Employee Handbook (for employees), to address harassment related to the targeted individual's sex, sexual orientation, gender identity, or gender expression together with the conduct related to the targeted individual's race, color, ethnicity, national origin, religion, age or disability.