



THE PRESIDENTIAL SEARCH • POSITION PROSPECTUS, 2012-13



Kenyon College



Kenyon: An Introduction

Kenyon College is a nationally prominent liberal arts college that stands out for academic excellence, a strong sense of community, and close relationships among students and professors.

Kenyon brings together 1,650 young men and women to study with more than 200 professors on an exceptionally beautiful hilltop campus in central Ohio. The ethos of the community embraces both rigor and supportiveness. Faculty members and students alike value high academic standards, curiosity, creativity, intellectual ambition, and openness to new ideas. Small classes, dedicated teachers, and friendly exchange set the tone. Collaboration informs and enriches the learning process.

Highly selective in admissions and attentive to the value of diversity, the College attracts students from all

fifty U.S. states, more than forty countries, and varied backgrounds. The curriculum centers on the traditional liberal arts and sciences, but also includes a range of interdisciplinary programs. Course offerings reflect a growing interest in global engagement, as do many options for study abroad.

Kenyon prides itself, above all, on the strength of its faculty—accomplished scholars who place the highest value on teaching informed by scholarship. Other notable academic strengths include a distinguished literary tradition, an emphasis on writing excellence

ESSENTIALS

These attributes are essential to the character of Kenyon:

- A grounding in the traditional liberal arts and sciences.
- A commitment to interdisciplinary perspectives and global engagement.
- Excellence in teaching and scholarship.
- Academic rigor.
- An intimate environment—a close campus community, small classes.
- Close relationships—among students, among students and professors.
- A spirit of open inquiry, tolerance, and creativity, with a healthy sense of humor.
- The College's beautiful, historic campus.
- Strong engagement in athletics and in a wide variety of clubs and organizations.

across the curriculum, numerous opportunities for students to pursue independent and collaborative research in the sciences, a vibrant drama program, and a leading public affairs center.

Campus life is shaped by the small size of the student body—and thus the close-knit nature of the community—as well as by the fact that Kenyon is fully residential. New construction and renovation over the past twenty years have given the College outstanding academic and student-life facilities. Students enrich their experience by participating enthusiastically in athletics and in a wide variety of clubs and organizations. Tradition is strong at Kenyon. Students become intensely attached to the College and its beauty. These bonds and the friendships developed here remain strong through their alumni years. Kenyon students and alumni cherish campus locales, rituals, legends, professors, courses, and historic figures that they see as quintessentially “Kenyon.”

STRENGTHS AT THE CORE

Kenyon enjoys a reputation as one of the country’s best liberal arts colleges, part of a relatively small circle of institutions that stand out as superb places to learn and grow—and that retain their identity and vitality through varying economic conditions, social changes, and

academic trends. The College has achieved this success through several key strengths:

- *Firm and prudent financial management.* Kenyon has achieved budget surpluses for forty-two consecutive years. The 2012-13 operating budget is \$112.9 million.
- *A sure sense of identity.* Kenyon has always remained devoted to the liberal arts and sciences. The curriculum embraces contemporary fields but not faddish programs.
- *Loyalty.* Faculty and staff, students and their parents, trustees and alumni all believe in Kenyon—in its mission and its distinctiveness. That devotion yields intangible rewards, in terms of shared values and a sense of community. It also produces tangible benefits, such as the three comprehensive campaigns since the 1980s that have raised, respectively, \$36 million, \$116 million, and \$240 million.
- *Leadership.* Kenyon has benefited from excellent governance, including exceptionally able and dedicated trustees, energetic and effective presidents, and senior administrators who bring talent, experience, and a collaborative spirit to their work.



Along with the College of Wooster, Denison University, Oberlin College, and Ohio Wesleyan University, Kenyon is part of the Five Colleges of Ohio. Major Five Colleges initiatives include a common library catalog, joint software licensing, and joint purchasing. Committees of the Five Colleges meet regularly across all functional realms of the institutions. Kenyon is a member of the Great Lakes Colleges Association, a thirteen-member consortium of liberal arts colleges from Indiana, Michigan, Ohio, and Pennsylvania. The College is accredited (most recently in 2010-11) by the Higher Learning Commission of the North Central Association of Colleges and Schools.

A Brief History

Founded in 1824 by Philander Chase, the first Episcopal bishop of Ohio, Kenyon is the oldest private college in the state.

In the nineteenth century, the College rose to prominence by virtue of having educated a number of leading statesmen, most notably Edwin M. Stanton—President Lincoln’s secretary of war—and Rutherford B. Hayes, who became the nineteenth president of the United States.

Kenyon’s reputation grew significantly in the middle years of the twentieth century under its thirteenth president, Gordon Keith Chalmers. In addition to strengthening the faculty and academic program at the College—which remained a small men’s school—Chalmers recruited the distinguished poet and critic John Crowe Ransom as the founding editor of the *Kenyon Review*. It was during this period that Kenyon became known nationally, indeed internationally, as a center of literary excellence. Kenyon alumni from this era who went on to notable careers in American letters include the poets Robert Lowell ’40 and James Wright ’52 as well as the fiction writers Peter Taylor ’40, William Gass ’47, and E.L. Doctorow ’52.

Kenyon embraced coeducation in the late 1960s. The student population (fewer than 800 in 1968) grew steadily, surpassing 1,400 within ten years of coeduca-

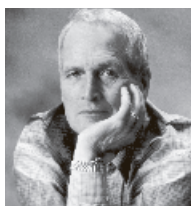
tion’s advent and 1,500 within twenty years. Meanwhile, gender balance established itself: by the mid-1980s Kenyon had roughly equal numbers of men and women. The physical plant expanded. The faculty, too, increased in size, and more female professors joined the faculty.

The forty-three years since coeducation have seen dramatic progress—in the quality and diversity of both the faculty and student body; in admissions selectivity; in the scope of the curriculum; in facilities; in student services; and in technological and financial resources supporting all facets of campus life. Today, the College enjoys a reputation for well-rounded strength. The curriculum now includes an array of interdisciplinary programs in fields such as Asian studies, international studies, Islamic civilization and cultures, Latino/Latina studies, molecular biology, neuroscience, and women’s and gender studies.

Wise financial stewardship coupled with comprehensive fundraising campaigns have enabled Kenyon to increase its endowment while committing new resources to financial aid, faculty development, named professorships, campus maintenance and beautification, and the preservation of land in the surrounding area. In addition, since 1999 Kenyon has built superb new facilities for student housing, the sciences, the visual arts, music, and athletics. The dining complex, in one of the College’s historic landmark buildings, has been completely renovated.

NOTABLE ALUMNI

Kenyon graduates have distinguished themselves in literature and the arts, public service, business, science, and many other realms. See the College’s Web site, at www.kenyon.edu/x1135.xml, for a list of notable alumni.



Paul Newman ’49
Legendary actor
and philanthropist



Allison Janney ’82
Emmy-winning
actress



Shaka Smart ’99
Head Men’s
Basketball
Coach, Virginia
Commonwealth
University



Matthew Winkler ’77
Editor-in-Chief,
Bloomberg News

The Academic Program

Two principles underpin the academic program at Kenyon.

One is a commitment to the liberal arts and sciences—a belief that this approach to education, with its emphasis on breadth, on critical thinking, and on writing and communication, is the best preparation for a life of fulfillment and success. The other is an emphasis on personal relationships. Relationships fuel learning at Kenyon.

Professors here are avid and accomplished scholars, whose research gives a vital foundation to their excellence in teaching. They work closely with students, in and out of class, challenging them, inspiring them, and frequently collaborating with them on research. They serve as academic advisors and personal mentors and often stay in touch with students for years after they graduate. Kenyon professors care about their students; they set high standards and help students meet them. The student-faculty ratio is 10 to 1, and the most common class size is 15.

THE CURRICULUM

Kenyon takes considerable pride in its curriculum, which is traditional but far from static. Rooted in the liberal arts and sciences, the curriculum takes shape in eighteen academic departments within four academic divisions—fine arts, humanities, natural sciences, and social sciences—plus fifteen interdisciplinary programs.

All Kenyon students complete the same basic requirements for graduation, declaring a major and possibly electing a second major or a minor. Each major includes a Senior Exercise, a culminating academic experience defined by the department or program offering the major.

While no specific courses are required, students must complete diversification requirements giving them experience in each of the academic divisions. To further promote breadth, the College also requires that students complete the majority of their credits outside their major department. In addition, all students must complete a second language requirement and a quantitative reasoning requirement.

VITAL ACADEMIC STATISTICS

- 36 majors, including six linked to interdisciplinary programs
- 15 interdisciplinary programs
- 18 academic departments in four divisions—fine arts, humanities, natural sciences, social sciences
- Student-faculty ratio: 10 to 1
- Most common class size: 15
- Extensive technological resources supporting the academic program
- Six-year graduation rate: 89 percent



ONLY AT KENYON

In many respects, Kenyon resembles other leading liberal arts colleges. But location and history have given the College a unique personality and a number of distinctive programs. Among them:

The *Kenyon Review*. Founded in 1939, the *Review* put Kenyon on the map as a leading center of literary creativity and criticism. The journal remains prominent today, and it is very much a part of the College. Kenyon faculty members serve on the editorial staff and as consulting editors. Kenyon students work as associates and interns. The *Review* sponsors a busy schedule of readings and other events, enlivening literary life on a campus where literature is cherished.

The Rural Life Center. Founded by a Kenyon sociology professor in 1998, the Rural Life Center promotes education, research, and public projects about Knox County, with the aim of ensuring the vitality of rural life in a changing society. The Center engages students with the surrounding community through oral history and other documentary projects, lecture series on campus, and research related to sustainability. The Center has been closely involved in Kenyon's Food for Thought program, which supports area farmers through an extensive farm-to-table local foods program.

OFF-CAMPUS STUDY

More than half of every junior class studies off-campus for a semester or year, in over 150 Kenyon-approved programs in more than fifty countries. Kenyon sponsors three off-campus programs of its own: Kenyon-Exeter, a year-long program in England focusing on literature; Kenyon-Rome, a semester program focusing on the humanities; and Kenyon-Belize, a semester program focusing on archaeology and anthropology.

The Brown Family Environmental Center (BFEC).

Because sense of place is so important at Kenyon, and because its character is linked so closely to the natural beauty of the campus and surroundings, the institution places high value on its environmental center. The BFEC includes a 480-acre nature preserve encompassing forest, prairie, and wetland habitats near the Kokosing, a State Scenic River. Professors and students use the preserve for research and classwork. The lands, including gardens and eight miles of hiking trails, are open to the public for recreation.

Center for the Study of American Democracy.

Created in 2007 with the help of a major grant from the National Endowment for the Humanities, the Center is devoted to promoting the discussion of pressing and often contentious public issues, but in a spirit of reasoned discourse—with depth, nuance, and thoughtfulness. The Center sponsors lectures, panel discussions, and other events on campus, involving visiting scholars, policy-makers, political figures, and journalists who, in addition to making public presentations, meet informally with students and faculty. Every two years the Center hosts a conference featuring leading figures in public policy.

The Graham Gund Gallery.

In 2011, the College opened a remarkable new building that has energized the visual arts in the same way that the *Kenyon Review* has enriched literary life. Designed by the distinguished architect Graham Gund '63, the gallery includes state-of-the-art exhibition space along with facilities for the art history program. Working with leading contemporary artists and art organizations around the world, as well as with Kenyon faculty, the gallery staff organizes exhibitions, symposia, lectures, and performances, with the goal of encouraging cultural exploration in the broadest sense.



The Faculty

The faculty forms the heart of the institution. At Kenyon, as elsewhere, faculty responsibilities include teaching, scholarship, and service. Here, excellent teaching has always held the highest priority. But the administration and faculty recognize that scholarly activity is vital, both for its own value and because it enhances teaching.

As a result, Kenyon has built a faculty of engaged scholars and creative artists who participate in their disciplines—winning grants and fellowships, publishing articles and books, presenting research at conferences, and exhibiting their creative work. The College promotes these efforts through a number of faculty-development programs.

Faculty members take an avid interest in pedagogical issues, and the College supports a range of initiatives aimed at helping professors enrich their backgrounds, enhance their skills, stay abreast of new trends, and incorporate new technology in the classroom. Among these efforts: Teachers Teaching Teachers, a program supported by the Mellon Foundation through which Kenyon faculty members share expertise in various content areas, so as to enrich interdisciplinary study;

and the Center for Innovative Pedagogy, which sponsors workshops and presentations centered on interactive learning and instructional technology.

Kenyon and its faculty have been eager participants in efforts to incorporate new online technologies in the classroom, seeking to improve the delivery of learning to today's students while conscious of the power of intense teacher-to-student interaction that has been the foundation of liberal education at Kenyon for nearly two centuries. A faculty task force currently is carefully examining online and blended learning.

Because a diverse faculty benefits students, faculty, and administrators alike, the College purposefully recruits people of color and those from abroad. Currently, 24 percent of the faculty are persons of color or international.

FACULTY AT A GLANCE

217 faculty members

61 percent are tenured;

15 percent are in tenure-track positions

47 percent of the faculty members are women, **53 percent** men

24 percent of the faculty members are persons of color or international



Kenyon Students

Kenyon students are an impressive group—strong academically, diverse in their interests and backgrounds, engaged in campus life and the world, open to new ideas and challenges. They bring a wealth of talents and passions to the College, in realms ranging from the arts, to social and political issues, to athletics.

Moreover, they feel free to defy specialization and define themselves broadly. Kenyon students tend to embrace many identities—science majors, for example, spend long hours in the lab, but may also perform with musical groups, do volunteer work, or play on a varsity team.

The Dean of Students Office fosters multicultural life, including a range of social and extracurricular activities, with two administrators particularly devoted to this area. Diversity recruiting is a priority for all admissions officers, one of whom works as the director of multicultural admissions. The *Kenyon Review* Young Writers summer program and the Kenyon Academic Partnership (linking the College to high schools around Ohio) have both proven to be good sources of students with diverse backgrounds for the College. The College has also worked to recruit students who are the first in their families to attend a four-year college. The Admissions Office, in addition, devotes a good deal of effort to international recruiting. At present, Kenyon has sixty-seven international students from forty-one countries. The Center for Global Engagement provides support services to international students and sponsors activities with international themes.

The character of the students who are drawn to the College is suggested by the list of other colleges to which Kenyon applicants also apply. For the 2011-12 admissions year, Kenyon's top ten overlap institutions were: Oberlin, Carleton, Middlebury, Brown, Vassar, Wesleyan, Denison, Grinnell, Bowdoin, and Hamilton.



PROFILE OF THE STUDENT BODY

Enrollment, 2012-13: 1,658

Gender: 53 percent women, 47 percent men

Geographical origin: all 50 U.S. states, 41 countries

Home states with largest enrollments: Ohio, New York, California, Massachusetts, Maryland

Diversity: 17 percent are domestic students of color, 4 percent are international, and 9 percent are first-generation students

Selectivity: for the Class of 2016, 36 percent acceptance rate

Academic ability: for the Class of 2016, 33 percent ranked in top 5 percent of their secondary schools



STUDENT ACHIEVEMENT

Kenyon students regularly win prestigious fellowships and awards. Recent recognition includes:

- Fulbright Fellowship (nine in 2012): Kenyon often ranks as one of the top producers of Fulbrights.
- Goldwater Scholarship: Kenyon students have won these highly competitive science scholarships every year for the past two decades, and in 2007 Kenyon was the only liberal arts college to win the maximum possible number.
- Beinecke Scholarship
- Coro Fellowship
- Luce Scholarship
- Gates Millennium Scholarship
- George Mitchell Scholarship
- Jack Kent Cooke Scholarship
- Marshall Scholarship
- Mellon Fellowship
- Morris Udall Scholarship
- Truman Scholarship

STUDENT LIFE

Kenyon follows a semester calendar in which students normally take four courses in each fifteen-week term. This arrangement allows them to supplement classes with research and independent study. Free time enables the students to participate in sports, clubs, social activities, and volunteer work. Student organizations run the gamut, from cultural and political groups, to publications, to groups devoted to singing, dancing, and theater. The spirit of campus life is warm and encouraging: students like to cheer on their classmates.

Kenyon is a residential college. All students live in either traditional or apartment-style residences on campus, and participate in the meal plan. In recent years, the College has made a concerted effort to upgrade student housing, with an emphasis on apartment living. The latest addition is a neighborhood of townhouse residences in the north part of campus.

Kenyon also has excellent facilities in support of campus life. A spectacular athletic center opened in 2006, as part of a project that also upgraded outdoor sports facilities. In 2008, the College reopened Peirce Hall, the dining complex and one of Kenyon's landmark buildings, after a comprehensive project of renovation and reconstruction. The new facility has been designed to support an extensive, nationally prominent farm-to-table local foods program.



The more than 120 student organizations on campus involve Kenyon students in student government, the arts, media, community service, and other realms.

ATHLETICS

- Kenyon is a member of the NCAA Division III North Coast Athletic Conference.
- The College fields twenty-two varsity sports, eleven for men and eleven for women.
- About 30 percent of Kenyon students play a varsity sport; many more participate in intramural and club sports.
- Kenyon College ranks second among all NCAA Division III institutions with 58 Postgraduate Scholarship recipients.
- In the last decade Kenyon has placed three female student athletes in the NCAA Woman of the Year final top thirty. Students are selected from all NCAA divisions for the NCAA Woman of the Year award from a pool of nearly 200,000 female student athletes.



Men's and women's swimming teams have enjoyed extraordinary success and national fame. The men's team has won 31 of the last 33 Division III national championships. The women's team has won 23 of the last 28 national titles.



In 2003, **Ashley Rowatt Karpinos** became the first NCAA Woman of the Year winner to be selected from a Division III institution. The 2003 graduate is now a physician and serves as a Kenyon trustee.



Kenyon's **men's tennis program** was NCAA runner-up in the 2012 championships.

The Campus And Facilities

The 1,200-acre Kenyon campus is one of the College's most distinctive and important assets. Visitors are struck by the campus's beauty, and a number of publications, including *Forbes* magazine, have ranked the campus as the nation's most beautiful.

With its shaded lawns, stately stone halls, and striking contemporary buildings, with its long views across farmland and forest, and with its central, tree-lined gravel artery known as Middle Path, the campus imbues Kenyon with a powerful sense of place. The essence of the College is inextricably entwined with the campus. Prospective students and their families see the campus and decide to apply. Once enrolled, students fall in love with the slopes, lawns, and pathways, the benches and Adirondack chairs, and the feeling of safety and tranquility. Alumni want it never to change.

Of Kenyon's more than fifty buildings, a number of the most prominent date from the nineteenth century; their stone walls, spires, and turrets give shape to the landscape. The entire south campus—the most historic section—and much of the remainder of campus are on the National Register of Historic Places. While preserving its architectural heritage, Kenyon has constructed a number of modern buildings to meet contemporary needs. The last thirteen years have seen a transformation of the campus through new construction and renova-



Horvitz Hall, Kenyon's new studio art building, opened this fall. It joins the Gund Gallery, a new gallery and art history building that opened in 2011.



tion. The College constructed a new building for the music program, and renovated spaces in a historic hall in 1999. This was followed shortly by a new quadrangle for the sciences and mathematics, with two new buildings, a new addition for another building, and the complete renovation of yet another. The science quad was designed to facilitate lab instruction and faculty-student collaborative research. The Kenyon Athletic Center opened in 2006, followed in 2008 by the fully renovated and partially reconstructed Peirce Hall dining complex. The visual arts now have superb new facilities, thanks to a new gallery and art history building that opened

in 2011 and a studio art building that opened this fall. Most of the new buildings were designed by the distinguished architect Graham Gund '63.

In recent years, Kenyon has worked energetically to protect the rural surroundings that contribute to its beauty. The College established a land trust, the Philander Chase Corporation, in 1999. The College and the Chase Corporation have raised nearly \$10 million for land preservation, through gifts as well as in the form of agricultural and conservation easements. As a result, Kenyon has had a hand in preserving more than 4,700 acres of land in the area.

Alumni

Kenyon has approximately 17,000 living alumni. They make their homes across the country and around the world, with large numbers clustered in Boston, New York, Washington, D.C., Chicago, Portland, Seattle, and Los Angeles.

They value their Kenyon experience. Regular surveys of alumni, conducted by the Office of Alumni and Parent Programs, show that graduates remain exceptionally well satisfied with their education. Many Kenyon graduates remain friends for life, and there are a good number of Kenyon marriages. Alumni also stay in frequent touch with professors. Relationships that began as teacher-student mentoring blossom into durable friendships.

Kenyon strives to keep alumni connected to the College. Working with regional alumni organization chapters, the Office of Alumni and Parent Programs sponsors events in cities around the country. Often these take the form of gatherings called Learning in the Company of Friends and feature a talk by a Kenyon professor or, occasionally, the president. Every Kenyon class holds quinquennial reunion weekends on campus.

Many alumni volunteer for the College. They participate in the Kenyon Career Network, assisting students and young alumni in exploring careers. They help the Admissions Office by staffing college fairs. They help organize reunions and other alumni gatherings. And they solicit gifts for the Kenyon Fund from their classmates, helping to broaden the alumni donor participation base.



Finances

Careful financial management has made possible Kenyon's robust academic, student-life, and outreach programs.

The College has been able to maintain a magnificent physical plant to a level such that it has no structural deferred maintenance, and it has been able to make significant additions to the physical plant—with new facilities for the sciences, music, the visual arts, athletics, and student housing. These achievements owe a good deal to well-planned borrowing, vigorous fundraising efforts, budgeted repair and replacement programs, and careful husbanding of operating budget surpluses. During and since the national financial crisis of 2008, Kenyon did not undertake workforce reductions.

Contributing to the financial success of the College is a budgeting process based on a five-year model and the full participation of all members of the president's Senior Staff. Kenyon completed the 2011-12 fiscal year with an annual operating budget surplus, marking the forty-second consecutive year the College has run in the black. Kenyon's operating budget for the fiscal year ending June 30, 2013, totals \$112.9 million.

Under President S. Georgia Nugent, a six-year campaign, "We Are Kenyon," culminating in June 2011, raised \$240 million, \$10 million more than the initial goal. The campaign, supported by generous alumni, parents, and foundations, added \$84 million in commitments to the endowment, increasing endowment holdings by 50 percent—including \$60 million in new endowment for financial aid. The College's endowment totaled \$187.4 million on September 30, 2012. The "We Are Kenyon" campaign followed on the success of the "Claiming Our Place" campaign, which ended in 2001 with \$116 million, \$16 million over its goal.

Between those campaigns the College raised \$51 million to build the Kenyon Athletic Center, including a \$35 million gift, the largest in the College's history. Annual fundraising, centered in the Kenyon Fund and the Kenyon Parents Fund, contributes \$5.2 million to the operating budget. The Kenyon Parents Fund has one of the highest participation rates (55 percent) annually among the College's peer institutions. With more than one-half of the alumni having graduated since 1990, the College has the opportunity moving forward to increase fundraising endeavors and grow the next generation of Kenyon donors.

Endowment value: \$187.4 million on September 30, 2012

Amount raised for annual funds (Kenyon Fund, Kenyon Parents Fund): \$5.2 million in 2011-12

Alumni participation in Kenyon Fund: 36 percent in 2011-12

Operating budget for 2012-12: \$112.9 million

Consecutive years, to the present, in which the College has operated with budget surpluses: 42

Alumni base: About 16,000 solicitable alumni, half of whom have graduated since 1990

Completion date of most recent comprehensive campaign: June 30, 2011

Amount raised: \$240,015,332

Alumni participation in campaign: Over 60 percent

Campaign landmarks: The campaign included the College's largest estate expectancy gift in its history (\$30 million), its second largest outright gift (\$27.5 million), a gift of \$11.7 million, and a gift of \$10 million.

Governance

BOARD OF TRUSTEES

Kenyon is fortunate in the quality of its Board of Trustees and in the level of the board's commitment and dedication to the College. The board meets at least three times annually and includes:

- twenty-four members elected at-large by the board for six-year terms;
- eight alumni trustees elected by alumni for four-year terms;
- four parent trustees elected by the board for four-year terms;
- one Knox County trustee also elected by the board for a four-year term;
- the president, ex officio;
- the bishop of the Episcopal Diocese of Ohio, ex officio;
- the bishop of the Episcopal Diocese of Southern Ohio, ex officio;
- the chair of the board of the *Kenyon Review*, ex officio;
- the president of the board of the Philander Chase Corporation, ex officio; and
- the chair of the board of the Gund Gallery, ex officio.

SENIOR STAFF

Kenyon has a capable senior administrative team with many years of experience at the College and a notable spirit of commitment and collaboration. At present, Kenyon's Senior Staff comprises:

- the provost;
- the dean of admissions and financial aid;
- the dean of students;
- the vice president for college relations;
- the vice president and the associate vice president for finance;
- the chief business officer;
- the vice president for library and information services;
- two associate provosts;
- the advisor to the president; and
- the chair of the faculty.

The administrative members of the Senior Staff head divisions of the College. These divisions are notable for their collegiality in dealings both within and among the various administrative offices as well as with the student body and the faculty.

Kenyon has a long tradition of shared governance. The faculty is charged with responsibility for the curriculum and has significant decision-making or advisory roles in faculty retention and promotion, faculty development, academic standards and student retention, and student affairs. The faculty meets as a group six times per year to make legislative decisions in academic and related areas.



Challenges and Opportunities for Kenyon's Next President

The next president of Kenyon College will join the institution at a time of positive momentum on all fronts, including a recent, successfully completed capital campaign.

In the years since President Nugent's arrival at Kenyon, the College has increased the quality and diversity of faculty and students, dramatically increased resources for faculty development, improved the conditions of employment for staff members, built a child-care facility for faculty and staff, and enhanced "family friendly" policies. With her advocacy, more than \$60 million in endowed financial aid—a Kenyon record—was raised during the recently completed "We Are Kenyon" campaign. Nugent's tenure has also seen the construction of a number of new facilities (for athletics, art, dining, and teaching) of unique beauty and great utility. Kenyon has continued to offer a pure liberal arts curriculum while also introducing new fields of study, and the College has gained enhanced national recognition for the quality of the education and experience it offers.

The next president will have the opportunity to shape a vision for Kenyon that is rooted in the College's commitment to academic excellence, and to develop the financial resources necessary to support that vision. She or he will find a dedicated community eager to build on its strong foundation and to partner in the development of a plan that will keep Kenyon's place among the strongest liberal arts colleges in the nation.

The key priorities for the next president include the following:

Providing strategic and visionary leadership

Provide effective and visionary leadership, and serve as an inspiring voice for that vision for a new and challenging time, while preserving, indeed enhancing, the traditions and strengths of Kenyon.

- Lead the development of a strategic long-range plan for the College, based on a deep understanding of Kenyon's distinctive culture and values, that creates a compelling, intellectually exciting, and financially strong vision for the future;
- Continue to enhance the College's outstanding academic quality by providing the intellectual leadership and integrity to foster even greater institutional confidence and ambition;
- Effectively and creatively address the challenges and role of new educational technologies and media, including blended and/or online education, within the context of Kenyon's historic mission as a residential liberal arts college devoted to small classes and close collaboration between faculty and students; and
- Manage the College's financial operations and creatively and collaboratively set priorities to best employ its finite resources, while continuing to make progress in providing resources for financial aid and insuring the affordability of a liberal arts education.

Raising the institutional profile

In an increasingly competitive and rapidly changing global environment for liberal arts education, exert a purposeful presence that supports the advancement of Kenyon's reputation by:

- Strengthening Kenyon's already strong reputation as a leading liberal arts college and effectively advocating for and helping define the value of a liberal arts education and of a Kenyon education on the national and international level;
- Articulating the College's distinctive characteristics, accomplishments, and aspirations to all constituencies

to ensure that the public perception of the College remains strong and that Kenyon continues to attract the best and brightest students, faculty, and staff and to produce graduates of the highest caliber; and

- Describing Kenyon’s aspirations in a way that inspires commitment, pride, and action.

Preserving Kenyon’s historic strengths

Build on Kenyon’s foundation as one of the nation’s leading liberal arts colleges by:

- Continuing to develop leading academic programs and fostering innovative programs and excellence in research and teaching; and
- Celebrating and engaging the Kenyon community, which encompasses devoted students, faculty, staff, alumni, and parents, and which thrives on its sense of place and its beautiful campus and the surrounding area of Knox County.

Increasing financial capacity and managing institutional resources

In a challenging economic environment, develop, manage, and grow Kenyon’s assets and financial capabilities by:

- Effectively and enthusiastically raising funds to continue the growth of the endowment to a size more in line with well-endowed peer institutions and to further enhance Kenyon’s financial standing to best support its ambitious endeavors;
- Increasing affordability and access for talented and diverse students by raising additional funds for scholarships and financial aid;
- Sustaining and enhancing the culture of philanthropy among students, parents, and Kenyon’s very loyal alumni; and
- Insuring that costs best support the core mission of the College.

Fostering communication and building community

In a culture characterized by a strong sense of active involvement and by an extraordinarily high and healthy level of engagement of faculty, students, staff, alumni, and parents, provide inspiring leadership and communication by:

- Leading efforts to continue to attract, develop, and retain the exceptional and dedicated faculty and staff of the College;
- Proactively working to further the College’s substantial progress in diversity and inclusion, supporting inclusion of people with diverse backgrounds and perspectives, and promoting the role of diversity and inclusion in academic excellence and institutional effectiveness;
- Encouraging communication between academic affairs and student affairs to ensure that students have an outstanding, coherent experience both inside and outside the classroom; and
- Serving as a visible and accessible leader, and fostering a collaborative and open environment.



Attributes Kenyon Seeks in its Next President

The Presidential Search Committee seeks candidates who will embrace the distinctive nature of Kenyon and inspire its faculty, students, staff, alumni, and trustees.

Strong candidates will demonstrate the following skills, experience, and characteristics:

Intellectual leadership

- Academic and professional accomplishments in higher education, or a comparable setting, with an appreciation for the learning experience at a residential liberal arts college;
- Demonstrated appreciation for the challenge of balancing the faculty's aspirations in both teaching and research;
- Role model who attracts and nurtures the highest quality faculty and staff;
- Vision for and ability to address emerging challenges in education, such as the use of technology in a liberal arts setting, while preserving historic institutional strengths in teaching, scholarship, and academic excellence; and
- A strong commitment to enhancing the lives and education of students, while serving as a role model for maintaining a balance among academic, athletic, and social interests of students.

Managerial and administrative strength

- Strong managerial capabilities, with the ability to manage a complex organization and its financial, funding, and budgetary objectives;
- Significant financial and administrative experience;
- Open and collaborative leadership style; able to define and communicate institutional priorities; and
- Strong track record of creating and prioritizing diversity and inclusion.

Leadership abilities

- Strategic and visionary leadership with a proven ability to articulate a clear and coherent plan and unify constituents behind it;
- Visibility as an involved, trusted, and invested community member;
- Excellent oral and written communication skills, including the ability to inspire and motivate all of the College's constituents;
- Ability and desire to lead fundraising to new levels of achievement and to engage and partner with external constituencies to raise the College's institutional profile; and
- Energy, optimism, resilience, and humor to provide long-term leadership.

START DATE

July 1, 2013

APPLICATIONS AND NOMINATIONS

The review of credentials will begin immediately and continue until the position is filled. For best consideration, please send confidential materials (electronically) by December 10, 2012 to:

Shelly Storbeck, *Managing Partner*

Anne Coyle, *Vice President*

Julie Williams-Krishnan, *Associated Consultant*

Storbeck/Pimentel & Associates, LLC

KenyonPresSearch@storbeckpimentel.com

An Equal Opportunity Employer, Kenyon is committed to building a diverse faculty, staff, and administration.