

SEARCH PROFILE:

PRESIDENT



MUSKINGUM

U N I V E R S I T Y

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THE SEARCH

Muskingum University announces the search for its 22nd president. President Susan Hasseler will retire in June 2026, after a decade of leadership, leaving Muskingum well-positioned for the future. The next president will join a university with strong foundations, bold aspirations, and a deep spirit of community. The Board of Trustees seeks an innovative, collaborative,

and decisive leader to build on the University's 189-year history of academic excellence and achievement. The passion and pride of the Muskingum community and their dedication to the institution, its students, its neighbors, and the broader region make this an exciting time to join the University.



ABOUT MUSKINGUM

Muskingum University, located in the Village of New Concord in Southeastern Ohio, is a comprehensive liberal arts-based institution offering experiential learning both on campus and beyond. Muskingum is dedicated to serving a “continuum of learners” and offers programs designed to meet their diverse needs. Academic options include more than 60 undergraduate majors, an adult degree completion program, master’s degrees and a doctoral program, and continuing education in partnership with local business and industry.

Founded in 1837 as “Muskingum College,” the institution was originally chartered to educate the sons of the local, largely Presbyterian farming community. In 1854, Muskingum became one of the nation’s early colleges to admit women on an equal basis with men. The College formally affiliated with the Presbyterian Church in 1877, and while that affiliation continues, the University welcomes students of all faith traditions. In 2009, the name was changed to Muskingum University to reflect its broader mission and expanded academic offerings.

One of the first institutions in the nation to implement a price reset in the mid-1990’s, Muskingum has long dedicated itself to providing an affordable education. This commitment has been consistently recognized in U.S. News’ Best Value and Social Mobility rankings. Muskingum devotes substantial resources to achieve this result. Last year Muskingum awarded \$31 million in scholarships and financial aid to all students (undergraduate, graduate, and continuing studies students).

Muskingum fosters a student-centered culture that embraces all backgrounds. Many students come from rural Appalachian communities, are Pell grant recipients, and/or are the first in their families to attend college, and all benefit from structured support to ensure their success. The Impact Center drives strong experiential

MISSION

Muskingum University prepares a continuum of learners to think critically, excel professionally, grow personally, and contribute ethically to our changing world.

VALUE STATEMENTS

We create opportunity

We provide a strong return on learners’ investments through high-quality instruction, wholistic programming, personalized support services, applied learning, and in-demand credentials that prepare all learners to thrive and make an impact.

We cultivate innovation

We deliver a comprehensive and dynamic educational program ensuring all learners are innovators, creative problem solvers, and confident risk takers with a strong sense of responsibility for our global future.

We build community

We develop an inclusive and vibrant community where every individual is respected, diverse perspectives are embraced, connections are fostered, and all learners are prepared to make meaningful contributions to society.

We provide access

We provide access to an affordable and exceptional educational experience for all learners so they can pursue their passions while positively impacting their social and economic well-being.

learning opportunities and serves as a career catalyst for all students and the 40-year-old Plus Program offers individualized support by professional learning consultants for students with learning differences.

Muskingum is successfully addressing the challenges of private universities today. The University recently launched [THRIVE](#), a planning document that builds upon and extends the goals of the prior strategic plan, IMPACT 2025. Both plans focus on learning and innovation, transformative growth, visibility and distinction, and a thriving future for the University. As a result of this comprehensive, collaborative planning effort, Muskingum has introduced exciting new programs, upgraded facilities, enhanced student services, created new partnerships in the community, and obtained the funds to undertake such projects. THRIVE provides a template for the next president to continue to build upon Muskingum’s strong history of success.



ACADEMICS

Muskingum University offers a broad portfolio of undergraduate, adult, and graduate programs and certificates, complemented by strong support services that provide life-changing educational experiences. These offerings demonstrate the University's dedication to learners throughout their educational journey and to the vitality of the region it serves.

Hallmarks of the traditional undergraduate programs include innovative approaches to holistic learning and applied experiences that give graduates the skills and knowledge they need to lead vocationally productive, personally satisfying, and socially responsible lives. Students master skills in effective communication, critical thinking, creative problem-solving, and understanding of diverse cultural and historical perspectives through the general education curriculum and academic majors. Career-connected classroom experiences and experiential learning build widely applicable skills of adaptation, self-reflection, teamwork, and leadership - skills that are valued on the job, in graduate school, and as a basis for professional advancement.

Distinctive programs are delivered through excellent teaching, integrative advising, and ample opportunities for experiential learning through internships, faculty-student research and fieldwork, international study, civic engagement, and campus and community leadership.

Several support programs enrich academic life for students at Muskingum University. The newly renovated Impact Center, funded through a Department of Education Title III Strengthening Institutions grant, provides increased accessibility and enhanced delivery of career preparation programming. The Center centralizes career development services, community connections, and workforce partnerships that were previously scattered across the campus. It includes a learning lab, state-of-the-art meeting and workshop spaces, and a virtual interview room where students engage with prospective employers and internship providers.

Muskingum University's Fellows Program is a four-year experience, providing students with unique opportunities and valuable hands-on experiences, allowing them to

make a positive impact in the community, nation, and world. Upon their admission to the University, selected students enter a cohort with either: the John and Annie Glenn Public Service Fellows or the Otto and Fran Walter Fellows.

A renowned signature support program is the [PLUS Program](#). Established in 1983, it provides comprehensive academic support services for students with learning differences. Based on a philosophy of empowerment, the PLUS Program focuses on student direction and control of the learning process. PLUS learning consultants engage students in developing crucial skills, both academic and social, leading to self-direction, confidence, and independence.

Through the [Graduate and Adult Learning Program](#), Muskingum offers a wide range of options for adult students seeking to complete one of 10 undergraduate degrees or pursue graduate study and professional certifications. Over the past decade, more than 8,000 students have enrolled in these programs. The largest enrollments are in Education, including the Master of Arts in Education (MAE) and the Master of Arts in Teaching (MAT). Health sciences offerings include an accelerated Bachelor of Science in Nursing, an RN-to-BSN pathway, and a Master of Occupational Therapy. Muskingum also offers a Master and Doctor of Organizational Leadership for professionals advancing in their careers, as well as a new Master of Business Administration designed as a 4+1 program open to students of any major to strengthen career readiness and opportunities.

Adult-serving and graduate programs are primarily online, with some hybrid options that incorporate campus-based, hands-on learning. All students benefit from the support of dedicated advisors. These programs also play an important role in sustaining the University's financial health, generating approximately \$4.5 million in net revenue annually. As occupational and student markets continue to evolve, Muskingum is expanding and adapting its adult and graduate offerings to meet emerging needs. The next president will have the opportunity to strengthen and expand these programs while ensuring exceptional support for the students they serve.



STUDENTS AND STUDENT LIFE

In 2024-25, Muskingum enrolled 2,257 students in the following classifications: 1,252 traditional undergraduate students, 210 nontraditional undergraduate students, 795 graduate students, which includes 398 non-degree seeking continuing education students.

In 2024-25, entering undergraduate students represented 35 states and four countries, though the majority (82%) of first-year students came from Ohio. About half of Muskingum's first-year undergraduates identified as female, and 21% as students of color, with international students comprising 1% of the overall undergraduate population. One-third of the entering class were first-generation college students, and 53% were Pell-eligible. Academically, the class of 2024 entered with an average high school GPA of 3.49. Nearly 75% of undergraduates returned for their second year.

Muskingum places strong emphasis on access and affordability. In FY2024, 100% of traditional undergraduates received financial support, with 81% qualifying for need-based aid. The average non-loan aid award last year was \$26,497.

Muskingum University provides a wide range of engagement opportunities and essential support services for its continuum of learners. About two-thirds of traditional undergraduate students, along with a number of graduate students, live on campus. Housing options include six traditional residence halls and several independent style living spaces. The residential community promotes inclusion, personal growth, and positive relationships through healthy interaction, educational and social programming, and respect for the worth of every individual.

Students can choose from approximately 60 student organizations that foster meaningful involvement, leadership development, and connections. These include academic clubs and honor societies, leadership organizations, student affinity groups, and interest-based clubs. Many students also participate in varsity athletics, intramurals, musical ensembles, media, and theatre. Nearly one-third of traditional undergraduates

belong to one of the University's six fraternities or four sororities. Spiritual life is supported through the Chaplain's office, religious services, student-led groups, and multifaith worship spaces. Muskingum's commitment to service is evident in the tens of thousands of volunteer hours completed annually by students and organizations across campus.

Experiential learning is a hallmark of the Muskingum experience. The University ensures that students engage in internships and other work-based learning, study-away programs, research, leadership, and civic engagement. These opportunities are introduced through the First Year Experience and integrated throughout the curriculum, advising, and the Impact Center. Students may also receive funding through the Fellows Program, High Impact Experience grants, and other grants and scholarships supported by generous donors and foundations.

The University recognizes that student persistence relies not only on academic success but also on social-emotional and financial well-being. A variety of offices, programs, and student organizations foster a sense of belonging. Counseling Services and the Student Health Center provide support for mental and physical health, while financial literacy initiatives build students' knowledge and confidence in managing personal finances.

Muskingum University sponsors 25 varsity sports, with 20 programs competing at the NCAA Division III level. The coed Esports team participates in multiple leagues, including the Eastern College Athletic Conference and the Great Lakes Esports Conference. Additionally, the men's and women's bowling teams compete in the Ohio Bowling Conference.

The University also supports 15 intramural sports and recreational activities. Known as the Fighting Muskies, Muskingum's teams compete in black and red. In 2024-25, 44% of undergraduates were varsity athletes, and student success was broadly shared; 33% of athletes earned a place on the Dean's List.

FINANCES

Muskingum has maintained solid enrollment and a financial model to ensure ongoing affordability and access. The University has also revitalized its strategic plan and has implemented other changes to drive resourceful and efficient innovation, while continuing to increase enrollment and increase revenue. A major effort that demonstrates Muskingum's commitment to balancing growth and efficiency is the program optimization initiative, conducted with significant faculty involvement, that began in 2023 and continues to shape Muskingum's academic programming.

Muskingum University's FY 2026 operating budget is \$43 million. Tuition, room, board, and fees account for 86% of revenue, and the endowment is approximately \$95 million, with one-third of the funds unrestricted. To support the University's budget, 4.5% of the 5-year quarterly endowment average is drawn each year. The University awarded \$31 million in financial aid to all students last year, and more than 81% of students receive need-based aid. Total direct cost in FY2026 for full-time residential students before applying financial aid is \$47,043.

Outstanding debt as of the end of June 30, 2025, is \$29 million.

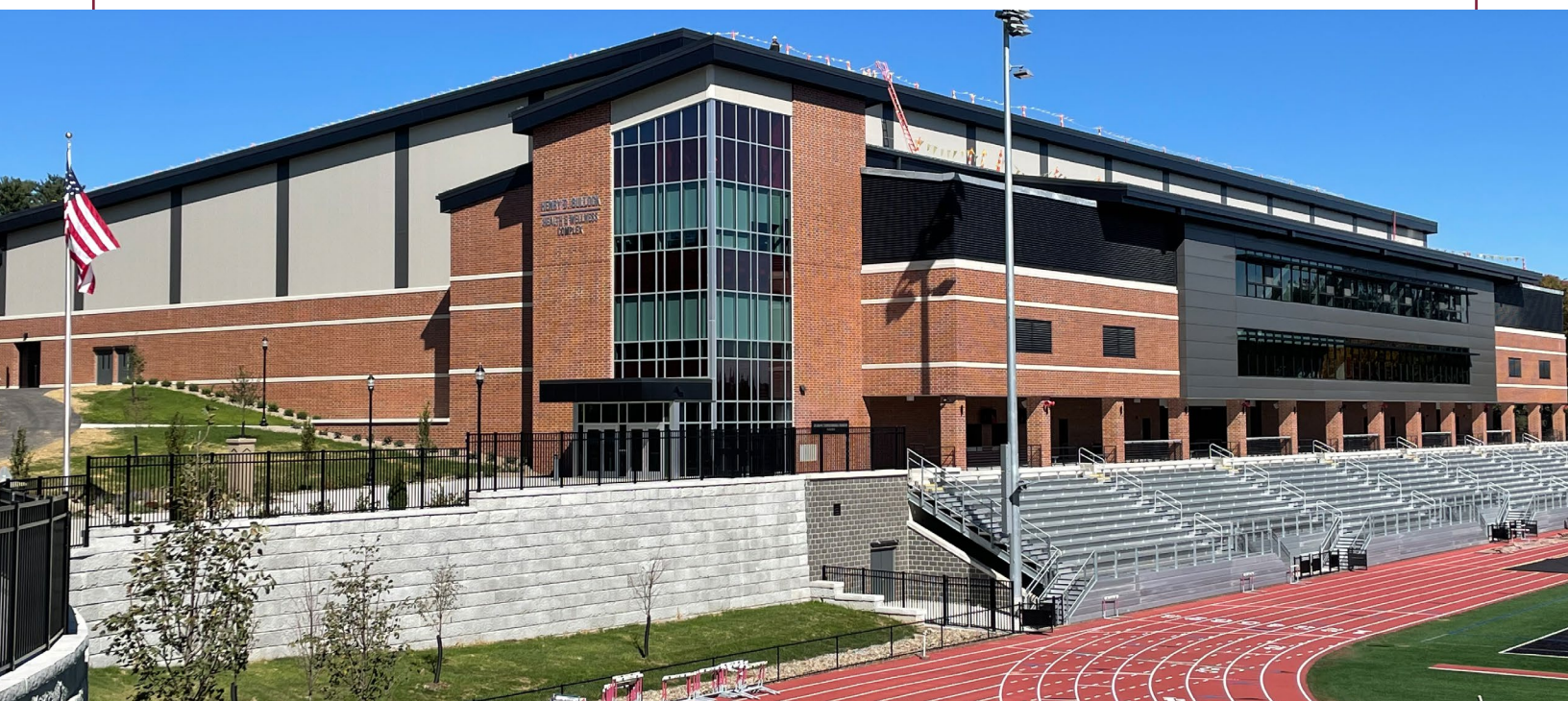
FUNDRAISING

Fundraising and outreach to alumni, friends, and community partners are vital priorities identified by the Board of Trustees. In FY 2025 Muskingum raised a total of \$6.4M, with \$1.2M coming from the annual fund. The University has over 17,000 contactable alumni/ae, and a growing number of them contribute when solicited. This past fiscal year, a record 10.6% of solicited individuals made a gift.

A mini campaign to renovate Boyd Science Center is underway, with \$4M of the \$14M fundraising goal in hand and phase one renovations have begun. The

new president will have an opportunity to complete this project and initiate a broader campaign that will enable alumni, friends, foundations, and community partners to share in the excitement of advancing Muskingum.

Muskingum's advancement operation is currently led by an interim vice president who is supported by an experienced and knowledgeable team. The next president will be in a position to select a permanent vice president and establish the direction of a revitalized fundraising operation.





CAMPUS FEATURES

Muskingum University is centrally located between Columbus, OH, Cleveland, OH, and Pittsburgh, PA. The University's physical campus covers 225 acres of rolling hills, overlooking the Village of New Concord. The campus features a blend of historic and modern architecture, with 21 main buildings, outdoor recreational facilities, and a small lake. Key features include:

The Henry D. Bullock Health & Wellness Complex. The newest building on campus, is the Bullock Complex which features space for academic programs, athletics, recreation, and wellness opportunities, and strong partnerships with regional healthcare providers and educators. A central piece of the Bullock Complex is a state-of-the-art diagnostics hub, which is at the heart of community collaboration and provides new connections for student clinical experiences and research in exercise science and other health sciences.

A Central Quad, bordered by the primary academic buildings (Montgomery Hall, Caldwell Hall, Cambridge Hall, Boyd Science Center, the College Library), the Quad Center, and the historic John Glenn Gym and Anne C. Steele Recreation Center.

Paul Hall, constructed in 1873, is the oldest campus building and a registered National Historic Site. It currently houses the Art department.

Historic Brown Chapel (1912) serves multiple purposes including as a chapel, auditorium, and classroom.

Other modern facilities include Caldwell Hall (state-of-the-art instructional spaces for the arts and media), Chess Center (student gathering and recreation space), Walter Hall (state-of-the-art facilities for music teaching, learning, and performance), and the Roberta A. Smith Library which was renovated in 2016.

The grounds include carefully maintained green spaces and outdoor recreational areas. The campus is known for its scenic, rural setting and compact, walkable design, providing students with a picturesque and accessible collegiate environment.

In addition to its main campus, the University owns a 320-acre farm, gifted by the late Agnes Moorehead (1923). In addition to a residential home, the Moorehead property has a small pond and is home to the varsity Cross Country and Archery courses.

Muskingum is implementing a systematic campus update program and has invested significantly in technology upgrades across the campus.



LEADERSHIP & GOVERNANCE

The Board of Trustees is currently composed of 25 individuals who bring expertise in a wide array of industries including business, law, finance, risk management, education, IT, and professional sports. Twenty-one trustees are alumni/ae. Trustees may be elected to four 3-year terms. Muskingum's president serves as a voting member of the Board, as do the Faculty Executive Secretary, Alumni Council president and the Student Senate president.

Currently, the president's senior leadership team consists of the provost; vice presidents for student experience, finance & operations, enrollment, and advancement; the executive director of strategic marketing and communications; the athletic director; and the associate vice president for external relations.

The faculty is represented by the executive secretary who is elected biennially for a maximum of two consecutive terms. The executive secretary serves as the faculty's liaison with the president and the Board of Trustees and communicates the aspirations and concerns of the faculty.

The 15-member Staff Council is comprised of elected administrative and staff representatives apportioned between each division as well as several at-large members. The Council provides a pathway for communication and opportunities for leadership and professional development.

The Alumni Council consists of 30 members whose connection to Muskingum spans across the decades. The Alumni Council provides advice to the president and outreach to alumni.

LEADERSHIP AGENDA FOR THE 22ND PRESIDENT

ACADEMIC EXCELLENCE AND INNOVATION

The next president will champion academic excellence by fostering exceptional teaching, expanding experiential and interdisciplinary learning, and sustaining programs that equip students with critical thinking, communication, and problem-solving skills alongside professional preparation. This work will include collaborating with the Board of Trustees, academic leaders, and faculty to drive program innovation that meets regional and national workforce needs while preserving the enduring contributions of the liberal arts. Ingenuity and agility will be essential, including navigating emerging opportunities such as the role of artificial intelligence in higher education. Above all, the president will advance Muskingum's commitment to providing exceptional learning experiences, whether in-person or online.

ENROLLMENT

Enrollment is central to Muskingum's vitality. The University seeks a president who will accelerate growth across undergraduate, graduate, and adult programs while balancing mission-aligned access with increased net tuition revenue. Employer partnerships, micro-credentials, and market-responsive program offerings will be critical to enrollment strategy. Equally important is recognizing the impact of athletics and co-curricular activities in recruitment and retention. The president will marshal resources to ensure that improving student retention and graduation rates remains at the heart of enrollment management.

LEADERSHIP AGENDA FOR THE 22ND PRESIDENT (CONT.)

STRATEGY AND VISION.

The president is charged with bringing the Board, faculty, staff, and students together around a common vision and sense of direction. Building on the success of recent strategic plans – Impact 2025 and THRIVE – which have produced new programs, upgraded facilities, enhanced services, and expanded partnerships, the president will lead a collaborative process to shape and implement Muskingum's next vision for the future.

FINANCES, FUNDRAISING, AND RESOURCE MANAGEMENT

As the chief steward of the University's resources, the president will ensure they are wisely managed and aligned with mission. Muskingum has strengthened enrollment, built a financial model centered on affordability and access, and improved efficiency through program optimization. Yet additional attention to resources will be required to meet the challenges ahead. Fundraising will be a vital priority, and the next president must lead a robust and differentiated strategy that secures major gifts, grants and institutional partnerships – including innovative public-private collaborations – while deepening alumni engagement. The next president will also partner with the Board and campus stakeholders to shape a long-term vision for Muskingum's campus, balancing the University's significant infrastructure with the evolving needs of its continuum of learners.

COMMUNITY BUILDING AND ENGAGEMENT

The Muskingum community cherishes presidents who immerse themselves in campus life and the next leader is expected to embody that same spirit of presence and connection. The need to strengthen the bonds of community and communication is especially vital during a presidential transition. The president will empower and hold accountable senior leaders, while sustaining and expanding Muskingum's deep ties with New Concord and Southeastern Ohio. At the same time, the president will enhance the University's visibility and influence across the state.

INCLUSIVE EXCELLENCE

Muskingum is deeply committed to providing access to a high-quality education for students from various socio-economic, cultural, and learning backgrounds. The next president must model this commitment to inclusivity and ensure that Muskingum remains a springboard for first-generation and low-income students. While the University attracts students from across the nation and around the world, the new president has a distinctive opportunity to deepen Muskingum's impact within the region.





DESIRED LEADERSHIP QUALITIES AND EXPERIENCES

The next president of Muskingum University will bring a deep commitment to the liberal arts and a broad understanding of the role of higher education in an increasingly competitive landscape. The successful candidate will be a bold collaborator and a dynamic leader with a distinguished record of successful and progressive leadership in a complex organization. The following qualities and experiences represent the ideal mix sought in Muskingum University's 22nd president:

- An accessible, transparent, caring, and engaging leadership style accompanied by excellent communication skills.
- A proven record of innovation, calculated risk-taking, and strategic decision-making, with the courage to make difficult decisions and manage change effectively.
- Strong financial, business, and entrepreneurial acumen, demonstrated through sound fiscal management.
- A consensus builder who values shared governance, listens actively, and makes collaborative, data-informed, and timely decisions.
- Insight into demographic challenges in higher education, with demonstrated success in enrollment management, retention, and innovative approaches to growth.
- A dynamic and engaging presence, eager to represent the university to alumni, donors, community leaders, foundations, and strategic partners to strengthen philanthropy and enhance Muskingum's visibility.
- A leader committed to building an environment where every student can thrive, with a track record of advancing access, belonging, and student success.
- Demonstrated success in cultivating donor relationships and leading comprehensive fundraising campaigns.
- Appreciation for collaboration with local and regional organizations and the ability to leverage campus resources to enrich the social, cultural and economic vitality of Southeastern Ohio.
- An enthusiastic team builder who unites people, sets clear expectations, holds them accountable, celebrates achievements, and inspires pride.
- An authentic leader with genuine interest in others, marked by humility, curiosity, and a personable, approachable style.



APPLICATIONS AND NOMINATIONS

Academic Search is assisting Muskingum University in this search. All inquiries, nominations, and applications will be held in strict confidence. Although the search will remain open until the position is filled, for full consideration by the Search Committee, candidates should submit all application materials by **November 29, 2025**.

Applications. Applicants should submit two separate PDF documents to: MuskingumPresident@academicsearch.org: (1) a detailed cover letter, addressed to the Search Committee, expressing interest in this position and addressing how you meet the qualifications as outlined in this profile, and (2) a current resume/curriculum vitae. A list of references is not needed until later in the process. To learn more about this opportunity, potential applicants are welcome to schedule a conversation with the Senior Consultants for this search, Dr. Daniel DiBiasio or Dr. Sharon Herzberger by requesting a call through MuskingumPresident@academicsearch.org.

Nominations. Nominations are not required to be considered for this position. However, we welcome nominations from leaders who know of outstanding candidates. Nominations should be sent to MuskingumPresident@academicsearch.org. Please include the nominee's full name, position, institution/organization, and email address. Academic Search will notify people of their nomination, provide details about the position, and encourage them to apply. Academic Search will not disclose the nominator.

ABOUT ACADEMIC SEARCH

Academic Search is assisting Muskingum University in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute.

