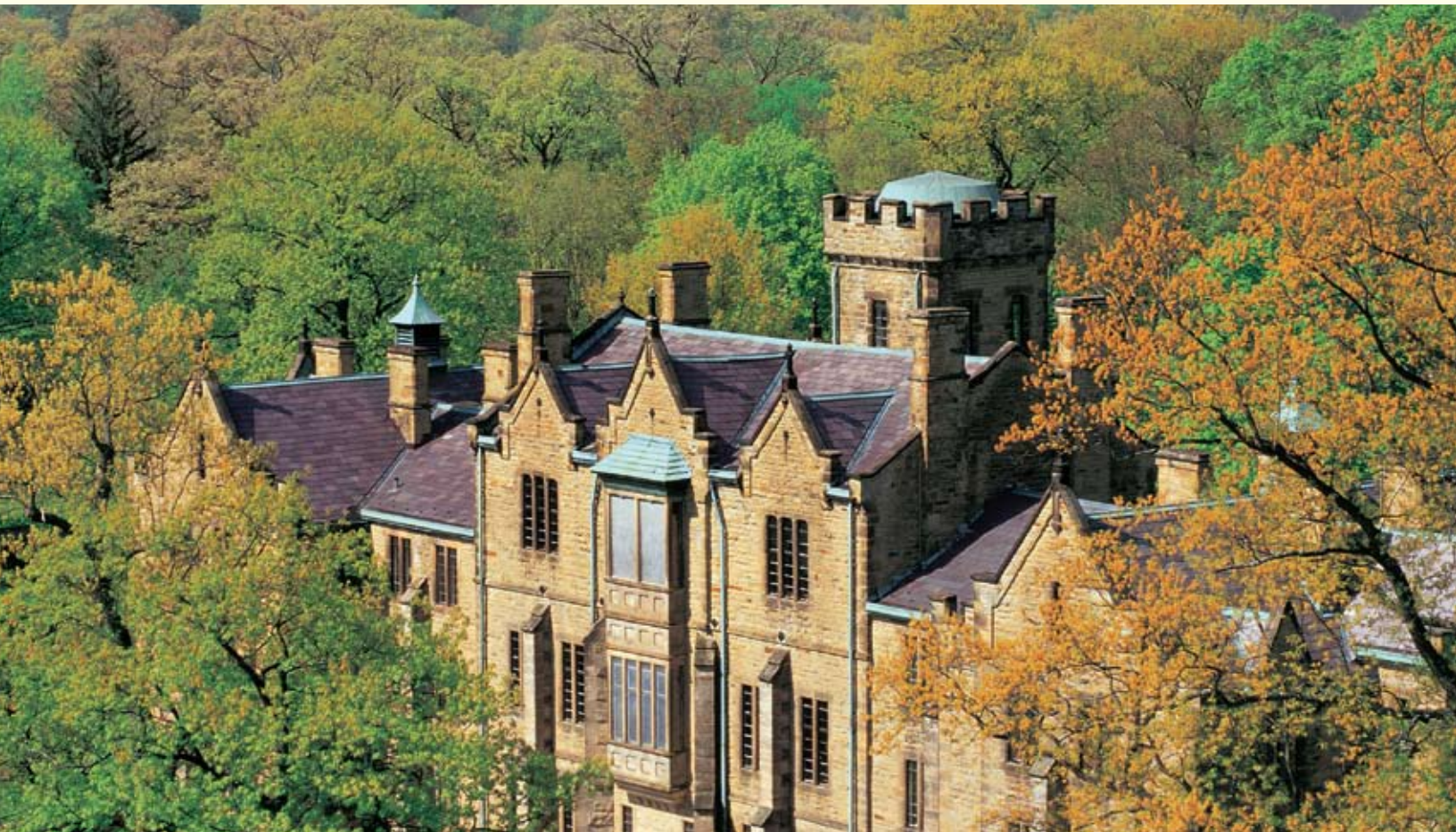


The Search for a Dean of Students at Kenyon College

Kenyon College in Gambier, Ohio, announces a national search for a dean of students. As the chief student affairs officer at Kenyon, the dean of students is responsible for a multi-faceted student affairs division while also serving as a key member of Kenyon's senior administrative team. The new dean of students will be expected to assume office on or about July 1, 2009.



About Kenyon College

Founded in 1824, Kenyon is the oldest private college in Ohio. Over its 184-year history, the College has developed a distinctive identity and has achieved a special place among institutions of higher education. From its physical setting in the charming hilltop village of Gambier to the palpable energy of its campus culture, Kenyon displays a strong, vital sense of community. Whether reflected in the intimacy of the academic environment or practiced in the collaborative partnerships between faculty and students, the oft quoted phrase “learning in the company of friends” is an accurate portrayal of the Kenyon experience.

Frequently described as a “writer’s college,” Kenyon places a high value on teaching students to think, write, and speak with clarity. Intellectual engagement is the mode at Kenyon. With the guidance of faculty members who are exceptional teachers, the College consistently challenges its students to develop their communication skills across the curriculum. Kenyon is the home of the *Kenyon Review*, one of the nation’s most highly regarded literary magazines, and an emphasis on literature permeates nearly every facet of the Kenyon program and shapes the campus culture. With a half-dozen student-based publications, three literary discussion groups, significant involvement by faculty and students beyond the English department, and intentional efforts to extend the emphasis on literature into Gambier and Knox County, Kenyon’s “world of words” has widespread definition.

While Kenyon is best known for its place in the republic of letters, each of the College’s four divisions (humanities, fine arts, natural sciences, and social sciences) is decidedly strong. For decades, Kenyon’s drama program has produced exceptional graduates—as was recognized worldwide recently with the many memorials to Kenyon alumnus, actor, and philanthropist Paul Newman. Kenyon’s science programs, like those of many liberal arts colleges, produce a disproportionate number of graduates who go on to attain Ph.D degrees in the sciences. Alumnus Carl Djerassi provides a quintessential example of a Kenyon graduate in the sciences—a chemist widely recognized as the creator of “the pill,” he is also a creative writer (with five novels to his credit) and a dramatist. The social sciences flourish at Kenyon as well. Kenyon’s Anthropology

Department manages a large and significant archaeological dig in Honduras, an extraordinary opportunity for students who carry out graduate-level research at several of its sites and, upon returning, present their findings at national conferences.

S. Georgia Nugent joined Kenyon in 2003 as the College’s 18th president and the first woman in Kenyon’s history to hold this position. Prior to her appointment, she served as Princeton University’s dean for the Harold McGraw Jr. Center for Teaching and Learning. President Nugent earned her undergraduate degree from Princeton and a Ph.D. in classics from Cornell University.

Students

Kenyon’s current student body is comprised of students from all fifty states and 37 nations, representing a broad range of interests, talents, and accomplishments. Kenyon is a selective institution. Of last year’s 440 entering students, 45 percent were in the top 5 percent of their high school graduating class. Each year the College typically enrolls 30 National Merit Scholars. Fifty-three percent of Kenyon’s 1,600 students are women; 47 percent are men. About 14 percent are African Americans, Asian Americans, Latinos/Hispanic Americans, Native Americans, and multi-ethnic students. Eight percent of Kenyon students are first-generation college matriculants. Kenyon aims to be a campus that is financially, physically, and culturally accessible. It seeks a student population that is diverse in a multitude of ways and wants for those students who gain entrance not simply to attend the College but to thrive at it.

For the 2008-09 admissions year, the College’s top ten overlap institutions were, in descending order, Oberlin, Middlebury, Carleton, Denison, Grinnell, Bowdoin, Macalester, Brown, Bates, and Hamilton.

The average annual cost for a student attending Kenyon in 2008-09 is approximately \$46,830. This includes tuition (\$39,080), room (\$3,100) and board (\$3,490), and student fees (\$1,160). Over sixty percent of all students receive some kind of financial assistance, including need-based financial aid, merit scholarships, and special grants. The average amount of aid awarded is \$26,582.

All students live on campus in residence halls and apartment-style housing, and first-year students live together in a cluster of residences. Adding to and enhancing existing residential space is a priority of the College’s current comprehensive \$230 million campaign, “We Are Kenyon: The Drive for Excellence.”

Kenyon follows a semester calendar in which students normally take four courses in each fifteen-week term. The calendar provides quality time for student engagement in many learning venues, including independent and collaborative research projects, off-campus study programs, and a wide range of co-curricular opportunities and extracurricular activities.

Student life is multi-faceted, with more than 160 student organizations providing involvement in student government, the arts, media, and community service. Approximately 25 percent of men and four percent of women belong to the College’s Greek-letter organizations. The fraternities are housed in “divisions” of three residence halls, while the sororities are nonresidential. Kenyon students lead rich lives where joining in is easy, whether it is as an *a cappella* singer, a journalist, a film buff, a fencer, or a community volunteer. Moreover, students love living in Gambier. They appreciate the intimacy of their close-knit community, the intensity it imparts to friendships and adventures, and the beauty of the surrounding Ohio countryside.

The College fields twenty-two varsity sports, eleven for men and eleven for women, as a member of the NCAA Division III North Coast Athletic Conference. About 30 percent of students play a varsity sport, and many more participate in intramurals and club sports. While almost every Kenyon sports program has had moments of glory, Kenyon’s swimming program is especially celebrated. Men’s swimming and diving has won thirty consecutive Division III national championships, while the women have captured twenty-three of the last twenty-five titles.

Kenyon students, as essential members of a genuine community, have opportunities to transcend their expectations by combining their qualities of intellectual curiosity and independent-mindedness with a broad spectrum of initiative-taking in many areas of the Kenyon program. In so doing, they value understanding, support, facilitation, and advocacy from others in the community. Thoughtful and reflective, students are eager to engage

on a host of issues and are receptive to dialogue—a meaningful environment for an effective student affairs program and a dedicated student life staff.

Upon graduation, Kenyon students' choices and successes provide a direct reflection of the quality of their experiences in and out of the classroom. Eighty-two percent of Kenyon graduates enter the workforce immediately, in fields as wide ranging as social justice, business, journalism, teaching, and research. Twenty-four percent enroll in graduate or professional school within one year of graduation. Seventy percent eventually further their educations, and 50 percent earn advanced degrees.

In the past several years, Kenyon students have won Fulbright fellowships (nine in 2007), NCAA postgraduate scholarships, and Mellon, Goldwater, Coro, Luce, Udall, Mitchell, Marshall, and Beinecke fellowships. In 2007, Kenyon was the only liberal arts college in the nation with the maximum possible number of students named Goldwater scholars.

Faculty and Program

The Kenyon faculty provide an intensely personal educational experience for all students. The current student-faculty ratio of 10:1 and an average class size of 15 offer an environment in which the College's commitment to excellent teaching is primary. The foundation of this excellence can be found in the quality of the Kenyon faculty, their dedication to providing a rigorous learning environment, and their impressive achievements as scholars. Of the 189 current faculty members, 57 percent (107) are tenured and 26 percent (50) are in tenure-track positions. The remaining 17 percent hold visiting positions, usually teaching in place of faculty members on leave or sabbatical. Ninety-nine percent of Kenyon's tenure-track faculty hold a Ph.D. or other terminal degree in their field. Just over 13 percent of the faculty are persons of color and 45 percent are women. The normal teaching load is 3-2.

The role of faculty member as teacher and scholar is frequently combined with the role of collaborator at Kenyon. The latter is often expressed in the form of academic partnerships between faculty and students, and the educational impact is seen in several special areas of the program, each of which enhances Kenyon's commitment to intellectual inquiry and discovery:

- **Honors Program.** Each major offers qualified students the option of "reading for honors." Most students engaged in the Honors Program take honors seminars in their junior or senior years and complete an independent project under the supervision of a faculty member.
- **Kenyon Intensive Language Model (KILM).** Kenyon's intensive introductory language program received national attention for its pedagogical modeling and outcomes. KILM immerses students in a target language and culture with two hours of daily instruction. This intensive approach allows students to gain in one year the linguistic competency and cultural literacy normally acquired after one and a half or two years of non-intensive study.
- **Senior Exercise.** All pathways through the Kenyon program lead to the Senior Exercise, in which students engage the critical skills they have nurtured throughout their college careers. Seniors demonstrate, often creatively, their understanding of the breadth and the depth of a body of knowledge.
- **Summer Science Scholars.** More than thirty students earn stipends each summer, engaged with faculty members in individual scientific research projects. Their work often leads to presenta-

tions at professional conferences and/or published papers.

- **Summer Legal Studies Scholars.** Similar in structure to the Summer Science Scholars Program, this program enables students to collaborate with faculty members in the design and execution of a sociolegal studies research project.

Faculty also serve as valued mentors to students through special relationships that extend beyond shared intellectual interests. Kenyon faculty express a holistic interest in their students' personal development, and they interact with students on a variety of levels outside of the classroom. These relationships help to build student confidence, enhance student development, and provide a unique experience borne out of the intensive residential college environment. The academic affairs and student affairs programs can regularly enrich the lives of Kenyon students by working together to further strengthen this special aspect of campus life.

Kenyon's academic program, firmly grounded in the traditional liberal arts and sciences, offers thirty-five majors, six of which are designated as interdisciplinary. Twelve of the eighteen academic departments offer minors, and several support interdisciplinary concentrations similar to minors. Twenty-three percent of current



Kenyon students choose to double-major. Interdisciplinary thinking and programming is a hallmark of the Kenyon profile. Examples include the longstanding Integrated Program in Humane Studies, which focuses on Western civilization and art, and integrates lectures, seminars, and one-on-one tutorials in a broad range of liberal studies. The International Studies Program involves faculty from every division of the College and eight different disciplines, and is an important element in Kenyon's focus on global citizenry. A robust array of off-campus study opportunities is available to all Kenyon students. About 50 percent of the student body study off-campus in over 150 College-approved programs in more than fifty different countries. In addition, Kenyon sponsors three study-abroad programs of its own: (1) the Kenyon-Exeter Program in England with a focus on English; (2) the Kenyon-Rome Program in Italy which provides immersion in art history; and (3) the Kenyon-Honduras Program offering archaeological and ethnographic fieldwork.

Campus

The campus, comprising more than fifty buildings on about 1,000 acres, has been called one of the nation's most beautiful. It is also one of the most historic, with the whole of south campus, from Old Kenyon north to the College gates, and many other structures, on the National Register of Historic Places. Located in Gambier,

Ohio, an hour's drive from Columbus, the College's idyllic, New England-style setting offers an extraordinary quality of life for students, faculty, and staff. The College's facilities are an appealing blend of historic nineteenth-century stone buildings and exciting contemporary structures bordered by expansive green spaces. A footpath that runs the length of campus, Middle Path, connects all things Kenyon, literally and figuratively. It is a village walkway, traversed daily by students, faculty, administrators, and Gambier residents. Organic farmers and Amish families sell their wares there. Middle Path is home to Kenyon's great rituals, from first-year opening convocation to Commencement. It is a metaphor and defining presence, embodying the ideal of community.

In an effort to continue providing the best learning and living facilities possible, the College has added or renovated several buildings in the last ten years, all designed by architect Graham Gund '63—Storer Hall for music (1999), Tomsich Hall for chemistry (2000), Hayes Hall for math and physics (2000), Eaton Center for administration (2002), the Kenyon Athletic Center (2006), and Peirce Hall's dining and meeting spaces (2008). Currently under construction are new art and art history/museum facilities, with additional residential centers on the horizon.

The Library and Information Services Division supports the academic mission of the College by providing access to library

and computing resources, facilities, and information essential to teaching, learning, research, and general scholarship. The linked libraries, Olin (1986) and Chalmers (1962), hold 1.1 million catalogued items and maintain 7,885 periodical subscriptions, 6,890 of which are electronic. Olin and Chalmers also contain Windows and Macintosh workstations, while seven other labs around campus are available for student use, some with twenty-four hour access. Wireless access is available in all academic buildings and residence halls, and in most other campus facilities. Through Ohio-LINK, the libraries offer more than 44 million additional items available for borrowing as well as access to more than 100 electronic databases. Consortium memberships enrich Kenyon's program and include the Great Lakes Colleges Association and the Five Colleges of Ohio Consortium (Denison, Kenyon, Oberlin, Ohio Wesleyan, and Wooster).

The College's surrounding countryside offers opportunities for camping, hiking, canoeing, and exploring nature. Cycling enthusiasts take to the Kokosing Gap Trail, a paved 14-mile trail built on a former Pennsylvania Railroad bed, which is recognized as one of the largest volunteer-maintained bicycling trails in the nation.

More information about Kenyon and its environs may be found at www.kenyon.edu.

About the Dean of Students Position

Reporting directly to the president, the dean of students provides executive leadership to all student affairs operations, including athletics, fitness and recreation, career development, Greek life, health and counseling, Hillel and campus ministries, housing and residential life, judicial affairs, multicultural affairs, and student activities. At present there are eight direct reports to the dean and ninety-three staff in the Student Affairs Division. The dean oversees an operational budget of \$2 million.

Fostering the ongoing development of an increasingly diverse residential community in which students are encouraged to be responsible citizen leaders, facilitators, and participants in a dynamic living/learning experience are key responsibilities of the dean.

Specific Responsibilities of the Dean of Students

These include, but are not limited to, the following:

- Advise the president, other College administrators, and faculty on matters concerning student affairs, student life policy and procedures, and student services, programs, and activities;
- Serve as the liaison to the student affairs committees of the Board of Trustees and Parents' Advisory Council; Participate as an active member of the Faculty Executive Committee and Senior Staff; Represent the Student Affairs Division on College committees as needed;
- Supervise the division's staff members in their work to develop programs and policies that enhance the quality of student life, including essential institutional support services and other opportunities that facilitate the link between formal academic learning and student life experiences;
- Collaborate with the academic officers, faculty, and others throughout the Division of Student Affairs to enhance the culture of learning that extends beyond the classroom walls and into the students' residential experience;
- Provide a coordinating function for student affairs facilities including renovation of existing facilities, repair and

- replacement of existing equipment, and program planning for new facilities;
- Assume a leadership role in addressing issues of concern surrounding alcohol use and the institution's educational response;
- Interpret College and division goals, policies, and procedures to various publics; Serve as the final appeal for the student judicial process; Work effectively with the College legal counsel and Campus Safety Office on a variety of issues intersecting student life;
- Serve as senior budget officer for the division—oversee budget preparation and monitor expenditure of allocated resources;
- Actively engage students through involvement with student leaders across the spectrum of campus activities;
- Communicate effectively with students, family members, the general public, and others who contact the Division of Student Affairs to address concerns and facilitate resolutions;
- Support the College's ongoing commitment to recruit and retain a diverse student body and ensure that all students are actively engaged in the campus community;
- Respond to student concerns and coordinate the College's response and assistance to students in crisis situations;
- Facilitate the withdrawal and re-admission process for students who are withdrawing for non-academic reasons;
- Facilitate positive relations with the local community where students' behavior is involved; and
- Facilitate a division-wide assessment program to demonstrate student learning, developmental outcomes, and program review.

Opportunities for the Dean of Students

To optimize this opportunity, the successful dean of students will need to be an uncommonly attentive listener at the outset of this new assignment and throughout her or his tenure. Establishing a full understanding of the people, programs, and relationships that constitute the Kenyon community before embarking on an agenda for progress will be essential. Among the priorities for the new dean are to:

Provide Exemplary Leadership

The dean of students must provide leadership that reflects the ideals and identity of Kenyon. A respect for the life of the mind, a genuine curiosity about the world, a creative approach to problem solving, and an openness to new ideas are hallmarks of the Kenyon experience. The successful candidate should embody those ideals and carry out her or his duties with integrity, energy, empathy, a sense of humor, and an uncompromised work ethic.

Honor the Centrality of the Educational Mission

The Kenyon College community is passionate about the distinctiveness of its educational program and its potential to develop students' full human capacity. The purity of the liberal arts and sciences, the intimacy of the residential educational setting, and the intensity of the teaching/learning experience combine to create an

environment of unique opportunity for the next dean of students. The dean must approach her or his responsibilities with a great respect for the context in which she or he is performing. The dean should seek natural intersections between student affairs and academic affairs, building on student/faculty relationships that are already exceptionally strong given the nature of the institution. The dean should also act to bridge those areas with potential to make the Kenyon experience inside and outside of the classroom ever more conducive to learning.

Manage with Skill and Care

The dean is administratively accountable for a wide range of student-related activities and managerially responsible for a significant number of professional and support staff (see www.kenyon.edu/organization.xml for an organizational rendering), so strong management skills are a must. Given the volume of activity and the intensity of the work ethic at Kenyon, it will be essential for the dean to delegate responsibility effectively to her or his experienced team of student affairs professionals. The new dean should seek to maximize the potential of the staff and empower them to address new and existing challenges.

Foster Effective Relationships

The dean of students serves all of Kenyon. As a member of the senior staff working closely with the president and the Board of Trustees, the dean of students will bring a valuable perspective to issues that affect the entire institution. The College's exceptionally bright, thoughtful, and individualistic students have endeavored to create a culture of accountability on the campus. Sustaining this peer-to-peer sense of responsibility will be vitally important to the success of the Student Affairs Division's work. Moreover, students will benefit from a relationship with their dean built on mutual respect, trust, and shared goals. Faculty and fellow administrators will welcome the opportunity to work collaboratively with the new dean, building on the momentum of successful initiatives in the Student Affairs Division. Positive working relationships will grow from authentic and transparent exchanges and will thrive in a context in which students' engagement in learning is paramount.

Support Diversity

Kenyon has made measurable strides in enhancing the diversity of its student body, faculty and staff, and curriculum over the last decade. The campus community appreciates the value that this diversity, in its myriad forms, adds to the quality of the Kenyon experience and, in turn, the

value that the Kenyon experience holds for the broader society. The dean's responsibility for ensuring that those of diverse backgrounds are well supported and full participants in the life of campus will be integral to the continued development of a diverse learning community.

Embrace Kenyon and its Location

Life on this highly charged, small residential liberal arts campus is unlike any other. Students, faculty, and staff have been drawn to Kenyon for its intellectual energy, strong sense of community, and pastoral setting. Kenyon alumni are fiercely loyal to the institution because of their fond memories of the same. The new dean must embrace the College's unique char-

acter and rural setting and become one with the place. The new dean should be a visible participant in the life of the College and local community, relishing the rich cultural, intellectual, artistic, and recreational avenues available. The new dean will also want to learn about and demonstrate an appreciation for the long-held traditions that have helped make Kenyon the institution it is today.

Desired Attributes of the Dean of Students

To provide the leadership required to enhance and lead in the College's distinctive environment, it will be important for the dean of students to possess significant experience in progressively responsible positions focused on the education and support of undergraduate students. A master's degree is required, and a terminal degree is preferred. Knowledge of best practices in student affairs, experience in and enthusiasm for selective residential college communities, outstanding management skills, sound judgment, commitment to the professional development of staff, and facility with current technology will be important factors in the selection of the dean of students.

The successful candidate for Kenyon will demonstrate a capacity to do the following as well:

- Establish a primary loyalty to Kenyon through an understanding of and commitment to the College's core values and distinctive character;
- Communicate effectively by listening well and reading, writing, and speaking with clarity and inspiration;
- Develop a collaborative approach to administration that will enhance trust;
- Think creatively and strategically;
- Engage multiple perspectives while building consensus with various constituencies;
- Manage the complexity and intensity of the dean's workload with great care for detail;
- Sustain an active commitment to diversity and multiculturalism throughout the Kenyon program;
- Be an advocate for students in public and private;
- Make timely and difficult decisions with compassion and empathy;
- Maintain fiscal responsibility;
- Approach responsibilities with an optimistic view of human nature; and
- Work collaboratively with senior staff in the accomplishment of Kenyon's institution-wide goals.



The Process of Candidacy

The dean of students search committee will begin reviewing candidate materials in early April. Although applications will be received until the position is filled, materials should be submitted by April 19 to receive careful consideration. Dr. Thomas B. Courtice and Ms. Julie E. Tea of Academic Search, Inc., are assisting with this search. Nominators or prospective candidates should be in contact via Julie.Tea@academic-search.com or 804-550-2110. Applications should include a letter of candidacy responding to Kenyon's list of desired attributes and their relationship to the opportunities for the new dean of students; a complete CV or résumé; and the names, phone numbers, and e-mail addresses of three references, none of whom will be contacted without permission of the candidate.

All applications will be received in full confidence and should be submitted to KenyonDean@academic-search.com.

Kenyon College is an equal opportunity employer that affirms the values and goals of diversity.

Kenyon College