



**Search for the Executive Director of Professional Education and Innovation
Gettysburg College
Gettysburg, Pennsylvania**

THE SEARCH

Gettysburg College seeks a strategic visionary to become the inaugural Executive Director of Professional Education and Innovation. Reporting to the President and working collaboratively across the breadth of the College and locally, regionally, and nationally with external stakeholders, the executive director will develop Gettysburg College as an established brand in the professional education market, strategically leveraging internal and external assets and scaling this new initiative to support net revenue objectives. In addition, the Executive Director will also have the distinct opportunity to identify, vet, and grow non-educationally based alternative revenue initiatives.

Founded in 1832, Gettysburg College has distinguished itself as a leader in residential liberal arts and sciences education. The College is consistently ranked among the top 55 liberal arts and sciences colleges in the country and offers an intimate and collaborative learning environment with renowned faculty, unique research opportunities, and state-of-the-art facilities. Gettysburg's campus sits adjacent to the Gettysburg National Military Park in Pennsylvania. Today, Gettysburg enrolls 2,400 undergraduate students from over 40 states and nearly 40 countries. With 224 full-time faculty, the College boasts a 10:1 student-to-faculty ratio and offers more than 65 academic programs. In March of 2022, the Board of Trustees approved Gettysburg's new strategic plan, "*Living Our Promise*," with the goal of inspiring students to lead lives of meaning, service, and consequence. The plan advances this essential work and marries the excellence of a rigorous liberal arts and sciences education with a student experience that intentionally integrates learning from inside and outside the classroom.

The Executive Director of Professional Education and Innovation will be responsible for directing the strategic planning, implementation, delivery, evaluation, and continuous improvement of professional education programs and other alternative revenue opportunities. They will be responsible for supervising staff, instructors, and external vendors, management and operations of the Professional Education and Innovation unit, as well as relationship development and engagement with stakeholder groups.

Gettysburg College has retained Isaacson, Miller, a national executive search firm, to assist in conducting this important search. All inquiries, applications, and nominations for this opportunity should be directed to the search firm as indicated at the end of this document.

GETTYSBURG COLLEGE

“A little over a month ago, I participated for the first time in a defining tradition at this College. The first-year students and I retraced the steps taken by our predecessors 155 years ago as they walked from campus to attend the dedication of the National Cemetery at which President Lincoln spoke. We call it the First-Year Walk, and it is such a rich mix of joy and gravity, of celebration and reflection.... But it is much more than a metaphor. In calling on our students to advance the unfinished work of which Lincoln spoke, the Walk carries essential weight. It is a means of connecting our students to the fundamental purposes of a liberal arts education and, even more so, of the liberal arts education they will receive during their four years in this special place. It is a call for our students to engage in the world with courage and conscience. To appreciate that what our forebears would have called the common wealth does not maintain itself, but instead requires the collective commitment of its members.” – Excerpt from President Robert Juliano’s Installation Remarks, September 28, 2019

Gettysburg College is a highly selective four-year residential college of liberal arts and sciences. Gettysburg receives international praise and is currently ranked in the top 55 national liberal arts and sciences colleges by *US News and World Report*, which also ranks the College as 28th in the category of best undergraduate teaching. The Princeton Review ranks the College as 18th in the category of classroom experience. Located on a beautiful 225-acre campus, Gettysburg is driven by the profoundness of its historic location. The College’s students, faculty, staff, and neighbors witnessed the defining battle in the Civil War that helped shape the course of American democracy. In fact, in November 1863, the College community walked together from Pennsylvania Hall to Cemetery Hill to hear Abraham Lincoln deliver the Gettysburg Address. These unique experiences have long shaped and strengthened Gettysburg’s modern approach, pedagogy, and emphasis on the preparation of the whole person—igniting students’ passion and commitment to our nation and the world.

Academics

As the College looks to the future, Gettysburg’s entire community is energized by its commitment to a liberal arts and sciences education that supports a diverse population of students who emerge into the world and change it for the better. At a time when higher education has become increasingly expensive, research highly specialized, and the relevance of liberal arts challenged, Gettysburg exemplifies the distinguished liberal arts and sciences college tradition where teaching, rigorous and civil discourse, and responsibility to one’s community—locally and globally—remain the highest priorities. Gettysburg continues to innovate, offering a program for summer online courses and a new online master’s program

in American history that is the first of its kind for the College. Please see more about this program on page six, under the heading *The Gettysburg College-Gilder Lehrman Master's in American History*.

The academic curriculum at Gettysburg includes a wide array of programs and over 1,000 opportunities for student leadership. The curriculum has two key hallmarks. First, the College strives for students to be self-reflective, writing and thinking in ways that express a growing self-awareness about the progress and impact of their education. Second, the College endeavors for students to make connections among disciplines: to see relevant implications across courses and to achieve an education that is more than a transcript of self-contained classes. Gettysburg courses are distinguished by key traits and clear objectives, designed to engage in multiple forms of inquiry, inspire integrative thinking, improve communication skills, and foster informed and engaged citizens with a global perspective.

Gettysburg is home to important organizations and initiatives, each dedicated to key institutional priorities, including undergraduate research, community engagement, and global education. Many of the College's organizations and initiatives will serve as inspiration or collaborative partners for the work of the inaugural Executive Director of Professional Education and Innovation. Though distinctive in mission, resources, and structure, all of the College's programs and institutes work in concert to strengthen shared values for students and the campus community. The Sunderman Conservatory of Music, Eisenhower Institute, Civil War Institute, Garthwait Leadership Center, Center for Public Service, Cross-Disciplinary Science Institute, an on-campus farm, and a historic theater steps away from campus are just a few examples of innovative initiatives that augment, enhance, and serve to execute the College's mission. The Sunderman Conservatory of Music is a unique asset that contributes to the academic breadth of all students regardless of academic discipline and serves as a source of artistic expression and enjoyment for the direct and broader community. The Eisenhower Institute provides access to distinguished experts and symposia and prepares undergraduate students to embody their responsibility as global citizens by promoting nonpartisan discourse and the critical analysis of global issues.

The STEM Scholars Program, focused on increasing and diversifying the number of talented STEM majors who go on to contribute to the advancement of knowledge in a broad range of scientific endeavors, provides grant aid to meet the full demonstrated financial need of students who intend to earn a bachelor's degree in a STEM discipline. The Cross-Disciplinary Science Institute (X-SIG) allows students to explore practical and ethical aspects of science and work closely with faculty through summer research opportunities. In selecting members of these yearly cohorts, the College takes a heightened interest in academically promising, underrepresented minority, and first-generation students. These one-of-a-kind organizations and programs, based on Gettysburg's campus and, in the case of The Eisenhower Institute, also in nearby Washington, DC, provide students with special opportunities to enhance their academic pursuits at Gettysburg, build career credentials, and interact with the surrounding community.

Faculty

With 224 full-time faculty, Gettysburg has one of the best faculty-to-student ratios in the country at ten students to every one instructional faculty member. The College's small, intimate classes, with an average size of 17, enable faculty and students to form long-lasting and meaningful relationships. Many Gettysburg faculty reside just steps away from campus. It is not uncommon for seminars, dinners, and end-of-semester celebrations to be hosted in a faculty member's home. Faculty members include authors, artists, performers, and researchers who are immersed in scholarly and creative projects and whose top priority is to help students thrive in and out of the classroom. One hundred percent of Gettysburg's tenured and tenure-track faculty hold a doctorate or other terminal degree in their field. Gettysburg College has a deep commitment to shared governance. Faculty are not only encouraged but required to participate in various shared governance committees, meetings, and efforts.

Diversity & Inclusion

Diversity is central to Gettysburg's identity and growth. The College aims to foster diversity in all facets of campus culture, from the people who work and study there to their experiences and the environment in which they live. Gettysburg's commitment to diversity embraces:

- *People*: Gettysburg welcomes faculty, staff, and students from all over the world, representing a wide variety of backgrounds, interests, and personal qualities.
- *Ideas*: In the curriculum and in campus discourse, Gettysburg encourages a multiplicity of voices and viewpoints.
- *Experiences*: In classes and in clubs, through cultural events as well as visiting speakers and artists, Gettysburg creates opportunities for people to engage with the world in all its richness: to discover and learn from difference. Essential to this is the College's commitment to ensuring that every member of the community, regardless of background, fully belongs and is fully included in campus life.
- *Campus environment*: Diversity depends on—and in turn, strengthens—the core values of inclusion and respect. These values are an essential foundation, sustaining a spirit of openness, supporting individuals as they explore their goals and identities, and ultimately creating a healthy campus community.

Financial Overview

Gettysburg College's approved operating budget for the fiscal year 2023 is \$113 million. As of March 31, 2022, Gettysburg's endowment consists of over 875 individual funds with an aggregate value of \$415 million. The College believes that prudent investment oversight, sensible endowment spending, and active fundraising are vital to growing the endowment and ensuring that current and future generations of students benefit from the income it produces. Gettysburg's endowment is smaller than that of its peers, and fundraising for the endowment will continue to be a strategic priority for the College in the future.

The College will launch a comprehensive fundraising campaign this summer in coordination with the strategic planning priorities.

Leadership

Robert W. Iuliano was appointed the 15th president of Gettysburg College in 2019. As president, Iuliano seeks to emphasize the distinctive role of liberal arts and sciences colleges in the ever-necessary work of sustaining the nation’s civic institutions and democracy. President Iuliano has partnered with many across the institution to foster an intellectual community that respects and embraces difference in all its dimensions; that challenges students to think expansively and creatively across disciplines through a rigorous curriculum; and that purposefully examines the important issues of the day to position students to apply their education for the public good and prepare them to engage in the world with courage and conscience.

President Iuliano implemented the College’s prelude to the current strategic plan, [Living Our Promise](#), in the fall of 2020 and the Board approved the plan in March of 2022. Four principles guide the strategic plan:

1. The development of a robust, relevant, and integrated academic and co-curricular student experience.
2. A commitment to diversity, inclusion, and belonging.
3. Graduating students who are ready to make an impact.
4. Improving Gettysburg’s distinction, market position, and financial sustainability.

Prior to joining Gettysburg, President Iuliano dedicated nearly his entire professional life to higher education, most recently as the Deputy to the President and Senior Vice President and General Counsel at Harvard University, where he helped to define and advance the university’s institutional priorities. He also served as a lecturer at Harvard College and the Harvard Graduate School of Education. Throughout his career, he has been deeply involved in issues fundamental to higher education leadership, including admissions, student life, athletics, governance, finance, and philanthropy. President Iuliano is a graduate of Harvard College and the University of Virginia School of Law. Learn more about Iuliano and his thoughts on Gettysburg’s inspiring history, goals for the future, and more — [in his own words](#).

Gettysburg, Pennsylvania

A town in Adams County, Pennsylvania, Gettysburg offers local community members the best of both worlds—a quaint and intimate setting that fosters deep intellectual curiosity and the opportunity for real-world impact. The rich history in the area goes hand in hand with the evolution of the College. Gettysburg’s campus is home to portions of the battlefields and several important Civil War monuments. The town and campus are connected not only by this important history but also by community-wide events, volunteer opportunities, and social justice commitments across the community and Adams County

as a whole. Many professors and staff members are active in the greater community. Gettysburg students also enjoy meaningful civic engagement throughout Adams County and larger metropolitan areas like Baltimore, MD and Washington, DC through a variety of volunteer programs and curricular collaborations. The campus is a 40-minute drive to the state capital of Harrisburg, PA and is easily accessible to several key metropolitan centers, including Baltimore (59 miles), Washington, DC (86 miles), and Philadelphia (130 miles).

THE GETTYSBURG COLLEGE-GILDER LEHRMAN MASTER’S IN AMERICAN HISTORY

“I love this program. It is accessible and affordable for teachers but also rigorous and challenging. I highly recommend it to others.” – A recent GC-GL Master’s in American History Student

The Gettysburg College-Gilder Lehrman Master’s in American History is a fully online, fully accredited, 30-credit degree program. After completing ten 3-credit courses, including the required Historiography and Historical Methods course and Thesis/Capstone course, students are awarded a master’s degree in American history from Gettysburg College.

This degree program began enrolling its first students in September 2022 and is already impactful in terms of revenue generation and raising the profile of the College. The program is seen as an example of Gettysburg College’s early success in its strategic drive to identify opportunities and develop them into new, successful revenue-generating opportunities. It is indicative of the types of successes that the College community will look for from the Executive Director of Professional Education and Innovation.

Each course is designed and led by a distinguished professor from the Gilder Lehrman Institute’s network of scholars. Lectures can be viewed asynchronously, allowing for maximum flexibility. In addition to viewing video lectures, students engage in live, face-to-face discussions with their professors during digital Q&A sessions.

The Gettysburg College–Gilder Lehrman MA in American History is open to K–12 educators (including district supervisors, librarians, museum professionals, and National Park Service employees) affiliated with the Gilder Lehrman Institute. For more information about The Gettysburg College-Gilder Lehrman MA in American History, please [click here](#).

ABOUT THE EXECUTIVE DIRECTOR OF PROFESSIONAL EDUCATION AND INNOVATION ROLE

The Executive Director of Professional Education and Innovation will provide leadership for pre-baccalaureate programs, post-baccalaureate courses, non-credit professional education courses, professional development activities, lifelong learning programs, and other related educational and enrichment experiences. The executive director will also vet, develop, and grow other non-educationally based alternative revenue initiatives.

Reporting to the president and collaborating broadly with the College's leadership team, the primary responsibilities for the position include directing the strategy planning, implementation, delivery, and evaluation of professional education programs and other alternative revenue opportunities; supervision of staff and instructors; management and operations for the Professional education unit; relationship development; and engagement with stakeholder groups. This role will be responsible for administrative oversight of purchasing processes, budget reconciliation, and budget management on a program basis. The executive director will be responsible for liaising with internal programs that are core to program delivery, including academic programs, admissions, budget office, financial aid, financial services, IT, registrar, human resources, legal, and marketing. The executive director will also represent Gettysburg College's professional education program in the context of regional, national, and international professional associations.

Finally, this role is responsible for continually addressing the questions:

- How can Gettysburg College effectively establish a brand in the professional education market in a manner that leverages existing assets and scales in support of net revenue objectives?
- What are the non-educational alternative revenue opportunities for Gettysburg College?

KEY OPPORTUNITIES AND CHALLENGES FOR THE EXECUTIVE DIRECTOR OF PROFESSIONAL EDUCATION AND INNOVATION

The Executive Director of Professional Education and Innovation will be an innovative and strategic visionary with proven successes in developing and delivering professional education programming and/or non-educational alternative revenue streams. To be successful in this venture, the executive director will need to address the following key opportunities and challenges:

Establish a brand in the professional education market

The executive director will have the distinct opportunity to establish Gettysburg College as a successful, known brand in the professional education market. They will identify, evaluate, market-test, and execute strategies for growing program enrollments while meeting revenue targets, and they will assess the viability of expanding academic programming to offer master's level programming, potentially in a 4+1 articulation. Providing leadership for pre-baccalaureate programs, post-baccalaureate coursework, non-credit professional education courses, professional development activities, lifelong learning programs, and other related educational and enrichment activities, they will leverage existing assets and develop external partnerships, honoring the College's liberal arts and sciences focus and mission while ensuring successful program scalability in support of net revenue objectives. The College itself, as well as its location adjacent to the Gettysburg National Battlefield and in south-central Pennsylvania, provide myriad unique opportunities to develop this new brand. The executive director will develop benchmarking strategies and

performance measurement tools for Professional Education programs and assess and refine programs through continuous improvement.

Identify, vet, and develop non-educationally based alternative revenue opportunities

The executive director will identify, evaluate, develop, and market non-educationally based alternative revenue opportunities and will be looked at to provide thought leadership related to alternative revenue initiatives. Working broadly and collaboratively across the College and with stakeholders locally, regionally, and nationally, the executive director will engage in broad market research and testing to develop a pipeline of innovative ways to leverage existing and identify and develop new Gettysburg strengths and alternative revenue opportunities.

Develop and lead the Office of Professional Education and Innovation

The executive director will have the distinct opportunity to develop, lead, and scale this new office. They will be responsible for supervising staff, instructors, and third-party relationships, office management and operations, enrollment management for Professional Education programs, administrative oversight of purchasing processes, budget reconciliation, and budget development and management that aligns with strategic priorities. The executive director will develop operating plans and establish policies and procedures for all academic, budget, facilities, and other considerations related to alternative revenue. The executive director must be an adept administrator and manager of people and have an innate ability to influence in spaces where they do not possess direct supervisory authority.

Develop a community outreach strategy and collaborate with internal and external stakeholders

The executive director will be an active and visible campus leader. They will develop a broad communication plan, leveraging all available channels to market and promote innovative professional education programming at Gettysburg College. It will be vitally important for the executive director to develop a strategic outreach strategy early in their tenure. The Gettysburg College community is watching this initiative with deep interest but also a level of healthy skepticism. Outreach and collaborative engagement will be of paramount importance, for general community buy-in, to support the ideation process, to leverage institutional knowledge, and to identify existing College strengths for further development into new or reconfigured professional education programming.

The executive director will have the opportunity to engage and collaborate with departments and offices across the College, many of which will be instrumental to the delivery of Office of Professional Education and Innovation programming, including the Provost and academic programs, admissions, alumni relations, financial aid, registrar, human resources, legal, marketing, and the Vice President for Finance and Administration. They will collaborate broadly inside and beyond the College community – for example, with the College marketing department, the [Gettysburg-Adams Chamber of Commerce](#), and [the Adams Economic Alliance](#) to engage in market analysis to identify critical areas and opportunities for

program development; with the [Office of Alumni Relations](#) to collaborate on outreach to the more than 32,000 Gettysburg College alumni, a base of supporters to activate around this new venture and engage with around new professional education and other revenue generating programmatic offerings; and, with the many local and regional business and industry partners to support business excellence and employee intellectual and professional growth via targeted programmatic offerings such as professional certificates and credentialing and other innovative ways to support these partners while driving college revenue.

QUALIFICATIONS AND CHARACTERISTICS

While no one candidate will likely embody all of them, successful candidates will exemplify many, if not all, of the following attributes and qualifications:

- Administrative experience in budget management and staff supervision
- A demonstrated commitment to diversity, equity, inclusion, and belonging
- Leadership and proven ability to work collaboratively with a broad range of constituents
- Interest in emerging information and/or instructional technologies
- Policy development, implementation, and administration
- An understanding of compliance requirements for institutions of higher education
- Ten or more years of relevant professional experience is highly desired
- Highly developed verbal and written communication skills with particular attention to client services
- The ability to meet deadlines, handle multiple tasks simultaneously, negotiate and work harmoniously with a variety of individuals
- A visionary leadership style, able to align with Gettysburg's mission while advancing the performance and reputation of alternative revenue initiatives
- Evidence of entrepreneurial leadership experience and strategic vision with an ability to execute, demonstrated by a portfolio of professional successes
- Experience in developing, delivering, and growing scalable on-ground, hybrid, and online credit and non-credit offerings in a competitive market with a commitment to program excellence
- Demonstrated awareness of audiences' learning needs
- Experience negotiating contracts and managing vendors
- Knowledge of workforce needs in industries relevant to the program portfolio
- Experience navigating a complex College environment
- A doctorate or master's degree is highly desired

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent in strict confidence via the Isaacson, Miller website for the search. Electronic submission of materials is required.

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<https://www.imsearch.com/open-searches/gettysburg-college/executive-director-professional-education-and-innovation>

Gettysburg College, an equal opportunity employer, complies with all applicable federal, state, local laws and regulations regarding nondiscrimination. All qualified applicants will receive consideration for employment and admission. The College prohibits discrimination and harassment, and provides equal opportunity without regard to race, ethnicity, color, religion, national origin, disability, veteran status, marital/familial status, possession of a General Education Development Certificate (GED) as compared to a high school diploma, sexual orientation, gender identity, gender expression, sex, age, or genetic information in all aspects of employment, educational programs, activities, and admissions. Pursuant to Title IX of the Education Amendment of 1972, Gettysburg College prohibits discrimination on the basis of sex (i.e., which includes but is not limited to the prohibition of sexual misconduct and relationship violence, including sexual assault and harassment) in all of its educational programs and activities.