



PRESIDENTIAL SEARCH

PEACE COLLEGE SEARCH PROFILE

Peace College is seeking its tenth president to succeed Laura Carpenter Bingham, who is stepping down after 12 years of outstanding leadership. Her successor will find a distinctive opportunity for engaged leadership. Peace has made remarkable strides in the last decade and the new president will find a sense of significant accomplishment and palpable momentum upon which to build. The Board of Trustees and the Search Committee invite expressions of interest from candidates, regardless of gender, who will embrace the opportunities in Peace's future.



PEACE
COLLEGE

www.peace.edu | A Liberal Arts & Sciences College for Women | Raleigh, NC

ABOUT PEACE COLLEGE



Peace College is an independent liberal arts and sciences college for women with an enrollment of 700 students located on a beautifully wooded historic 21-acre campus in the heart of the capital city of Raleigh, North Carolina. The Peace College mission “challenges women to an adventure of intellectual and personal discovery, preparing women for graduate and lifelong learning, for meaningful careers, and for ethical lives of purpose, leadership and service.” Its curriculum encourages connections, collaborative problem solving and the creation of a community of students and faculty to foster learning. Peace College students and alumnae strongly identify with this educational philosophy and see their education at a supportive, student-centered women’s college as a key element in their personal development and success. An award-winning marketing and outreach campaign, entitled “Peace Strengthens,” clearly resonates with many alumnae and students, who are active in assisting Peace’s outreach to prospective students. In the National Survey of Student Engagement (NSSE) of senior students at more than 640 colleges, Peace has consistently ranked in the top ten percent in the categories of student-faculty interaction, supportive campus environment, active and collaborative learning and enriching educational experiences.

Anchored within a liberal arts tradition, Peace offers its students 16 different academic programs as well as several pre-professional majors that provide preparation for specific careers. The Bachelor of Arts degrees are offered in Anthropology, Biology, Business Administration, Child Development, Communication, Education, English, Graphic Design, History, Human Resources, Leadership Studies (co-major), Liberal Studies, Music Performance, Political Science, Psychology and Spanish. Bachelor of Science degrees are offered in Business Administration, Biology, Child Development and Psychology. The double major in Leadership Studies can complement a student’s major.

Peace Passport, the College’s liberal education curriculum, joins knowledge, skills and experiential learning, gained in part through a required internship associated with the major field of study. The internship component of the Peace curriculum has served students and the College well. It has strengthened Peace’s connections with the Raleigh community and the Research Triangle Park, a nationally recognized center of education and high tech employment. Students have benefitted from internships with Duke Lemur Center, the North Carolina Department of Commerce, Wake Education Partnership, the North Carolina Museum of Natural Sciences, the Canadian Consulate and Disney World. In a recent survey, an average of 69% of Peace College graduates indicated that their internships led directly to a job offer. Ninety-one percent of the class of 2008 graduates are either employed in fields relating to their major or are attending graduate school.

HISTORY OF PEACE COLLEGE - Founded in 1857 in affiliation with the Presbyterian Church, Peace was established with a \$10,000 gift and eight acres of land from William Peace (1773-1865). Initially a preparatory institute, by 1940 Peace had evolved into a junior college offering the last two years of high school and the first two years of college. By the late 1960’s Peace was focusing only on the two-year associate degree. Peace College is now an exclusively baccalaureate degree awarding institution, fully accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (SACS). Peace College awarded its first baccalaureate degrees in 1996 and conferred its last associate’s degrees in 2005. In 2007, Peace College began a new evening program in Teacher Education and in 2009 added degree-completion programs in Business/Leadership and Human Services to the evening offerings that would be open to men.



A SUCCESSFUL TRANSITION - The evolution of Peace's mission as a baccalaureate institution has been marked by significant growth in the College's enrollment, faculty and staffing levels, facilities, operational budget, and program offerings. In 1995, Peace College had an enrollment of 424, a staff of 121 and a budget of \$7.1 million. By 2009, the College's budget of \$18.4 million supported a headcount enrollment of approximately 700 and a staff of 186. The College's endowment is now valued at \$38.3 million. Since 2000, Peace has invested over \$23 million in significant capital improvements, including a major new academic building, a new senior residence hall and a major library expansion and renovation project. Two fund-raising campaigns, The Pathways to Excellence and The Promise of Peace, have helped the College modernize the campus and strengthen its expanding programs. The Promise of Peace Campaign set a \$30 million goal and was designed to fund the priorities of the College's 2012 Strategic Plan. Notwithstanding the current economic recession, The Promise of Peace Campaign has raised \$22.5 million and hopes to reach the \$24.8 mark at the conclusion of the 2010 academic year.



Peace College's development as a baccalaureate institution has been guided and well served by the 2012 Strategic Plan. That plan has focused on four major priorities: excellent academics; engaged students; contemporary campus facilities; and strong financial foundations. Program development that continues the Peace tradition of small class sizes, strong faculty/staff connections with students and positive student outcomes drives the core vision of the plan. With Peace's success in educating women as citizens and leaders, the plan seeks greater name recognition for the College. That recognition along with an attractive and well maintained contemporary campus is linked to the need to attract and retain a student body of sufficient size and diversity to support academic and student development programs that now define a Peace College education. Strengthening the College's financial foundations involves making prudent investments in its mission, diversifying and expanding sources of revenue and building on the success of its fundraising program.



Since the plan's adoption in 2006, Peace College has evaluated its progress in achieving its 2012 strategic goals and reconsidered some of its targets on a year-to-year basis. The plan set an ambitious goal of a headcount enrollment of 900 by 2012. This enrollment level provided the underlying assumption driving the College's growth in staff, budget and program. In the fall of 2009, Peace had a headcount enrollment of 732, which translated to a full-time equivalent of 620, reflecting an increasing number of part-time and evening students. As the rate of its full time traditional enrollment growth has slowed and its mix of students changed, Peace has sought to improve its student retention and graduation rates and strengthen its student recruitment strategies. While these efforts are ongoing, there is concern that these programmatic initiatives may not significantly impact total enrollment levels in the short run. Consequently, there is a growing interest within the College community to reexamine the underlying assumptions of the 2012 plan. With new presidential leadership in 2010 and the preparation for the 2011-12 reaccreditation by the Southern Association of Colleges and Schools (SACS) underway, the campus community is ready to participate in a new strategic planning process.

THE CAMPUS COMMUNITY - Peace College students are drawn primarily from North Carolina and the southeast, although there are students from 19 states and 8 foreign countries. The Peace student body is diverse, with minority enrollment at 34% in 2008-09. While the majority of the Peace student body is of traditional college age and enrolled full-time, the College is increasingly attracting more non-traditional, part-time, first-generation college and transfer students. Peace has also seen an increase in the financial need of its students in recent years. Tuition for full-time students is \$23,958 and room and board is \$8,250. Peace offers \$6 million in aid to 96% of its students.



Approximately 40% of students receive Pell grants. In 2009, each full-time student generated an average of \$14,000 in net tuition. Just over half of full-time students live in campus housing, which has a residential capacity for over 400 students.



The total (verbal and math) score on the SAT for incoming Peace students has hovered in the mid-900s throughout the decade, while the average high school grade point average (GPA) has shown a sustained improvement and has been over 3.00 since 2003-04. In 2009-10, of the incoming class with a high school class rank, 45% were in the top 40% of their high school class. The NSSE results underscore a longstanding commitment at Peace to facilitate student growth and improve student skills from the time they matriculate to the moment of their graduation. In 2008, 131 students (22.3% of full-time students) maintained a 3.30 GPA in the preceding semester and earned a place on the Dean's List. In 2007-08, 15 students achieved Latin Honors (cum laude, magna cum laude and summa cum laude), and 14 graduated from the Peace College Honors Program.



In addition to performing well in the classroom, Peace College students excel when competing against students from other colleges and universities. In the fine arts, Peace College music students routinely place highly in state and regional voice competitions and its theatre students have received critical acclaim, even compared to professional productions in the Triangle area. Nearly every year of this decade, a Peace College biology student has been awarded first, second, or third place in the North Carolina Academy of Sciences undergraduate competition in Biotechnology or Microbiology. Teams representing the Business and Human Resources programs have won state and regional competitions in the AFLAC National Free Market Economics Competition and the Society for Human Resources Management (SHRM) Games. Students from all academic disciplines at Peace regularly present their research at the prestigious National Conference on Undergraduate Research (NCUR). These outcomes are a result of the close mentoring relationships between faculty members and students, a hallmark of the Peace College experience.



Peace continues its affiliation with the Presbyterian Church (USA) and enjoys a special relationship with the First Presbyterian Church of Raleigh. This historic church relationship helps to define the importance of inclusiveness, diversity, and service within the Peace College community. Students from many religious backgrounds attend Peace and weekly chapel services are led by an on-campus chaplain. A student organization, the Peace Spiritual Life Association, also enhances the religious life of the campus.

The co-curriculum provides many opportunities for student growth through participation in intercollegiate athletics, special interest and academic clubs, the arts, social groups, and student government. The Peace Pacers' athletics program, a member of the USA South Athletic Conference (NCAA Division III), competes in six sports: basketball, cross country, soccer, softball, tennis and volleyball. In 2005, Peace was the first women's college to host a NCAA national tournament when it brought the Division III Women's Softball Championship to Raleigh. The College is also a focus for the arts. With strong programs in theatre, visual arts, music and dance, there are numerous student and faculty performances throughout the year at Peace College. A partnership with the North Carolina Symphony allows musicians from the Symphony and Peace College faculty to present a Manning Chamber Music Series to the campus. Peace College campus life is also enriched by the opportunity for international study. Peace has offered summer travel programs to England, Qatar and Mexico. Opportunities at other locations for summer programs and/or semester abroad programs are also available to Peace students.



Peace has 131 full-time and 57 part-time employees. The faculty and staff are deeply committed to the students and mission of Peace College. There are 45 full-time faculty members and over 80% hold doctoral or terminal degrees in their disciplines, and all full-time faculty have completed advanced study beyond the masters degree. Over 50% of the full-time faculty members are tenured. In 2009, the number of part-time or adjunct faculty was 24. More than 90% of full-time faculty members are engaged in scholarly work. Peace faculty view themselves as teacher-scholars and take pride in expanding the intellectual boundaries of their respective disciplines. Members of the faculty publish, present and perform nationally and internationally, and are recognized in the community for their expertise. Faculty encourage students to conduct research and present it at conferences and associations. Peace maintains a full-time student-to-full-time faculty ratio of 12:1.



THE ATTRACTIONS OF RALEIGH AND THE RESEARCH TRIANGLE PARK –

North Carolina’s capital city is a dynamic cultural, business, government and educational center located within a growing metropolitan area that includes Chapel Hill, Durham and the Research Triangle Park. Raleigh often receives “best city” awards and has been called the “Smithsonian of the South” in recognition of its excellent and free art and science museums and the “City of Oaks” for its preservation of green space; Raleigh has 8,800 acres of parkland and almost 1,300 acres of water. Peace is one of seven educational institutions in the greater Raleigh area. The College is located near the Governor’s mansion and State Capitol on the edge of downtown, providing it with many opportunities to connect with the leadership of civic and arts organizations. Peace’s central location in Raleigh is an enormous asset in attracting faculty and students. The city enriches the College’s academic program and its cultural life. A new president will find a welcoming, energetic civic and education community, many new avenues for partnership, and untapped resources for advancing Peace College.



Additional information about Peace College may be found at www.peace.edu.



OPPORTUNITIES FOR NEW LEADERSHIP

The next Peace president will have the enviable assignment of leading a distinctive college program prepared to take the next steps in its continued growth and development. It will be important that new leadership evaluate the current array of strengths and concerns at Peace College, collaborate with all constituent groups in framing an ongoing vision for the College, and build from a base of existing strength. In so doing, the next Peace president will accept an agenda that includes, but is not limited to, several critical opportunities:

BUILDING COMMUNITY AND FOSTERING COLLABORATION - A new president will be asked to engage the entire college community on the range of issues facing Peace. Faculty can assist a new president in finding strategies that ensure that Peace’s future successes flow from its academic identity and the educational enterprise. Staff is deeply committed to programs that support students and seek stronger partnerships with the faculty and a better understanding of the College’s academic goals. The new president will find a broad willingness for collaboration from every constituency.

PROMOTING STRATEGIC PRIORITIES AND A SHARED VISION - An upcoming reaccreditation and the challenges presented by the economy provide the opportunity for a new president to have the campus revisit the assumptions of the 2012 strategic plan, align its priorities



and develop a shared vision for the future. Because the Peace College community has successfully negotiated a great deal of change for over a decade, it will welcome an opportunity to participate in an open dialogue and to be a part of an ongoing planning and evaluation process. The evolution from a two-year to a four-year women's college has been achieved and an evening degree-completion program open to men may open new opportunities. As the College's student mix is changing, some may want to reexamine its identity while others may wish to review its current academic goals or reassess its programming. Whatever the course of the discussion, a new president will find a community proud of its past achievement, deeply committed to providing a supportive, student-centered environment for Peace women, and open to future possibilities. All look to the planning process to set strategic priorities and reach consensus on a shared vision and academic identity for the future.

ENHANCING PUBLIC AWARENESS - Peace College has been an active presence in the Raleigh and Research Triangle Park community over the last decade. Through its network of community partnerships, Peace enhances the cultural life of its campus, offers quality student internships, provides students with the opportunity to access the courses and resources of other Raleigh colleges and universities, and extends the use of its facilities to groups and individuals in a cost-effective visitors program that benefits the College's budget, recruitment and marketing efforts. Recognition in the community is highly competitive with six other higher education institutions in Raleigh. In addition to its community outreach, Peace has sought recognition of its unique programs and achievements through investments in marketing, such as the Peace Strengthens recruitment campaign and promotion of Peace Passport. The new president has an opportunity to articulate a compelling message about the effectiveness of the College's educational model to prepare young women for leadership roles in society, meaningful career experiences, and continued education at the graduate level. Increasing public awareness of the impact of Peace's distinctive education will provide a foundation for further advancing its enrollment and development goals.



STRATEGICALLY DEVELOPING ENROLLMENT MANAGEMENT - Peace College is an enrollment dependent institution, whatever the future successes of the fundraising program. While Peace has grown over the last decade as part of its evolution to a four-year institution, there is more to do in strengthening admissions and retention in order to achieve program growth and financial stability. The College has recognized this reality and has invested in expert consultants to guide the analysis and redesign of its recruitment, admissions, retention and financial aid programs. It has examined its discounting, financial aid and net tuition data to examine how to both increase enrollment and derive a stronger revenue stream from tuition. Better alignment of the various enrollment management program components is underway. The new president should have proven experience in this critical area as well as the ability to lead the campus in discussions that further clarify the Peace "brand" and continue to align recruitment efforts with the profile of prospective students.



BUILDING NEW RESOURCES - With only 8,000 alumnae, many of whom date from Peace's junior college days and have two college allegiances, the College needs to reach out in new ways to alumnae. The new president will need to successfully complete the current campaign and provide the leadership and energy necessary to take the advancement program to "the next level." Encouraging stronger engagements with all constituencies and demonstrating the benefits of philanthropy to the next generation of Peace women and the greater Peace community are all fundamental aspects of growing this program. Peace seeks a new president with proven abilities in development and a capacity to expand the Peace philanthropic community.



STRENGTHENING FINANCIAL STABILITY - The College’s small size, small classes and enviable student-faculty ratio create the supportive community environment that students value and which mark the Peace experience for its alumnae. But it is these very attributes that make economies of scale difficult to attain. Peace’s historic campus at the edge of downtown Raleigh also reflects a mix of opportunities and challenges. Any historic campus requires costly maintenance. It also requires substantial investment to attract students and maintain the integrity of its academic programming. Even with a substantial investment behind it, Peace College will need to make further strategic investments in its campus. Financial planning and sound management are necessary to steward the resources that Peace generates from student tuition, auxiliary enterprises, visitor services, fundraising programs and endowment income. The search for appropriate economies of scale and achieving the right balance between student levels and program offerings may be aided by setting clear strategic priorities. Peace seeks a president with fiscal acumen who understands budget modeling, investment strategies, and financial planning.

PARTNERING WITH THE BOARD OF TRUSTEES - The leadership and support of the Board of Trustees has been fundamental to Peace College’s successful evolution to a baccalaureate institution. The Board has valued its strong relationships with all previous presidents and the leadership of all campus constituencies. As it seeks to provide a new president with the strongest possible support, it envisions a partnership with a new president, who will provide advice and counsel to the Board as it considers its further development and best governance practices.

SUSTAINING STUDENT-CENTEREDNESS – Students value the personal attention they receive from everyone in the Peace community, including the connection they feel with the President. They credit their personal growth and academic success to the mentoring and individual support they receive from Peace faculty, staff and alumnae. To sustain and build upon this deeply valued culture of the College, a new president must be genuinely accessible to students and personally engaged with them. The personality and the intimacy of the campus community require nothing less.

QUALITIES SOUGHT IN A NEW PRESIDENT

Peace seeks a president who shares a passion for its mission as a women’s liberal arts college and who will build an inspired but realistic vision for moving the College forward. The next president must be able to tell the “Peace story” in energetic and persuasive ways. She or he must be a proven leader and an effective administrator who understands the fundamental importance of the academic enterprise and embraces the core academic values that have marked Peace’s history. Strong academic credentials combined with leadership experience in a liberal arts setting would be highly valued.

THE SUCCESSFUL PEACE COLLEGE PRESIDENT WILL BE:

- An inspirational advocate for Peace College and its vision of a liberal arts education for women;
- A collaborative leader, effective communicator, and engaged listener, who has the ability to help others to reach consensus;
- A strategic and visionary planner who uses data to inform her/his thinking, who seeks broad input in planning and in setting priorities, and who will bring a strong intuitive sense to making a final decision;



- A leader with a deep understanding of the centrality and importance of enrollment management to the academic success of a liberal arts college like Peace;
- A strong manager with the capacity to create and empower a strong Peace College leadership team, bring people together, and forge partnerships with a variety of internal and external constituencies;
- A person who understands the academy and who will support the contributions of faculty teaching and scholarship as a means of ensuring successful student outcomes and academic reputation;
- A person with financial acumen, business savvy and budget management experience;
- A person who can effectively partner with the Peace College Board of Trustees to nurture and sustain its leadership and effectiveness on behalf of the College;
- A leader with an understanding of development, an aptitude for fundraising and the capacity to personally engage with Peace College alumnae and donors;
- A person of high integrity and energy with an outgoing, approachable personality and a genuine interest in others;
- A person with respect for Peace's heritage and the ability to embrace the value-centeredness of the Peace program.



THE SEARCH PROCESS

The Peace College search committee will be reviewing application materials throughout January and early-February, 2010. Although application materials will be accepted until the time that a new president is selected, candidates should submit materials by February 12, 2010, for the most favorable consideration. The new president will be expected to begin work on or about July 1, 2010.

Dr. Thomas B. Courtice and Ms. Judith B. Ward of Academic Search, Inc. are assisting with this search. Nominators or prospective candidates may contact them at:

Tom.Courtice@academic-search.com or at 614-405-9209

Judith.Ward@academic-search.com or at 202-215-8519

Applications should include a letter of candidacy that responds to the opportunities for new leadership at Peace College and the qualities sought in a new president; a complete resume or vita; and the names and contact information (phone and e-mail) of three references, none of whom will be contacted without the formal permission of the candidate.

All applications will be considered in full confidence and should be submitted electronically (preferably in MS Word) to **PeaceCollege@academic-search.com**

Peace College seeks to hire, promote, and retain the best qualified individuals regardless of race, creed, color, religion, age, sex, national origin, sexual orientation, disability or veteran status.