

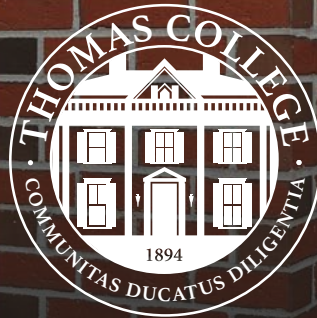


# PRESIDENTIAL SEARCH PROSPECTUS

Join us as we search for Thomas College's 6th President







*We are extremely proud of the achievements we've made under President Lachance's leadership. In this time of change, we embrace the exciting opportunities for Thomas College to continue to grow and innovate under our next President.*

**Kelley Shimansky '89**  
Search Committee Chair

*As we prepare to transition from over 12 years of Laurie Lachance's visionary leadership, we are committed to finding a qualified and experienced leader who will further our mission and take Thomas College to new heights of success.*

**Conrad Ayotte '77**  
Search Committee Co-Chair

## SEARCH COMMITTEE

### Search Chair



**Kelley Shimansky '89**  
*Board Member*

### Search Co-Chair



**Conrad Ayotte '77**  
*Board Chair*

### Search Committee Members



**Debbie Cunningham**  
*Staff*



**Jim Doyle**  
*Board Member*



**Robin Goodwin**  
*Board Member*



**Michelle Hayes '83**  
*Board Member*



**Wick Johnson**  
*Board Member*



**Michelle Joler-Labbe**  
*Staff lead and liaison  
to board chairs*



**Kim Lindlof '91**  
*Community Member*



**Danielle Marquis '99**  
*Board Member*



**Mark Marsolais**  
*Faculty*



**Alicia McCarthy**  
*Faculty*



**Chris Parsons '98**  
*Staff*



**David Pease**  
*Board Member*



**Brooke Phillips '24**  
*Student*

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# THE THOMAS OPPORTUNITY

Thomas College, a private college with programs in business, education, and the liberal arts in Waterville, Maine, seeks an experienced and visionary leader for the position of President to serve as the Chief Executive Officer of the College, provide strategic direction, foster a culture of innovation, and ensure the overall success of the institution.

Classified as a rural-serving institution, Thomas College offers a rich professional studies curriculum for undergraduate and graduate students across a wide variety of programs, including business, arts and sciences, criminal justice, education, and technology. Thomas is focused on providing an accessible and affordable quality education and provides a supportive learning environment for all students – many of whom are first-generation college students – and encourages them to discover and fulfill their unique potential. Approximately 80% of Thomas students come from Maine, and 85% of graduates choose to stay and work in the state.

Thomas College's next president will make a lasting impact on this vibrant institution and its students. With a dedicated faculty, a dynamic Board of Trustees, a campus with many new facilities, and an ambitious master plan, Thomas College is poised for growth. The next president will have the opportunity to build on Thomas' momentum to fulfill the potential and promise of this unique institution. They must be an entrepreneurial leader, an eloquent and enthusiastic advocate, and possess demonstrated strength in financial and operational management. The president must have the leadership qualities necessary to navigate the changing landscape of the economy and higher education. A terminal degree is preferred, as is executive management experience.



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# OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

The next successful President of the College will:

- Grow enrollment, consistent with our mission and strategic plan
- Implement and execute successful strategic campaigns
- Advance development and long-term stability of the institution through strong relationships with key businesses, governmental and educational leaders at local, state, and national levels
- Oversee the financial health of the College working closely with the COO and CFO
- Support the advancement team to strengthen alumni relations and leverage alumni networks for student success
- Foster a culture of academic excellence and the strong sense of community and inclusivity that differentiates Thomas from others
- Model Thomas' welcoming culture by being a visible presence with all communities on our campus
- Be committed to providing the necessary leadership, guidance, and resources to promote campus diversity, mutual respect, fairness and appreciation of differences
- Be an integral part of preparing students to be leaders in their chosen field(s) through educational innovation and contributing to a positive student experience

## QUALIFICATIONS

- Proven strategic and operational leadership at the senior level in a complex institution
- Ability to develop, communicate, and drive execution of a compelling vision
- Proven success in identifying and developing new sources of revenue and managing and increasing financial resources through fundraising, capital campaigns, grants, revenue growth, and strong financial management
- Demonstrated record of building strong relationships and partnerships with key stakeholders to support growth and long-term stability
- Success in building teams, including empowering, mentoring, delegating, and rallying the community around a common goal
- Strong communication skills; listening, speaking, and writing
- Entrepreneurial inclination and experience, innovativeness, pragmatism, and courage
- Proven success as a visible, trusted leader, influencer, and unifier with a demonstrated commitment to diversity, equity, and inclusion
- Approachable and empathetic
- Naturally operates with integrity and transparency
- Ability to work full-time on campus in Waterville, Maine; candidates requiring sponsorship to work in the US will not be considered
- Terminal degree in a relevant field and experience in academics preferred; master's degree required

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## BENEFITS

Thomas College offers a competitive benefits package that includes medical insurance, dental insurance, life insurance, disability insurance, a 6% 403(b) matching plan, paid vacation, paid sick leave, thirteen paid holidays, on-site gym, meal discounts, and free tuition for employees, spouse, and dependent children.

## APPLICATION PROCESS

Interested applicants should submit a cover letter, resume, and contact information for three professional references. The position will remain open until filled.

Applications will be reviewed in the order received and the process will remain open until the new President has been selected. Start date to be approved by the Search Committee and determined based on multiple factors including candidate selected.

Thomas College is an equal opportunity employer and encourages applications from candidates who will contribute to the diversity of our community.





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# GOVERNANCE AND BOARD OF TRUSTEES

The Board of Trustees is the legally constituted body responsible for the College's quality and integrity and plays the major role in setting the strategic direction for the institution. The Board is comprised of 21 members, including 11 alumni, one of whom serves as Chair.

The full Board meets quarterly. In addition to meetings of the full Board, there are frequent Executive Committee meetings that allow for timely updates from the President to the Board.

The Board provides strategic direction to the College administration and the President and is organized into a set of six committees. Traditionally, Board members are assigned to committees based on their areas of expertise. The six committees are Academic Affairs, Nomination and Governance, Finance and Budget, Student Experience, Enrollment, Marketing, and Branding, and Advancement.

The Board monitors the College's fiscal condition carefully, approves the annual budget, sets policies on the endowment, approves fund-raising goals, and oversees strategic planning.

## PRESIDENT'S COUNCIL

The President is assisted by a council staffed by the officers of the College. It currently includes the Provost, Chief Operating Officer, Chief Information Officer, Chief Financial Officer, Senior Vice-President of Student Success, Vice-President of Advancement, Vice-President of Intercollegiate Athletics, Vice-President of Human Resources and Diversity, Vice-President of Innovation, and the Vice-President of Marketing and Communications.



*The Mission and Vision for Thomas College*  
*"Those we serve are the foundation of our future."*  
Thomas College prepares students for success in their personal and professional lives, and for leadership and service in their communities. Thomas provides a supportive learning environment that values the needs and goals of individual students. At Thomas, students discover and fulfill their unique potential. Each program at the College promotes professional excellence, informed by ethics and integrity.

Thomas aspires to be a regional leader in business and liberal arts education. The College is committed to quality teaching and to the application of technology at both the graduate and undergraduate levels. Thomas provides opportunities for professional development.



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# ABOUT WATERVILLE, MAINE

Waterville, Maine is a safe, welcoming community of 15,600 residents located on the scenic Kennebec River, which runs alongside Thomas College. Waterville is part of the Kennebec-Chaudière Corridor, an international arts and culture route with the Waterville Opera House, Colby College, the Redington Museum, community and farmers' markets, and The Maine Film Center. The town hosts an international film festival, the annual Taste of Greater Waterville culinary event, and numerous arts and cultural events throughout the year. The downtown district has many excellent restaurants, shopping areas, art galleries, coffee shops, and student-friendly cafés.

Greater Waterville has various outdoor recreation areas, including golf courses and hiking trails. Thomas students take advantage of Maine's natural beauty through organized and casual trips for hiking, camping, canoeing, kayaking, downhill and cross-country skiing, sailing, whale-watching, hunting, birdwatching, rock climbing, and other outdoor activities.

Maine is known as "Vacationland" with four distinct seasons to enjoy the outdoors and access to mountains, islands, beaches, rocky cliffs, and some of the nation's best food, arts, and cultural amenities. Waterville is just over an hour from Portland, Maine's largest city, and is close to other metropolitan areas including Lewiston/Auburn, Bangor, and Augusta, the state's capital city.

## ADDITIONAL INFORMATION—WATERVILLE, MAINE

[Waterville VisitMaine](#)  
[Waterville Main Street](#)  
[City of Waterville](#)

Photo taken by Maine Drone Imaging.  
<https://mainedroneimaging.com/>



# THOMAS COLLEGE OVERVIEW

**Celebrating 130 years** of innovation in education, Thomas College is a friendly, welcoming community of learners. At Thomas College, education is personalized, student experiences nurture growth and where undergraduates and graduate students thrive in a close-knit and supportive setting. Students learn in small classes from faculty and staff who take a personal interest in their success and provide them with real-world experience in the arts and sciences, business, and education fields.

Thomas College is enrollment- and tuition-dependent, but at the same time, carries low debt and no deferred maintenance. With an annual budget of \$26 million, the College employs 144 full-time faculty and staff members. The College's endowment funds have seen positive growth in recent years, with the endowment rising from approximately \$9 million in 2014 to a present value of approximately \$23 million.

As of Fall 2023, Thomas College is the only school in Maine on U.S. News' & World Report's list of Top Performers in Social Mobility for Regional Universities North.

## HISTORY, MISSION, AND VISION OF THOMAS COLLEGE

Thomas College was founded in 1894 as a nonsectarian, co-educational college dedicated to career training. Since its founding, the College has maintained this tradition of educating students for careers in business, technology, and education.

### Mission

Thomas College prepares students for success in their personal and professional lives and for leadership and service in their communities.

### Vision

All students will graduate and will have the knowledge, experience, professional and technological skills, and a strong sense of personal strengths and purpose to launch a career and meaningfully contribute to their workplaces and communities.

## THE THOMAS PROMISE

**Thomas College brings promising futures within reach by striving to ensure:**

**Every student graduates with:**

- The knowledge, experience, skills, and confidence to meaningfully contribute to their work, civic and family lives
- A clear sense of their own personal strengths, passions, and opportunities for success

Cont.



- A solid grounding in communication, collaboration, critical thinking, and creativity
- An introduction to innovative approaches and basic entrepreneurial skills
- High proficiency and fluency in technology
- An understanding of and appreciation for the diversity of cultures and perspectives

**Every graduate student and non-traditional learner:**

- Has access to a wide array of flexible learning opportunities that will enable them to advance in their careers and add value in their workplaces
- Believes that their investment of time and money is well worth it for the excellent skills and knowledge that they are gaining

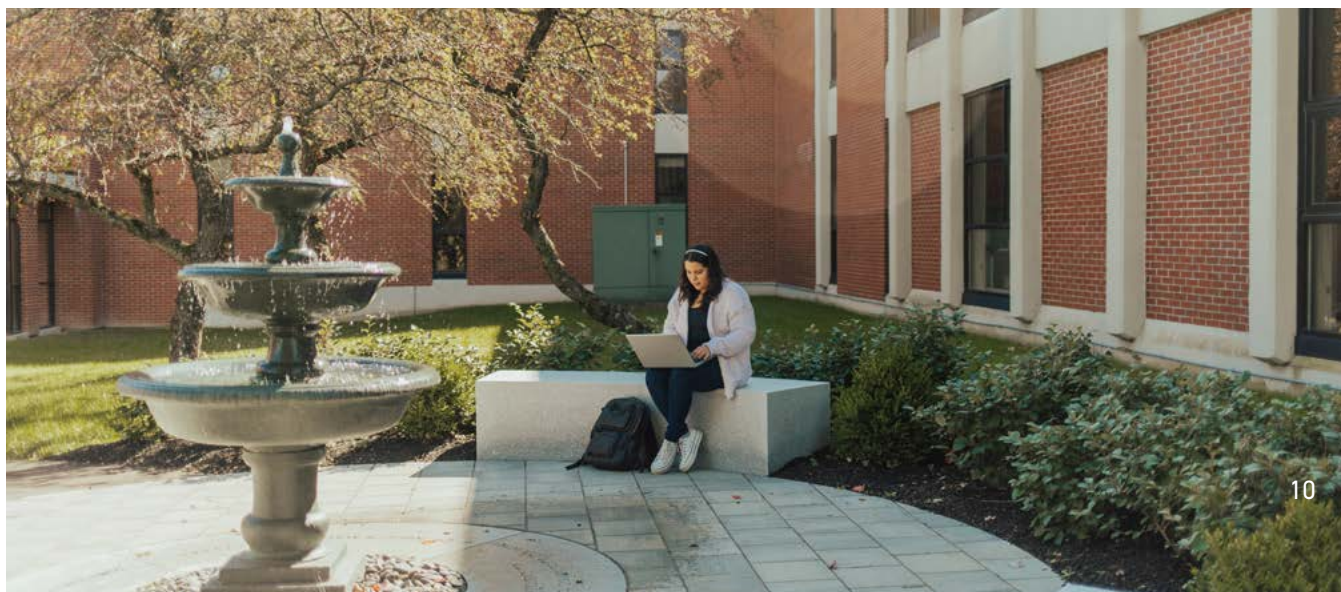
## INNOVATION AT THOMAS COLLEGE

The future demands creativity, flexibility, and an entrepreneurial approach. The Thomas College mission blends a consistent focus on student success with new, innovative strategies to achieve that goal. From cutting-edge curricular development to career-focused programming,

the College actively pursues new opportunities to innovate around learning and the student experience.

Examples of initiatives funded with external support include the establishment of two innovation centers – the Harold Alfond® Institute for Business Innovation (HAIBI) and the Center for Innovation in Education; the development and expansion of the use of Open Educational Resources to lower student costs; the implementation of a near-peer mentoring program to enhance retention efforts; and the creation and launch of a six-hour, interdisciplinary, team-taught course that merges science, mathematics, and data analytics to support student-led research.

The Professional and Career Development office was created to integrate career development across the institution, including a career badging and credentialing system. Embedded in the first-year experience course, undergraduate students demonstrate and document desirable professional traits, moving through a continuum of introductory soft skills (time management, professionalism) to more advanced designations (critical thinking, design thinking) as they become career-ready. Through the Fire and Ice program administered by HAIBI, students leverage their badging experience to earn professional licenses or certificates to enhance their employability.



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Also housed under Professional and Career Development is Thomas' signature internship program. At the undergraduate level, approximately 70% of students graduate each year having completed a capstone-level internship. In many instances, especially in fields such as accounting, education, criminal justice, and psychology, internship or field placements provide a direct pathway to employment. The College is committed to expanding paid internship opportunities as research has revealed that low-income and first-generation students are underrepresented in paid internships, overrepresented in unpaid internships, and more likely to have not participated in any internship.

In 2021, Thomas College launched the President's Innovation Challenge, where students work in teams on authentic applications in partnership with area organizations and businesses. Offered twice yearly, students collaborate with Maine employers and use design thinking for a semester-long project to solve real-world problems.

The Thomas College Guaranteed Job Program™ was one of the first adopted in the nation when it premiered in 1999. The Guarantee promises that students will be successful in finding a career placement within six months of graduation or the College will assist with student loan repayment or additional course

work at either the graduate or undergraduate level. That job guarantee is considered a cornerstone of the College's approach toward an education that is both pragmatic and transformative, especially for the first-generation college students who are drawn to the small, personalized environment that characterizes Thomas.

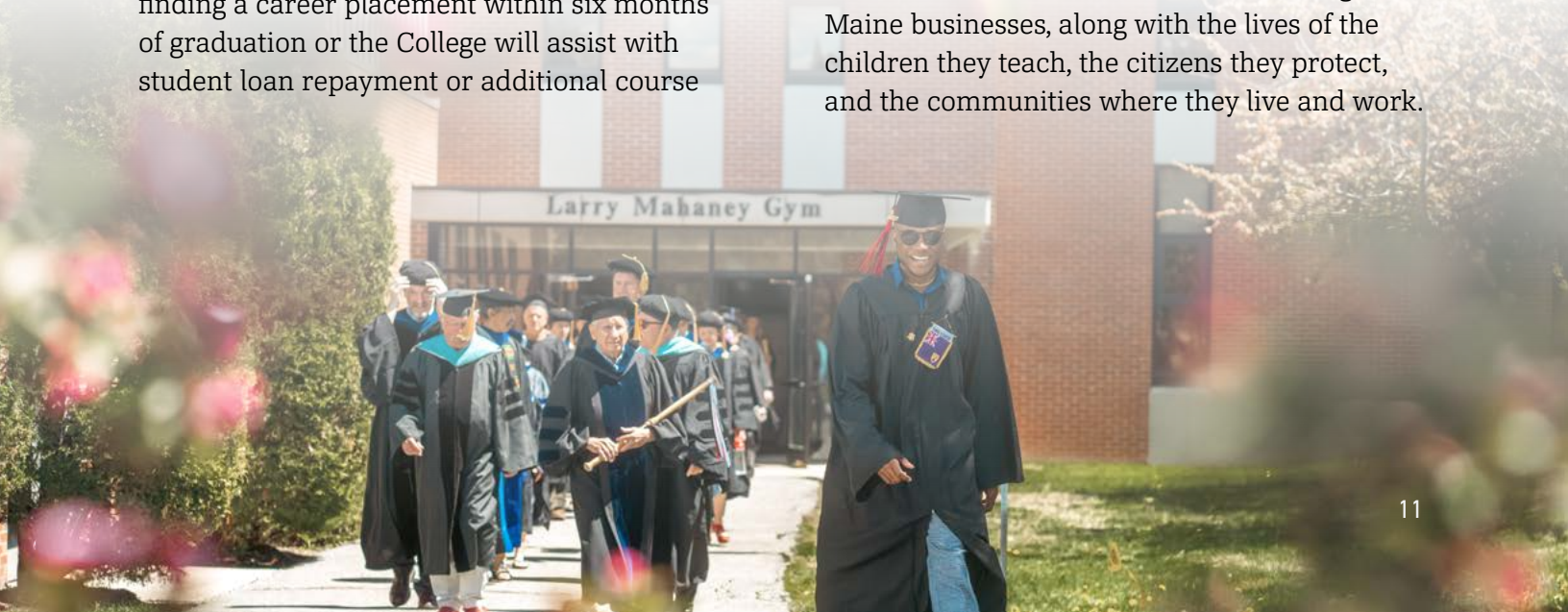
## THE THOMAS STUDENT EXPERIENCE

### STUDENT DEMOGRAPHICS

In the fall of 2023, 77% of Thomas College students were Maine residents. More than 98% of Thomas students receive financial aid. The College was recently awarded nearly \$3 million in state and federal funding to provide multi-year scholarship aid to eligible students in targeted majors.

The academic profile of Thomas College students has steadily increased over the past decade.

Many Thomas College students are the first in their families to enroll in college, and today, 47% of our students are first-generation college students. The majority of Thomas graduates, 85%, choose to live and work in Maine. The College not only transforms the lives of our students and their families but also strengthens Maine businesses, along with the lives of the children they teach, the citizens they protect, and the communities where they live and work.





## ENROLLMENT, RETENTION, AND GRADUATION

Thomas College enrolls students at the undergraduate and graduate levels in programs that lead to the associate's, bachelor's, or master's degree, along with a graduate level Certificate of Advanced Study. Undergraduate courses are offered primarily face-to-face on the campus. At the graduate level, students may complete degrees in a face-to-face, semester-based model or as a part-time or full-time student online in terms that run every eight weeks.

### Fast Facts: Fall 2023 Enrollment

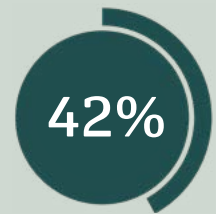


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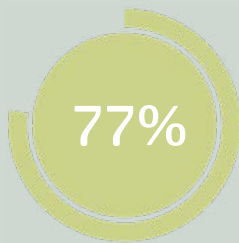
STUDENTS  
LIVE ON  
CAMPUS

**98%**

RECEIVE SOME FORM OF  
FINANCIAL AID (GRANTS,  
SCHOLARSHIPS & LOANS)



OF STUDENTS  
ARE ELIGIBLE  
FOR **FEDERAL  
PELL GRANTS**



OF ALL STUDENTS  
ARE **MAINE RESIDENTS**

**688**

UNDERGRADUATE  
DEGREE-SEEKING  
STUDENTS

**100**

GRADUATE  
STUDENTS

**298** STUDENTS ARE  
**VARSITY ATHLETES**

### Retention and Graduation Rates

**51%**

OF FALL 2017 **FIRST-TIME,**  
**DEGREE-SEEKING UNDERGRADUATES**  
**GRADUATED BY MAY 2023** (SIX-YEAR RATE)

**78%**

OF FALL 2022 **FIRST-TIME,**  
**DEGREE-SEEKING UNDERGRADUATES**  
**RETURNED IN FALL 2023**



## STUDENT SUCCESS

Thomas College students benefit from a wide variety of academic scaffolding efforts, ranging from academic and tutoring support to time management skills. Many of these programs are coordinated through the College's Student Success Center (SSC). Thomas is the only private college in Maine to receive both TRIO and Title III funding. These grants support a robust suite of academic and financial programs, such as Peer-Led Team Learning and Student Success Grants, which provide short-term financial support for student needs.

Under the direction of the Senior Vice-President for Student Success, the SSC functions as the umbrella office for a variety of student supports aimed at improving retention and graduation rates. The SSC sponsors intensive courses that serve as bookends for each academic year. In the fall, Early Start courses offer students an intensive academic course alongside academic coaching and tutoring. In the spring, Maymester courses serve to support students who may be in danger of not maintaining satisfactory academic progress.

## STUDENT LIFE

Students at Thomas College value the strong, supportive, cohesive community purposely cultivated for them. They are known by their peers, professors, and staff as students, future professionals, and unique individuals. In Fall 2023, 88% of the entering class chose to live on campus, creating a diverse, close-knit campus community.

The College offers a rich array of activities and opportunities on campus to assist students in developing and maintaining a community feel on campus. Thomas supports an active program of student engagement through 31 different clubs and organizations, the Leadership Academy for first-year students, and a full slate of 19 intercollegiate varsity sports to complement students' academic preparation. Leadership roles abound at Thomas through Student Senate, clubs and student organizations, work-study or paid positions in many offices across campus, and through volunteer positions as Orientation Leaders, peer tutors, and Community Assistants.

The foundation of a strong community and variety of extracurricular offerings provide students with myriad ways to enrich and deepen their collegiate experience and build camaraderie, teamwork, and leadership skills.

## ATHLETICS

Thomas College competes in NCAA Division III athletics, through which 298 (46% of enrolled) students compete, develop leadership and teamwork experience, and build time management skills. [Nineteen varsity-level sports are offered.](#)

The College also sponsors a comprehensive intramural and recreation program to provide friendly competition, exercise, and an enjoyable outlet for participants.



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# FACULTY AND ACADEMIC PROGRAMS

## FACULTY AND ACADEMIC SUPPORT

Thomas College has 38 full-time faculty members organized into three Schools, each led by a chair: the H. Allen Ryan School of Business, the Peter and Paula Lunder School of Education, and the School of Arts and Sciences.

Library and technology support staff are part of a combined Information Services Department that provides technology, hardware and software, and traditional library services, including Open Educational Resources, and support for all faculty, staff, and administrators.

## ACADEMIC PROGRAMS

Thomas College offers programs in business, education, and the arts and sciences at the associate, baccalaureate, and master's levels. The majority of undergraduate students pursue either the B.A. or B.S. degree. The small number of associate degree programs all translate seamlessly into four-year options. Similarly, at the graduate level, the majority of students

are pursuing a master's degree. The newly designed Certificates of Advanced Study (CAS) all translate directly into a corresponding M.B.A. or M.S. degree. Graduate offerings in business, cybersecurity, criminology and education are available in online eight-week modules year-round.

The College also offers a semester-based campus [M.B.A./M.B.A. Accounting program](#).

Students in all majors benefit from a progression of courses that, in concert with a well-defined career and professional development program, support the economic and social transformation afforded by a Thomas College degree.

Thomas College is accredited by the New England Commission of Higher Education (NECHE).





## CAMPUS FACILITIES

Thomas College is located on 120 acres of woods and fields along the historic Kennebec River. The College owns significant land for future expansion, and its current configuration has sufficient capacity and is well-maintained. The College has an array of different residence-hall spaces that provide options both in configuration and price for students. The opening of a new sports facility in October of 2022 added additional weight training and fitness areas, locker and meeting rooms, office space for athletic coaches and staff, restrooms, showers, and team rooms to support a heavily used turf-field complex. The facility also includes a space for the College's Esports team for practice and competitions.

Thomas has 26 classrooms, ample for the current student population. The College has a mix of specialized classrooms, such as an education suite, a science lab, a cybersecurity lab, and a finance lab, as well as a set of standard classrooms available for all courses. Each classroom has a standard information technology infrastructure to support teaching and learning.

The Alfond Academic Center utilizes a combined library/information commons model that integrates group study spaces and the Help Desk.

The College library is open more than 80 hours per week, with access to computer labs and printers in residence halls and in the Alfond Academic Center available 24/7. The College utilizes several cloud-based services to provide unlimited access to all faculty, staff, and students whether on or off-campus.

Athletic facilities include the Harold Alfond Athletic Center, the Larry Mahaney Gymnasium, the new Sukeforth Family Sports Center, Bernatchez and Smith all-weather turf fields, and the H. Allen Ryan Field.

The George and Marty Spann Student Commons is the main student gathering center on campus and includes the dining center, campus bookstore, meeting rooms, and recreation rooms.

College facilities are well-maintained and in compliance with all legal requirements related to safety, access, and security. Most residence halls have card-only access. Residence halls are tied into the Waterville Fire Department for automatic notification and response in case of an alarm.



# CAMPUS MAP



## BUILDINGS

- 1 — Event & Conference Services
- 2 — Physical Plant
- 3 — Village Residence A
- 4 — Village Residence B
- 5 — Hinman Residence Hall
- 6 — Bartlett Residence Hall
- 7 — Alford Athletic Center
- 8 — Townhouse Residence A
- 9 — Townhouse Residence B
- 10 — Townhouse Residence C
- 11 — Spann Student Commons
  - Summit Room
  - School Store
  - DogPound
- 12 — Ayotte Auditorium
- 13 — Mahaney Gymnasium
- 14 — Ayotte Center (AD)
  - Admissions Office
- 15 — Alford Academic Center (AL)
  - Jeanie's Cafe
  - Library
- 16 — GPH Residence Halls
  - Health Center
- 17 — Sukeforth Family Sports Center

## FIELDS

- 18 — Softball Field
- 19 — Bernatchez Field
- 20 — Smith Field
- 21 — Ryan Baseball Field
- 22 — Alumni Field

## PARKING

- Visitor
- Residential
- General



(<https://www.thomas.edu/about/campus/campus-map-and-directions/>)

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# ADVANCEMENT AND ALUMNI

In 2021, Thomas College completed the largest comprehensive campaign in its history, raising \$30 million to exceed the \$27 million goal. The Guarantee the Future Campaign was anchored by a transformational gift of \$13.5 million from the Harold Alfond Foundation.

The College's annual Day of Giving generated \$411,315 in 2023, or 103% of the \$400,000 goal. A total of 890 donors participated, exceeding the goal of 750.

Foundation, state, and federal grant funding also provide critical revenue for the College. In 2022, Thomas College secured just under \$5 million in new awards to fund innovative programs to support the College's mission and advance strategic priorities. More than \$1.5 million in additional grant funding was awarded to Thomas in 2023.

Led by the Vice President of Advancement, advancement efforts are supported by a team of five that includes the Assistant Vice President of Advancement, Director of Advancement, Assistant Director of Annual Giving, Assistant Director of Alumni and Family Relations, and an Advancement Officer.

The Advancement and Alumni office works to connect alumni to Thomas in meaningful ways, sharing the College's story with the community and the Thomas family through the publication of the [Thomas Magazine](#), other internal and external media efforts, and philanthropic fundraising to support Thomas students, its operations, and its long-term goals.



*The material presented in this prospectus should be relied upon for informational purposes only. Content was compiled from Thomas College documents, including unpublished IPEDS data. Every effort has been made to ensure the accuracy of the information included.*