



Search for the President

Hood College

Frederick, MD

THE SEARCH

Hood College (the College, Hood), an independent, coeducational, liberal arts college offering a holistic undergraduate education and robust graduate education, seeks an entrepreneurial, strategic, and engaging leader as its next president. Founded in 1893 as an all-women's college, Hood's picturesque campus in Frederick, Maryland, is a short distance from its bustling downtown and about an hour from Washington, D.C., and Baltimore. Hood's vision is one that aims to support an inclusive environment and prepare graduates for personal and professional success that supports students in leading purposeful lives of responsibility, leadership, service, and civic engagement.

Hood is home to 2,078 undergraduate and graduate students with 400 faculty and staff. For more than 130 years, Hood has been changing the trajectory of students' lives. As of Fall 2023, the College is one of the most diverse private colleges in Maryland, and currently, 21.5 percent of Hood students are first-generation. Hood's intimate class sizes provide the opportunity for all students to have more one-on-one support, elevating their academic performance from great to exceptional. The College has two schools and 14 departments—and offers 30 bachelor's degrees, 21 concentrations, 45 minors, and pre-professional preparation in medicine, veterinary science, dentistry, and law. Hood offers 20 master's degrees, four doctorates, 12 post-baccalaureate certificates, and numerous Skill Accelerator professional development badge programs. The graduate programs provide content in business, STEM, the humanities, healthcare, and education.

In 2023, Hood received a record-breaking \$54 million gift given to exclusively support undergraduate student scholarships from The Hodson Trust, which has generously supported Hood for many decades. Also, in 2023, the College completed its first capital campaign in over 25 years, [Forging the Future](#), raising \$74.6 million, exceeding its \$50 million target. The funds increased student scholarships, internships, study abroad opportunities, and onsite research and added 13 new or expanded academic majors along with the establishment of the [Ruth Whitaker Holmes School of Behavioral and Health Sciences](#) and the [George B. Delaplaine, Jr. School of Business](#). Along the way, Hood has embraced visionary thinking,

innovation and change, staying nimble, and adapting to the shifts in the higher education landscape while remaining true to its mission.

The next president will lead Hood at an important juncture in its history. In the last decade, the institution has steadied its financial health while completing an academic redesign, prioritizing and establishing an office focused on diversity, equity, and inclusion (DEI), and expanding its community and government partnerships at the state and national levels. The next president will build on this success and chart a strategic course for the future aligned with its mission and its distinctive strengths.

This presidency is an exceptional opportunity for an inspiring, financially astute, equity-minded, politically adept, and engaging leader who connects deeply with Hood's mission. The College seeks a president who can galvanize an academic community, apply business acumen to ensure long-term financial sustainability, and engage alumni and the surrounding community in significant philanthropic efforts, including leading the next major comprehensive capital campaign. The next president must be able to astutely navigate government relationships and bring a deep connection to boards of higher education. Honoring the institution's past while charting a course for its future is central to the charge for the next president.

To conduct this search, the Hood College Board of Trustees has named a 17-member search committee that includes faculty, staff, students, administrators, alumni, and trustees. The committee is assisted by the executive search firm Isaacson, Miller. Inquiries, nominations, and applications, which will remain confidential, should be directed to the search firm as indicated at the end of this document.

HISTORY & OVERVIEW

Corde et Mente et Manu
(with Hearts and Minds and Hands)

Through an integration of the liberal arts and the professions, Hood College provides an education that empowers students to use their hearts, minds and hands to meet personal, professional and global challenges and to lead purposeful lives of responsibility, leadership, service and civic engagement.

Hood College Mission Statement

Hood College traces [its history](#) to 1893, when it was established as the Women's College of Frederick, Maryland, by the United Church of Christ. The College was created to promote and advance the cultivation and diffusion of literature, science, and art. In 1897, through a gift from [Margaret Scholl Hood](#), the College acquired a 28-acre tract of farmland on [Frederick, Maryland's](#) northwest edge. In 1912, the college was named in Margaret Hood's honor, and in 1914, construction began on the [Alumnae Hall](#), which continues to house administrative offices. Today, Hood's beautiful [50-acre campus](#) is home to 40 academic, residential, athletic, and administrative buildings and facilities.

The 1970s ushered in a significant moment of change for the institution, changing its trajectory and expanding beyond its original educational offerings in liberal arts, education, and home economics. In 1971, the [Graduate School](#) was created and added programs in computer science, management, and communication arts among others. The College also began to admit male commuter students, and over 30 years later, in 2003, the College began admitting male residential students.

Today, Hood is a coeducational, independent college with a liberal arts education foundation and, as of Fall 2023, one of the most diverse private colleges in Maryland. It is accredited by the Middle States Commission on Higher Education. Specialized accreditations have been earned from the Accreditation Council for Business Schools and Programs (undergraduate business and MBA), ABET (undergraduate computer science), Council for Accreditation of Counseling and Related Educational Programs (counseling), Commission on Collegiate Nursing Education (BSN), Council on Social Work Educations (social work), and the Accreditation Council for Education in Nutrition and Dietetics (nutrition). In addition, the Cybersecurity program is accredited, and Hood has been designated as a National Center of Academic Excellence in Cyber Defense (CAE-CD) through 2027 by the National Security Agency (NSA) and the Department of Homeland Security (DHS) due to this accreditation. In the last decade, the College has continued to expand its graduate programs, invest in its facilities, forge and strengthen community partnerships, increase its Auxiliary Services, and expand its curricular offerings. The College is in the midst of its [Strategic Plan: For a Greater Hood](#), set to conclude in 2026. The plan includes six strategic goals: An enhanced student experience, diversity, equity & inclusivity initiatives, creating the School of Behavioral & Health Sciences, developing the Biomedical Research & Training Center, leveraging Hood's proximity to Baltimore and Washington, and increasing efforts in branding and marketing.

Hood's new undergraduate core curriculum, "[Heart, Mind, and Hands](#)," is scheduled to launch in the fall of 2025. The curriculum is built on the four pillars of Hood's values and motto:

Hope: To believe that everyone can have a positive impact in the world and that education is instrumental in creating and sustaining hope.

Opportunity: To fully use one's talents and skills to realize professional and personal achievement and to help create and realize opportunities for others.

Obligation: To fulfill personal and professional responsibilities with integrity and to be a responsible steward and servant to the betterment of others and this world.

Democracy: To embrace diversity, foster freedom of thought and expression, and to promote engaged citizenship both in self and others.

Hood has a long history of [modernizing its traditions](#) as it moves into each new era. The College has many storied traditions, like the gifting of [Dinks](#) or beanies, dating back to 1918. Dinks continue to be presented to new students in their class colors. In their junior year, students take part in a [ring ceremony](#) that is done

to symbolize the bond between Hood alumni and graduating students, and each class [designs a banner](#) that hangs in the Whitaker Campus Center. [Give Your Heart to Hood Day](#) is a tradition that started in 1995. It was originally a day to celebrate Hood and has evolved into a day where the Hood community comes together to work on projects that benefit the College. Perhaps the most treasured tradition is the [Hood Hello](#)—a custom greeting given by and to everyone on campus—helping to foster the friendly atmosphere that Hood students and alumni cherish.

Academics

Hood is consistently named in national college rankings; most recently, Hood ranked number six in the “Undergraduate Teaching” category and number 16 in the “Best Value” category by the *U.S. News & World Report*. Additionally, Hood was listed as a College of Distinction, with the College’s nursing, business, and education majors earning top honors as programs of distinction.

Hood offers [30 bachelor’s degrees](#), 21 concentrations, 45 minors, and pre-professional preparation in medicine, veterinary science, dentistry, and law. Hood is home to two schools and 14 departments. The departments include [Art & Archaeology](#), [Biology](#), [Chemistry & Physics](#), [Computer Science & Information Technology](#), [Education](#), [English & Communication Arts](#), [Global Languages & Cultures](#), [History](#), [Law & Criminal Justice](#), [Mathematics](#), [Music](#), [Philosophy & Religious Studies](#), [Physical Education](#), and [Political Science & Global Studies](#). As part of the new core curriculum, which will apply to incoming students for fall 2025, they will be required to complete a HIP experience (High Impact Practice.) HIP experiences include [internships](#), research, and study abroad.

The [George B. Delaplaine Jr. School of Business](#) and [The Ruth Whitaker Holmes School of Behavioral and Health Sciences](#) have some of the fastest-growing enrollment. The School of Business has seen the most growth in the business administration major, with 14.2 percent growth in the Fall of 2023. The School of Behavioral and Health Sciences includes the Department of Nursing, Psychology & Counseling, and Sociology & Social Work. Nursing is the College’s fastest-growing major, with an increase in enrollment of 14.5 percent in Fall 2023. Since 2018, the School has had a [partnership with Frederick Health](#), the county’s largest healthcare provider, which saw the creation of Hood’s Health and Counseling services provided by Frederick Health at their Toll House facility. In 2022, the partnership expanded to include nursing and public health with faculty, classroom space, and nursing simulation labs. Participating nurses complete clinical training and gain professional experience by providing care for patients at Frederick Health’s 22 locations in Frederick County.

The graduate programs provide leading-edge content in business, STEM, the humanities, healthcare, and education. The programs serve the needs of Frederick and surrounding regions with [20 master’s degrees](#), eight of which can be accelerated as part of Hood’s [4PLUS Program](#), and four doctoral programs, including [organizational leadership](#), [business administration](#), [nursing practice](#), and [counselor education and supervision](#). The School offers 12 post-baccalaureate certificates and numerous [Skill Accelerator](#) professional development badge programs.

Since 1915, academic life at Hood has been guided by an [honor system](#) shared between faculty, administration, and students. The basic aims of the honor system are to encourage and promote a trustful relationship among all members of the College community, to offer students the opportunity to exercise responsibilities and democratic rule on campus, and to make students more aware of their personal principles of honor. Students submit all academic work with the following statement: “I pledge that I have neither given nor received any unauthorized aid on this assignment.”

Faculty and Staff

Hood has just over 400 faculty and staff. The College has 241 instructional faculty, with 95 dedicated full-time faculty of which 97 percent hold a doctorate or terminal degree in their field. There are 136 part-time faculty and adjunct instructors who are community scientists and professionals. Many faculty describe Hood as a place where a good student can become a great student. The College has a student-to-faculty ratio of 11:1 and classes that are small and engaging, with an average of 15 students. In addition to bearing responsibility for the curriculum, faculty spend time working closely with students while also conducting research. Fifty-eight percent of faculty are women, and 27 percent are people of color.

Hood faculty are first-rate teacher-scholars with a pronounced dedication to their students and their scholarship; innovative teaching and scholarly work are deeply ingrained in faculty culture. Hood has a tradition of strong shared governance, and that commitment must be maintained – and even enhanced – under this next leader in partnership with Hood’s [Faculty Executive Committee](#). Faculty members also share a powerful commitment to the College through their service on elected and appointed committees and to their students through mentorship, research opportunities, and effective academic advising.

The College is also home to 166 staff, who are integral members of the Hood community and support the critical academic, co-curricular, and business operations of the institution. Of the 166 staff, just over 67 percent are women, and 13 percent are people of color. Many are alumni of Hood, underscoring the College’s role as an important local employer and the dedication and passion of its faculty and staff. They are partners in the educational mission and a tight-knit community on campus. Hood has also made a commitment to staff representation on college-wide matters and policymaking with the implementation of the [Staff Council](#).

Students

Since its founding generations, Hood has operated with the feel of a close community. Hood has a socially and intellectually diverse campus life that invites a student body with a broad spectrum of interests. The community retains a lively and engaging quality, with an increasingly rich array of academic, athletic, artistic, and co-curricular activities. The College has 2,078 students, of which 1,209 are undergraduates and 869 graduate students seeking master’s degrees, certificates, or certifications. The average four-year graduation rate is 43.7 percent, and the average six-year graduation rate is almost 60 percent. The retention rate for the freshmen class of 2022 was 74.5 percent, and 72 percent of full-time students stayed

to continue their studies the following academic year. Commuter and transfer students are also a key part of the Hood community. In Fall 2023, 24 percent of students were commuters, and 8 percent were transfer students.

Hood prides itself on being a school of opportunity. Hood undergraduates enter with an average GPA of 3.41, and they hail from 28 states, the District of Columbia, and nine countries. Just over 33 percent of students are members of under-represented populations, 7.1 percent are non-US residents, and over 39 percent of graduate students are from under-represented populations. Twenty-one percent of undergraduates are first-generation, 43 percent are Pell Grant recipients, and almost 22 percent are Stafford Loan Eligible. In the fall of 2023, Hood received 3,287 applications and had an acceptance rate of 78.1 percent with a yield rate of 11.8 percent. The College offers [High Impact Scholarships](#), which provide funding to students pursuing a high-impact practice associated with a course, and High Impact Grants are awarded to faculty interested in developing innovations in their teaching.

The College has a long connection with The Hodson Trust, which was established in 1920 by Col. Clarence Hodson. The Trust has donated more than \$150 million to Hood in its history. The son of a lawyer and state senator, Col. Hodson first became acquainted with Hood College when he and his wife, Lillian Brown Hodson, visited the College on a trip through western Maryland in the 1920s. Mrs. Hodson was particularly interested in helping the College succeed, generously contributing resources and serving as a member of the Board of Trustees from 1955 until her death in 1969. Almost nine decades after The Trusts' creation, which terminated in 2022, it bestowed its final gift of \$54 million to Hood. One hundred percent of this transformative gift will go toward undergraduate scholarship and bolster Hood's position and visibility on the educational landscape. This gift further solidifies Hood's commitment to providing students with access to a transformative education.

Hood students have a [variety of student organizations and clubs](#) to support co-curricular learning and engagement from opportunities like student government, academic honors society, academic clubs and cultural and advocacy organizations, student media, performance clubs, and community service organizations. Students have the opportunity to study in virtually every part of the world, with hundreds of students who have [studied abroad](#) in dozens of countries across six continents. Students have recently studied in Spain, Germany, Ireland, France, Italy, Argentina, England, Cyprus, Turkey, Russia, Australia, Mexico, Costa Rica, Morocco, Israel, and South Korea. In addition to year-long or semester programs, Hood offers short-term courses throughout the world. Recent locations include Belize, Germany, Scotland, England, and the Galapagos. Hood also capitalizes on its close proximity to Baltimore and D.C., offering [internships and educational programs](#) in both locations as well as nationally.

Hood College student-athletes train in the Ronald J. Volpe Athletic Center, which includes Woodsboro Bank Arena. Over 43 percent of the 2023 incoming class were student-athletes. [Blazer Athletics](#) competes in 13 intercollegiate sports for women and 11 for men at the NCAA Division III level in the Middle Atlantic Conference. They have sustained an impressive record over many years and have 413 undergraduate athletes. Intercollegiate varsity teams in men's and women's include basketball, baseball, cross country,

field hockey, golf, lacrosse, soccer, swimming, tennis, indoor and outdoor track and field, volleyball, women's ice hockey, and women's softball.. The college offers a club-level equestrian program, and is home to a growing [Esports program](#) that competes in the National Association of Collegiate Esports (NACE), Division III, and the Collegiate Star League (CSL), Division I.

Hood has more than 23,000 living alumni, many of whom are engaged and committed to supporting current students and other alumni in their quest for meaningful pursuits after college. Many generously contributed to the recent capital campaign, [Forging the Future](#), along with 45 percent participation from faculty and staff.

Financial Outlook

The College has an annual operating budget of \$50 million and an endowment totaling approximately \$204 million as of September 2024. The Forging the Future campaign helped differentiate Hood from competing institutions by increasing student scholarships, internships, study abroad, and onsite research, adding 13 new or expanded academic majors, and establishing the Ruth Whitaker Holmes School of Behavioral and Health Sciences and the George B. Delaplaine, Jr. School of Business. The campaign prioritized the renovation of key spaces, with the [Beneficial-Hodson Library and Learning Commons](#) transforming into a modernized learning hub and the [Hodson Science and Technology Center](#), which will include a new Biomedical Research and Training Center. The Ruth Whitaker Holmes School is home to the fastest growing major at Hood, nursing, and Hood has expanded its partnership with Frederick Health to include public health with additional faculty, classroom space, and nursing simulation labs. This important partnership allows students to receive professional experience prior to graduation, enhancing their post-graduation opportunities.

With increasing enrollment challenges related to the demographic cliff, the College is facing financial headwinds as a tuition-dependent institution. Recognizing that nearly all undergraduates receive financial aid and approximately 75 percent of the College's income is from tuition, fees, and room and board, enrollment management at the undergraduate and graduate levels will be critical for the next president. In the 2023-2024 academic year, Hood has had to make a seven percent draw on the endowment and is projected to do the same for the 2024-2025 academic year. Hood received \$3.6 million for AY24-25 from the [Sellinger Program](#), which was established in 1973 by the State of Maryland to preserve and strengthen a dual system of higher education, which includes public and private nonprofit colleges and universities working collaboratively to meet the State's higher education needs. The program awards State aid to independent colleges through a formula linked to the enrollment and the per-student appropriation of selected four-year public institutions. This formula changes each year, depending on the State's budget, and is not guaranteed.

Campus and Location

Hood's picturesque 50-acre campus is ideally situated in charming, historic Frederick, Maryland, less than one hour from Washington, D.C., Baltimore, and Gettysburg, and surrounded by mountain views. Hood's beautiful campus walkways, united by a central pergola, are often buzzing with community members chatting and walking their dogs. Hood's campus has more than 30 academic, residential, and administrative buildings, which include six residence halls and the president's home.

The town has a youthful, intellectual energy. Frederick's lively [Market Street](#), with an eclectic mix of restaurants and cafes, unique specialty shops, galleries, museums, and theaters housed in Civil War-era buildings. Carroll Creek Park features a walking path with plenty of seating and public art. The town has a local vibrant business economy with strong tax incentives like no personal property tax which has helped usher in robust growth in the industries of biotech, technology, and healthcare—it is known as the [I-270 Technology Corridor](#) and Hood capitalizes on its location. For example, its Biomedical Research and Training Center (BRTC) equips students and workers alike with advanced skills and knowledge to support the local and regional workforce needs. These industries are also [strong in the surrounding areas](#), which gives Hood students the opportunity for meaningful internships and work studies during their time as students and employment after graduation.

Just a couple blocks from campus, Baker Park boasts 58 acres of tennis courts, softball and baseball fields, Culler Lake, a public swimming pool, playgrounds, a band shell, and a walking path to downtown Frederick.

ROLE OF THE PRESIDENT

Working in close collaboration with the faculty, students, staff, and trustees, the next president of Hood will be expected to provide inspirational leadership and be deeply knowledgeable in effective financial stewardship and resource generation in alignment with modern enrollment and retention practices so that Hood meets its own aspirations as a great and singular liberal arts college.

The Hood community has been engaged to identify the considerable challenges faced by the residential liberal arts model of education and to develop effective responses. Among other things, these challenges take the form of rapidly changing demographics; a demanding cost structure; a need for physical plant improvements; fundamental changes in the ways students study, learn, and access information; a wide variation in the kind of experiences students have had – and not had – when they arrive on campus in a post-pandemic era; and the increasingly national and global market for higher education that rewards research universities.

Hood seeks a president who will rigorously engage the College community in charting a dynamic future. This individual will need the ability to lead, the courage to ask the College community to look critically at

itself and openly at the world, and the judgment and experience to execute with a steady hand and a collaborative spirit.

KEY OPPORTUNITIES AND CHALLENGES FOR THE PRESIDENT

Building upon Hood's solid foundation, the president will address the following challenges and strive to use them as opportunities to propel the College into its next successful chapter.

Lead the next phase of success

In 2021, Hood engaged in a comprehensive strategic planning and vision process that led to the [Strategic Plan: For a Greater Hood](#). A forward-looking academic redesign, campus enhancements and renewal, and a rededication to the centrality of diversity, equity, and inclusion, were significant outcomes of that plan.

Now, in this next chapter, the president will need to continue to imagine, articulate, and promote Hood's long-term sustaining identity and vision. The next president will take on the challenge of ensuring the campus culture responds to and embraces changing demographics while enhancing Hood's commitment to social responsibility, academic excellence, and career preparation. In partnership with the Hood community, the next president will set the course for a new strategic vision that honors Hood's storied past while ushering its practices into the modern higher educational context.

Steward the College's resources to ensure financial strength and sustainability

Hood has a solid financial footing; however, it will face fundamental challenges over the next decade. Hood's vision will require major investments in faculty, facilities, and student support and engagement. The College will need to carefully examine new commitments and the full range of prior obligations while developing its next strategic plan and next capital campaign. The next president must manage the College's operating finances with discipline, informed by a well-understood strategy, and must excel in transparent financial management that builds community consensus.

The president will be responsible for making important decisions on the strategic allocation of resources based on financial analysis and active consultation with appropriate constituencies and must communicate fundamental decisions with reason and clarity to gain maximum support. Ensuring long-term success will mean increasing the endowment, addressing cost and spending priorities, and securing and strengthening all current and future sources of revenue.

Part of the president's fiscal work will also be to modernize and improve the campus and facilities. These are substantial commitments. Hood will require carefully developed priorities, well-understood timetables, aesthetic and functional choices, and significant fundraising. It is critical that the next president leads Hood in the development and execution of the next fiscal vision for its campus and support its growing number of needs.

Develop enrollment strategies for the future

Economic and demographic forecasts indicate that competitive pressures and financial stresses in higher education will only build over the next decade. Recognizing that nearly all undergraduates receive financial aid and approximately 75 percent of the College's income is from tuition and fees and room and board, enrollment management at the undergraduate and graduate levels is a key institutional priority.

The College needs to continue to improve graduation and retention outcomes with a more data-driven approach. The first-year retention rate on average of the last five years at the undergraduate level is 74 percent and the six-year graduation rate is 60 percent. The president will have the opportunity to select the next vice president of enrollment management and will partner closely with enrollment and leadership across the institution to create a comprehensive and all-hands-on-deck enrollment plan that ensures excellence and sustainability and targets students likely to succeed at Hood.

Continue, strengthen, and improve the College's commitment to a culture of diversity and inclusion in its intellectual and community life, and across its student, faculty, and staff populations

Hood's next president must have a deep commitment to the mission of diversity, equity, and inclusion, supported by demonstrable measures of success. Making sure the Hood Hello is more than a turn of phrase but an institutional commitment to DEI. The president will have a nuanced understanding of the challenges that must be addressed to ensure an equitable opportunity for all students, faculty, and staff to be successful. The institution has the duty to use the diversity of its student population to strengthen the College and broaden its reach. The next president must recognize and demonstrate a commitment to continued diversity and further the institution's efforts to recruit and retain a diverse student body, faculty, and staff.

Access and diversity are integral to the values of the College. Hood will expect its next president to share the College's passion for these priorities and extend Hood's efforts to remain accessible and affordable to its student population. Every member of the Hood community, whether student, faculty, or staff, must feel included in the campus culture and be well-positioned to thrive.

Tell the Hood story: strengthen brand and visibility by fortifying and expanding connection to the Frederick community as well as surrounding metro areas

Hood has a story of social justice and a deep commitment to the liberal arts. It's an institution that has been able to be nimble and pivot to the future when needed while also keeping strong ties to its origin. Hood develops leaders and empowers them to play impactful roles in their communities and the world. Hood needs a leader who can distinguish its story of taking academically strong students and teaching them to excel beyond their imaginations. The next president will need to tell that story as well as capitalize on Hood's location in the Frederick community which is burgeoning with community partners eager to engage. Equally, the president will need to fortify and forge partnerships in Baltimore and Washington

D.C., optimizing Hood's distinctive location. The president will work collaboratively with the senior leadership team to strengthen the brand and visibility of Hood nationally and globally.

Recruit and develop next generation of the Board of Trustees, and strengthen ties with alumnae/alumni, and accelerate philanthropic success

[The Board of Trustees](#) is a 25-person board with the ability to grow to 35, and the next president will have the opportunity to continue to fortify and grow the strength of Hood's board as more terms expire in the next two years. Hood's Board of Trustees is an engaged and committed group of individuals, many of whom are alumni both in the for-profit and not-for-profit sectors and have an annual giving requirement as part of their membership. The Board of Trustees have been generous with their time, expertise, and financial giving. The next president will have the opportunity to work closely with the Board of Trustees to further build the board's strong base.

Fundraising leadership will be a critical element of the next president's agenda as well. Hood has long had a modest endowment; annual alumni participation is currently 10 percent. A critical task for the next president will therefore be to strengthen ties to alumnae/alumni, to cultivate their increased support, and to develop relationships and interest from new donors, corporations, and foundations.

The president will set the course for the next capital campaign. The next president will, therefore, need the ability and appetite to represent Hood's compelling story to donors and to energize stakeholders to support and champion the College. The president will be tasked with securing new donors, engaging and inspiring an evolving community of 23,000 alumnae/alumni around the world, and inspiring the whole Hood community of today and tomorrow to invest in its future.

Empower senior leadership team, support and engage the faculty and staff

The strength of any institution is embodied in the character, intellect, and passion of its leadership and community. At Hood, the faculty and staff are deeply committed to students and engaged in the work across campus for them to flourish. There is a long history of shared governance.

The Hood faculty and leadership have recently been through an academic redesign and the creation of a new school. These efforts have sparked important and yet-to-be-answered questions about the future of Hood. While significant work has been done, there is still work to do. The next president will need to continue the tradition of bringing a deep appreciation for the work done and yet to be done by faculty, staff, and academic leadership. The president will need to further assess where there are silos and fractures in internal communications and barriers to collaboration—streamlining processes to best serve Hood's students.

Faculty have an exceptional opportunity to build collaborative and multidisciplinary teaching and scholarship and to bring fresh approaches to the classroom and the laboratory, and they hope for a president who will continue to support and inspire them in this work. The senior leadership team needs

a president who will further empower them to exercise their expertise and see this hard work through. The next president will work to sustain and enhance Hood's standards of academic excellence during this time of change. Hood's dedicated staff seek a president who will develop and execute innovative practices in retention and recruitment as well as create opportunities for professional growth and advancement—creating pipelines within the institution. Hood needs a president who will be a visible and active presence both on and off the campus, a responsive and proactive communicator, and a champion for the core academic mission of Hood.

QUALIFICATIONS AND CHARACTERISTICS

Hood seeks in its president a leader with intellectual vision, a demonstrated commitment to diversity, equity, and inclusion, substantial financial, enrollment, administrative, and management talents, great energy and integrity, and the capacity to champion and inspire the College community to new levels of excellence. The next president will combine an appreciation for Hood's strategic direction, the skills and experience to guide the journey, and the imagination and courage to navigate in a shifting higher education landscape.

Hood seeks a leader who brings a history of successful organizational and financial leadership, the ability to cultivate and secure philanthropic support for Hood and its programs, and a record of accomplishment in creating and supporting a climate of diversity and equity, community, transparency, understanding, and excitement. 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 deep commitment to the mission of Hood, the liberal arts, and academic excellence; an understanding of and appreciation for shared governance and the values of the academy.
- An ability and desire to help lead the College in discussion about the future of liberal arts and the way it prepares undergraduate and graduate students for a variety of professions in an evolving national context and an increasingly global society.
- A record of successful administrative leadership, including oversight of senior leaders, and of effectively recruiting and retaining strong executives.
- Recognized skill as a gifted communicator in diverse settings.
- A capacity to connect with and relate to members of the Hood community on a personal level; an excellent listener who can build strong relationships and maintain open, accessible lines of communication with students, faculty, staff, alumni, and parents.
- A demonstrated ability to develop a strategic vision and the skill to execute that vision in a practical and inspiring way.

- A talent to lead productive fundraising in an academic environment, an established background of fundraising success, and campaign experience is highly desired.
- A record of building and maintaining external relations and advancing an organization's profile and reputation regionally, nationally, and internationally; the desire and ability to build and sustain new partnerships locally, regionally, nationally, and internationally.
- Proven efficacy in working with a governing board, as a group, and as individuals; experience building and maintaining an engaged and supportive board.
- A leader for whom equity and inclusion are at the personal core; a record of advancing diversity and belonging, with cultural fluency, compassion, and emotional intelligence.
- A demonstrated respect for academic freedom and diverse opinions on key social and political questions of the day.
- Proven ability to build consensus and challenge the status quo to develop creative and innovative solutions.

COMPENSATION

The expected salary range for this position ranges from \$350,000 - \$450,000 depending on circumstances including an applicant's skills and qualifications, certain degrees and certifications, prior job experience, training, and other relevant factors. Hood College has provided a compensation range representing its good faith estimate of what the College may pay for the position at the time of posting. The College may ultimately pay more or less than the posted compensation range. Additional compensation may include variable and deferred compensation.

Hood College offers excellent [benefits](#), including medical, dental, vision, retirement, paid time off, and tuition benefits.

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 via the Isaacson, Miller website for the search: <https://www.imsearch.com/open-searches/hood-college/president>. Electronic submission of materials is strongly encouraged.

Kate Barry, Partner
Keight Tucker Kennedy, Partner
Steph Simon, Senior Associate
[Isaacson, Miller](#)

Hood College is committed to diversity in its faculty and staff and subscribes to a policy of hiring only individuals legally eligible to work in the United States. EOE/AAP/M/F/Vet/Disability Employer.

Hood College does not discriminate on the basis of sex, race, color, national origin, sexual orientation, gender identity or gender expression, marital status, pregnancy, disability, religion, or age in recruitment, admission and access to, or treatment, or employment in its programs, services, benefits, or activities as required by applicable laws including Title IX of the Educational Amendments of 1972 and Section 504 of the Rehabilitation Act of 1973, and complies with the law regarding reasonable accommodation for disabled applicants and students. Inquiries about discrimination or reasonable accommodation should be referred to the Title IX and Section 504 Coordinator at Alumnae Hall, 401 Rosemont Avenue, Frederick, MD. 21701 (AD 312), (301) 696-3592. For complete information on Hood College's nondiscrimination policy, please visit <http://www.hood.edu/non-discrimination/>.