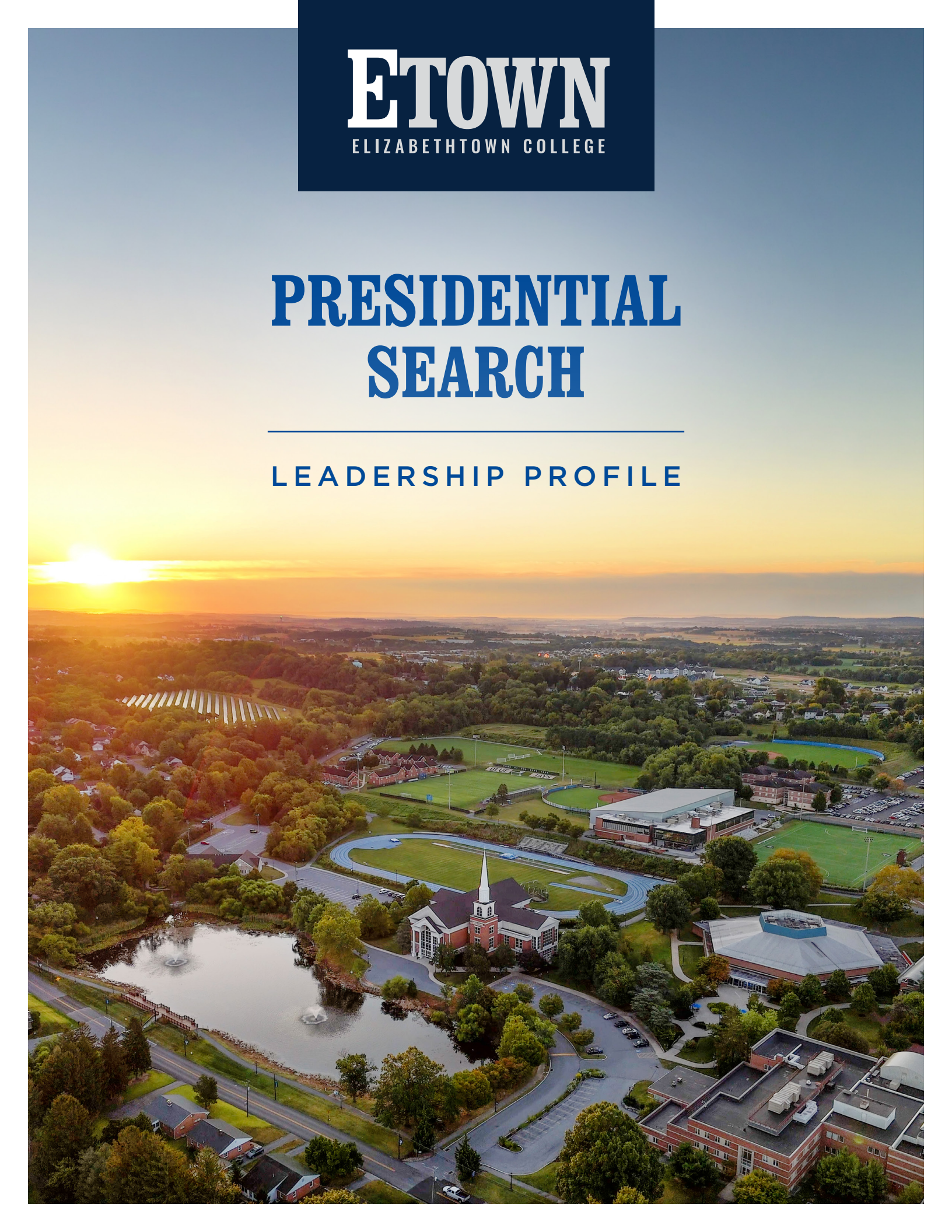


An aerial photograph of the Elizabethtown College campus during sunset. The sun is low on the horizon, casting a warm orange glow over the scene. The campus features a large pond in the foreground with a fountain, several academic buildings, a blue running track, and various sports fields. The surrounding area is lush with green trees and some residential housing is visible in the distance.

ETOWN
ELIZABETHTOWN COLLEGE

PRESIDENTIAL SEARCH

LEADERSHIP PROFILE



THE OPPORTUNITY

THE ELIZABETHTOWN COLLEGE BOARD OF TRUSTEES AND COMMUNITY INVITE NOMINATIONS AND APPLICATIONS TO SERVE AS THE COLLEGE'S 17TH PRESIDENT.

While private higher education finds itself in a consequential moment, **Elizabethtown College** enters this transition from a distinctive position of institutional strength and marketplace momentum. Points of strength include:

- Strong enrollment growth and a solid financial foundation
- Unique values-based institutional identity
- Noteworthy learning outcomes supported by adaptable faculty and staff
- Impactful fundraising and alumni engagement
- Thriving geographic region and community partnerships

This opportunity will enable the 17TH president of Elizabethtown College to build and lead from a position of strategic advantage while making important choices about the College's future.

STRATEGIC OPPORTUNITIES AHEAD

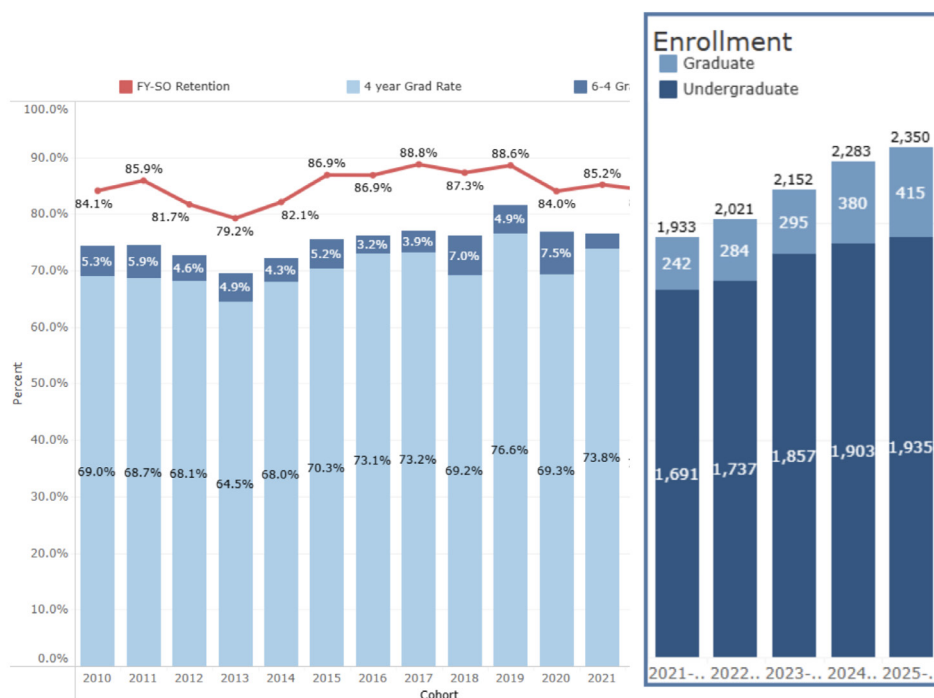
ELIZABETHTOWN COLLEGE'S 17TH PRESIDENT WILL HAVE SEVERAL POTENTIAL PROMISING AVENUES FOR FUTURE INSTITUTIONAL GROWTH AND INNOVATION.

1. BUILD ON ENROLLMENT MOMENTUM AND STRENGTHEN THE COLLEGE'S LONG-TERM FINANCIAL MODEL.

Elizabethtown College is on solid financial footing and has taken difficult but important steps to establish its positive trajectory despite challenges across the higher education landscape. Innovative market-driven thinking, disciplined practices, determined campus community members, and a devoted supporting cast of alumni, partners, and friends have enabled the College to experience notable successes and growth.

Growing Enrollment Rates and Positive Indicators

- Incoming classes have increased year-over-year for **four out of the last five years** and exceeded projected goals in each of the past five years.
- The fall 2026 class of **565** (529 first-year and 36 transfer) students exceeded projected goals and was crafted from a record number of applications submitted (4,585).
- **50.3%** of the 2025 cohort of incoming students were ranked in the top 25% of their high school class.
- **34.6%** of our undergraduate students are first-generation college students, and **1.8%** are international students.
- The 2024 cohort first-to-second-year retention rate was **81%**.
- The most recent six-year graduation rate was **73.8%**.



Elizabethtown College's next president will inherit a strong financial foundation, but continued discipline, thoughtful resource allocation, proven fundraising abilities, and attention to long-term sustainability will remain essential.



More than **\$36 million** of the **\$40 million Build Brighter Futures campaign** has been raised to date, focusing on scholarships and experiential learning.

- The College has secured support from notable regional and national foundations, including:
 - George I. Alden Foundation
 - The Andrew W. Mellon Foundation
 - The Stabler Foundation
 - The Presser Foundation
 - The Henry Janssen Foundation
 - The Kern Family Foundation
 - The High Foundation
 - The National Science Foundation
- New professorships have been established, and key academic spaces have been created or renovated through fundraised resources.
- Two-thirds of Etown alumni are located within the Mid-Atlantic region, providing excellent access for visits and events.
- Increases in alumni engagement KPI of **+33.5%** in the past three years point to graduates having strong affinities toward Etown's programs, traditions, and mission.

2. TRANSLATE STRATEGIC PLAN 2030 INTO CREATIVE, INNOVATIVE, AND PRAGMATIC EXECUTION.

Elizabethtown College has developed **Strategic Plan 2030**, a comprehensive five-year roadmap set to launch this fall. Under the mantra of “Educating for Impact,” this plan centers on mission integration, career readiness, and fiscal sustainability and is structured within three categorical themes:

Boldly Living Our Mission and Values

Strategic Statement: Our mission and values will actively guide the life of the institution, shaping how we learn, lead, and serve while fostering a campus culture grounded in purpose, integrity, empathy, and a deep commitment to Educate for Service.

Education for a Changing World

Strategic Statement: A forward-looking educational experience will prepare students to thrive in a complex and evolving world, cultivating resilience, curiosity, and the ability to lead, innovate, and engage thoughtfully across differences.

Foundations for Sustainable Success

Strategic Statement: A strong and sustainable institutional foundation will ensure the College's long-term vitality, aligning resources, people, and strategy to support growth, innovation, and an enduring commitment to student success.

The 17TH president of Elizabethtown College will arrive with clear directional support. The opportunity will be to prioritize and align resources, innovate within these themes, problem-solve, establish accountability, boldly lead, and turn Etown's Strategic Plan 2030 into measurable institutional progress.

3. FURTHER DIFFERENTIATE ETOWN IN AN INCREASINGLY COMPETITIVE HIGHER EDUCATION MARKET.

By several compelling measures, Elizabethtown College is well positioned to further distinguish itself through its strong student outcomes, distinctive relationship-centered and experiential education model, and integration of its powerful ethos to Educate for Service.



Etown’s “Big Six” Results

The “Big Six” reflects six critical undergraduate college experiences identified by the Gallup-Purdue Index. Elizabethtown College’s “Big Six” results underscore that its student-centered focus is successfully at the heart of Etown’s educational approach and how it prepares students to lead purposeful and productive careers.

As of the most recent calculation in March 2026, Elizabethtown College’s student loan default rate is less than 1%. (An official cohort default rate will be available in September 2026.)

	Etown Percentage	National Percentage
1 Graduates had at least one faculty member who made them excited about learning.	99%	84%
2 Graduates felt that their professors cared about them as a person.	90%	61%
3 Graduates had a mentor who encouraged them to pursue their goals and dreams.	81%	44%
4 Graduates worked on a project that took a semester or more to complete.	77%	40%
5 Graduates had an internship or job that allowed them to apply what they were learning in the classroom.	77%	60%
6 Graduates were extremely active in extracurricular activities and organizations.	68%	36%

Amplifying Elizabethtown College’s value proposition and strengthening its market position to achieve greater distinction and visibility will provide dynamic opportunities for the next president.



Post-Graduation Results

- Elizabethtown College graduates are sought after in the workplace and motivated to continue their learning, according to **post-graduation results**.

91%
OF THE 2023-24
BACHELOR'S DEGREE
RECIPIENTS WITH A KNOWN
FIRST DESTINATION WERE
EMPLOYED FULL-TIME (67%)
OR WERE **SEEKING ADVANCED
EDUCATION (24%)**.

POST-GRADUATION SURVEY
RESULTS ALSO SHOW THAT
98%
OF GRADUATES
FEEL THEY HAVE WHAT IT
TAKES TO BE SUCCESSFUL.

Ranking Results

- With a proven record of providing top-quality educational experiences for its students, **Elizabethtown College has been recognized** by a variety of professional organizations as a top performer in the field of higher education.
- Elizabethtown College's **educational philosophy** is grounded in the belief that the pursuit of knowledge is most noble when used to benefit others.

4. ADVANCE STRONG ACADEMIC LEADERSHIP FOR THE NEXT CHAPTER.

Elizabethtown College is fortunate to have a strong team of forward-thinking academic administrators, deans, and faculty members serving in roles that support the College's educational vision.

Faculty Snapshot

- School Deans: **6**
- Full-time faculty: **91**
- Full-time faculty who hold a doctorate or terminal degree in their field: **80%**

The stage is set for Elizabethtown College's 17th president to elevate strong academic leadership, preserve Etown's teacher-scholar and relationship-centered culture, and position teaching and learning for the future.



5. MORE FULLY LEVERAGE ETOWN'S EXTERNAL RELATIONSHIPS AND STRATEGIC LOCATION.

Elizabethtown College has the great fortune of a location in one of the most dynamic and flourishing regions of Pennsylvania. Lancaster County in south-central Pennsylvania is known for several factors that have contributed to economic strength, business growth, and expansion in its overall residential population.

Strategic Location and Connectedness

- Situated 90 minutes from Philadelphia and Baltimore and less than three hours from New York City and Washington, D.C.
- Centrally located within a day's drive of 40% of the U.S. population and 60% of the nation's buying power.
(Source: Smart Cities Dive)
- Easily accessible by major interstates, Amtrak, and Harrisburg International Airport.
(Source: Smart Cities Dive)

Diversified Commercial Industry Strengths

- Expanding health care, social assistance programs, professional and business services
(Source: Lancaster County Workforce Development Board)
- Robust agricultural production
(Source: Lancaster County Agriculture Council)
- Vibrant tourism ecosystem
(Source: Visit Hershey & Harrisburg)
- Emerging e-commerce and manufacturing
(Source: Rock Real Estate, Smart Cities Dive)

Elizabethtown College also powers collaboration opportunities and progress by building mutually beneficial partnerships with local and regional businesses. Etown is committed to being a driver for statewide economic growth by helping organizations invest in their most valuable asset: their people. Across all of our schools and programs — with an emphasis on the **School of Graduate and Professional Studies (SGPS)** — the College is working to enhance curriculum in collaboration with its partners.



Elizabethtown College's next president will have the opportunity to enhance the College's overall visibility, build upon existing collaborations, and leverage the region's growing economic strength to create new opportunities around employers, experiential learning, workforce partnerships, philanthropy, and community leadership.



WHO WE ARE

ELIZABETHTOWN COLLEGE WAS FOUNDED IN 1899 BY MEMBERS OF THE CHURCH OF THE BRETHREN, ONE OF THREE HISTORIC PEACE CHURCHES ALONG WITH THE QUAKERS AND MENNONITES.

Governed by an independent Board of Trustees, the College maintains a deep dedication to teaching and learning informed by its founding values of peace, non-violence, social justice, and human dignity, while welcoming people of all faiths and beliefs. Embodied in its inspirational and driving ethos to Educate for Service, Etown's faculty, staff, students, and alumni are grounded by the humble ideal that "learning is most noble when used to benefit others."

KEY INSTITUTIONAL FACTS

Academics

- Academic schools: **6**
- Majors, minors, and concentrations: **150+**
- Master's and graduate certificate programs: **30**
- Doctoral programs: **2**
- Endowed faculty awards: **4**
- FTE student/faculty ratio: **16-1**
- Average class size: **19**

Students and Campus Life

- Undergraduate full-time students: **1,770**
- Graduate full-time students: **167**
- Residential student population: **78%**
- Clubs and organizations: **81**
- Varsity athletics: **25** NCAA DIII athletic teams

Campus Features and Facilities

- Size of residential campus: **204** acres
- Academic and administrative buildings: **26**
- Residence hall options: **6**

The 17TH president of Elizabethtown College will be called to lead in ways that inspire and empower the College and its members to build upon its unique heritage and elements that provide for future growth opportunities.

Elizabethtown College also features several signature centers that each inform the living and learning experiences of its students and community. Featured centers include:

- **The High Center**, serving hundreds of businesses and nonprofit organizations across six regions in Central Pennsylvania, is one of the nation's first and largest family business centers dedicated to supporting and strengthening family and privately held businesses.
- **The Young Center for Anabaptist and Pietist Studies** is an internationally renowned scholarly research center that fosters and promotes the study of Anabaptist and Pietist groups, including the Church of the Brethren.
- **The Institute for Engagement, Mission, and Impact** serves as Etown's primary steward of mission integration, providing leadership, consultation, and strategic direction to ensure the College's mission and values are embedded throughout campus life, student development initiatives, co-curricular programs, and community engagement efforts.

The College annually hosts the **Elizabethtown College Lecture Series**, one of the region's most notable programs. The series brings internationally recognized speakers to campus to foster meaningful dialogue on important societal issues, inspire new perspectives, and engage both the student body and the regional community.

Elizabethtown College alumni are important and integrated members of the campus community. Totalling more than 25,000 individuals worldwide, the majority of graduates live in the Mid-Atlantic region, within a day's drive of Etown. The Alumni Council functions as an advisory body for the College's leadership team and serves as engagement advocates and volunteers. Several alumni awards are also integrated into campus life and highlight the ongoing dedication of graduates to Educate for Service. These awards honor alumni who exemplify lifelong commitments to service in a variety of categories.



WHAT DISTINGUISHES ETOWN AND OUR MOMENTUM

MULTIPLE ADVANTAGES DISTINGUISH THE OPPORTUNITY TO LEAD ELIZABETHTOWN COLLEGE AT THIS MOMENT IN ITS HISTORY:

THE ADVANTAGE: GROWING ENROLLMENT

Elizabethtown College has consistently increased enrollment while maintaining a qualified student body with strong retention and graduation rates.

THE OPPORTUNITY: SUSTAINING AND BROADENING THIS MOMENTUM

The next leader will be able to draw upon the fundamental strengths of Etown to consider new opportunities, partnerships, and collaborations to continue to elevate the College's visibility, market appeal, and overall reach.

THE ADVANTAGE: STRONG STUDENT OUTCOMES AND EXPERIENTIAL EDUCATION

The proof of Elizabethtown College's current success is apparent through noteworthy, mission-aligned outcomes with traditional students—as well as adult working professionals and lifelong learners in the flourishing SGPS—that underscore student development and overall satisfaction with the Etown educational experience.

THE OPPORTUNITY: TURNING THESE STRENGTHS INTO GREATER MARKET DISTINCTION

Etown's next president will have the ability to creatively and compellingly lead Elizabethtown College to convey in qualitative and quantitative ways how an Etown degree or credential helps to transform lives for the betterment of local, national, and global communities.

THE ADVANTAGE: ADAPTABILITY AND DEDICATION OF FACULTY AND STAFF

The ability of the College's faculty and staff members to understand and respond to change, think differently, adapt, and pull together to ensure Etown is able to evolve in positive ways is noteworthy.

THE OPPORTUNITY: INSPIRING ACTION THROUGH TRANSPARENCY, VISIBILITY, APPROACHABILITY, TRUST-BUILDING, EMPATHY, AND DEPENDABILITY

Elizabethtown College has a strong and special relationship-centric culture that is open and ready to be led and brought forward alongside its next president.

THE ADVANTAGE: FUNDRAISING MOMENTUM

Elizabethtown College has been successful in increasing efforts and tracking results in alumni engagement as well as in generating improved outcomes with new cash and commitments with the current campaign.

THE OPPORTUNITY: BROADENING PHILANTHROPY AND DEEPENING ALUMNI ENGAGEMENT

Through the Strategic Plan 2030, the new president will have new and compelling fundraising possibilities connected to workplace readiness and the Institute for Engagement, Mission and Impact that are bolstered by existing and future regional partnerships.

THE ADVANTAGE: AN ENGAGED BOARD OF TRUSTEES

Elizabethtown College's Board of Trustees has proven to be fully invested in Etown's present and future and eager to stand alongside the College's future leader.

THE OPPORTUNITY: BUILDING ON A STRONG PRESIDENT/BOARD OF TRUSTEES PARTNERSHIP TO ACCELERATE THE EXECUTION OF THE STRATEGIC PLAN 2030

Through the fostering of strong connections and collaborations, the 17th president will be able to leverage the strength of the Board of Trustees to energize and advance the enactment of key priorities and the accomplishment of Strategic Plan 2030 goals.



THE LEADERSHIP WE SEEK

ELIZABETHTOWN COLLEGE COMBINES A FOUNDATIONAL COMMITMENT TO THE LIBERAL ARTS WITH A PRACTICAL ORIENTATION TOWARD STUDENT OUTCOMES, SUPPORTED BY AN INTERDISCIPLINARY CULTURE.

The next president will lead an institution with significant momentum and a burgeoning strategic plan, articulating Etown's integrated identity with clarity and conviction while anticipating the forces reshaping higher education and demonstrating the dexterity to respond effectively as the environment evolves. That opportunity will require bold innovation in program design, delivery, and partnership, advanced in a manner that remains faithful to the College's founding commitments to service, peace, human dignity, and social justice.

The Etown community seeks a leader whose approach is steady, disciplined, thoughtful, and determined, and whose experience and character reflect the qualifications and qualities described below.

PROFESSIONAL QUALIFICATIONS

Academic Leadership and Credibility

- The capacity to articulate a persuasive and compelling case for the value of a four-year residential education and to champion Elizabethtown College's distinctive integration of a strong liberal arts foundation with strengths in engineering, business, the health sciences, and public service as a compelling and marketable advantage
- An advanced degree and a record of higher education leadership that establishes immediate credibility with and earns the respect of faculty and staff, along with a demonstrated understanding of and appreciation for the academic enterprise, including evolving student needs, expanded advising responsibilities, and the implications of artificial intelligence for curriculum and pedagogy
- Demonstrated success partnering with a chief academic officer and academic deans, with the judgment to provide continuity and stability through the current interim provost appointment and subsequent search while advancing the College's academic priorities



Mission and Values

- Genuine alignment with the College's core values including peace, nonviolence, human dignity, and social justice, and with the ethos of Educate for Service as a lived institutional practice rather than a statement of aspiration
- A demonstrated commitment to access and social mobility, with the capacity to recruit, retain, and support students, faculty, and staff from historically underrepresented backgrounds; navigate the evolving regulatory environment with prudence and care; and foster a campus community that supports individuals across the political and ideological spectrum and values civil discourse and the authentic exchange of ideas

Financial Stewardship and the Institutional Business Model

- Sophisticated financial acumen appropriate to a tuition-dependent private institution, including fluency in net tuition revenue, discount rate management, endowment spending policy, and multiyear budget planning, with the ability to build upon the College's strengthened financial position and sustain its positive trajectory
- Judgment to move the institution from a posture of reduction to one of targeted investment, allocating resources in ways that protect and extend what is academically distinctive about Elizabethtown College while making and communicating difficult resource decisions with candor, clarity, and a commitment to financial transparency

PROFESSIONAL QUALIFICATIONS



Advancement and External Engagement

- A clearly defined record of external resource development, with the credibility to conclude the Build Brighter Futures campaign and to shape the philanthropic priorities that follow
- The ability to advance donor conversations toward endowment growth and scholarship support, working within an institutional culture characterized by humility, prudence, and notable strength in planned giving

Governance and Organizational Leadership

- Experience working in genuine partnership with an engaged and independent governing board, while continuing to lead and manage a high-functioning and well-respected Senior Leadership Team in a spirit of collegiality, mutual respect, transparency, and continuous improvement
- The willingness to strengthen institutional effectiveness by clarifying organizational structures and reporting relationships where needed, while investing in leadership development, professional advancement pathways, and equitable compensation practices for faculty and staff
- A command of facilities strategy, including a defined deferred maintenance program, residential facility renewal, campus accessibility, energy efficiency, and campus safety and preparedness

Enrollment, Market Position, and Institutional Distinction

- The ability to define and champion a distinctive educational identity, with a strong understanding of market positioning and brand differentiation in a period of demographic contraction, and the capacity to leverage strong outcomes data, including graduate placement in employment and advanced study, to strengthen institutional visibility and competitive distinction
- A considered approach to strengthening and expanding the College's distinctive programs and student experiences, including building greater collaboration and partnership between the growing School of Graduate and Professional Studies and the traditional undergraduate college, and recognizing the important role of Division III athletics and co-curricular programs in recruitment, retention, and student success, with a commitment to transparent and equitable resource allocation

PROFESSIONAL QUALIFICATIONS

The Elizabethtown College community described with striking consistency the character of the leader it seeks. The next president will be:



- **Genuinely drawn to Elizabethtown College**, with an understanding of the unique nature of Etown as an institution of higher education and a caring and interconnected community
- **Steady, disciplined, and humble**, motivated by institutional achievement rather than personal recognition
- **Resilient, pragmatic, and determined**, able to problem-solve and lead a community through continued change with respect for what it has already accomplished
- **Visible and student-focused**, with a presence at athletic competitions, performances, student events, and the daily activities of campus life
- **Accessible and engaged**, so that students, faculty, and staff understand the president's values, priorities, and leadership philosophy
- **Warm, gracious, and unpretentious**, reflecting a culture of personal kindness that the community regards as fundamental to its identity and to its appeal to prospective students
- **An exceptional communicator**, direct and clear in explaining difficult decisions and genuinely open to inquiry
- **A disciplined listener**, who seeks the counsel of faculty and staff and who regards members of the Etown community as central to the institution's value proposition
- **A servant leader**, committed to the professional development of, and personal care for, the Senior Leadership Team while promoting accountability and quantifiable outcomes to ensure institutional and student success
- **Empathetic**, committed to preserving the relational character of the institution while advancing necessary operational discipline
- **Intellectually curious and open to new approaches**, with the discernment to adapt external ideas to the culture and circumstances of Elizabethtown College
- **Committed to the broader community**, prepared to become an engaged and visible participant in the civic and economic life of Elizabethtown and Lancaster County



APPLICATION AND NOMINATION PROCESS

AGB SEARCH IS PARTNERING WITH THE ELIZABETHTOWN COLLEGE BOARD OF TRUSTEES AND CAMPUS COMMUNITY IN THE SEARCH FOR THEIR 17TH PRESIDENT.

To ensure full consideration, applications should be received by **Nov. 12, 2026**, and must include the following:

- A letter of interest addressing the strategic opportunities and qualifications identified in this profile;
- A curriculum vitae; and
- A list of five professional references with email addresses and telephone numbers, including their relationship to the candidate. References will not be contacted without prior authorization from the candidate.

Application materials should be submitted through the **AGB Search portal system (<http://bit.ly/3SV1Cj5>)**.

Please direct nominations and expressions of interest or any questions regarding the application process to Jennifer Ferrera at **EtownPresident@agbsearch.com** or:

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Elizabethtown College is an Equal Opportunity/Affirmative Action Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, protected veteran status, or any other characteristic protected by state or federal law.