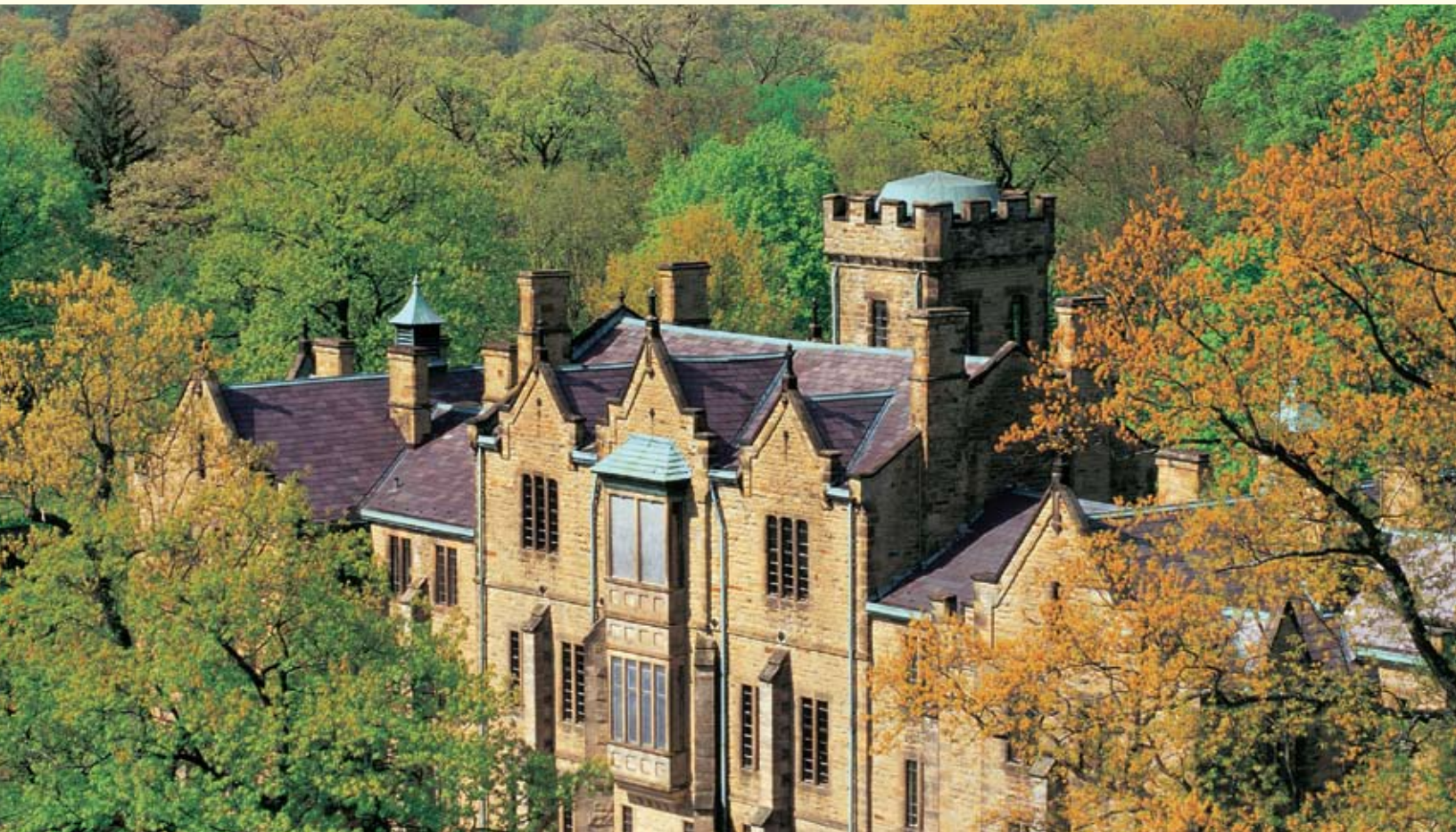


The Search for a Provost at Kenyon

Kenyon College in Gambier, Ohio, announces a national search for a provost to succeed Gregory Spaid, who has returned to the faculty after a decade of distinguished academic leadership. As the chief academic officer at Kenyon, the provost is administratively responsible for all academic departments and programs, while also serving as a key member of Kenyon's senior administrative team. The new provost 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 obvious 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 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. The Thomas Chair in Creative Writing underscores the impor-

ance of this literary emphasis. It is held by Lewis Hyde, MacArthur Foundation fellow and creative nonfiction writer, who teaches one semester each year. In the second semester, the chair hosts an eminent visiting author who teaches creative writing, works with students, and gives readings. 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 admirably 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.Ds 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 the largest archaeological dig in Honduras, an extraordinary opportunity for students who carry out graduate-level research at the site and, upon returning, present their findings at national conferences.

Faculty and Program

The Kenyon faculty provides an intensely personal educational experience for all students. The current student-faculty ratio of 10:1 provides 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. 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 often combined with the role of collaborator and mentor 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 enhance 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 com-



petency 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 presentations 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 socio-legal studies research project.

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 Integrative 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 study abroad opportunities, supporting the International Studies Program and other majors, is available to all students. About 50 percent of the student body study off-campus in over 150 Kenyon-approved programs in more than fifty different countries. In addition, Kenyon sponsors three study-abroad programs of its own: 1) the year-long Kenyon-Exeter Program in England; 2) a program in Italy providing immersion in art history

and music; and 3) the Kenyon-Honduras Program offering cultural studies and archaeological fieldwork, as mentioned earlier.

Students

Matriculating from all fifty states and twenty-seven nations, freshmen arrive with a broad range of interests, talents, and accomplishments. Of last year's 440 entering students, 45 percent were in the top 5 percent of their high school graduating class. Fifty-three percent of Kenyon's 1,600 students are women; 47 percent are men. About 12 percent are African Americans, Asian Americans, Latinos/Hispanic Americans, Native Americans, and multi-ethnic students. All students live on campus in residence halls and apartment-style housing, and first-year students live together in a cluster of residences.

For the 2006-07 admissions year, the College's top ten overlap institutions were, in descending order, Oberlin, Carleton, Middlebury, Bowdoin, Grinnell, Macalester, Denison, Vassar, Colby, and Brown.

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 120 student organizations providing involvement in student government, the arts, media, and community service.

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 twenty-nine consecutive Division III national championships, while the women have captured twenty-two of the last twenty-five titles.

Upon graduation, Kenyon students provide a direct reflection of the academic program's effectiveness. 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. While 82 percent of Kenyon graduates enter the workforce immediately, 24 percent enroll in graduate or professional school within one year of graduation. Seventy percent eventually earn further education, and 50 percent earn advanced degrees.

Campus

The campus, comprising more than fifty buildings on about 1,000 acres, has been called one of the nation's most beautiful. 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), the Kenyon Athletic Center (2006), the Eaton Center for administration (2007), 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 Window 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).

Additional information about Kenyon may be found at www.kenyon.edu.

Opportunities for a New Provost

The Kenyon College community is strikingly tenacious about the distinctiveness of its educational program. The purity of the liberal arts, the centrality of the academic mission, the intimacy of the educational setting, and the intensity of the teaching/learning experience combine to create an environment of unique opportunity for the next provost. To optimize this opportunity, the successful provost will need to be an uncommonly attentive listener at the outset of this new assignment and throughout her/his tenure. Establishing a full understanding of the people, programs, and relationships that constitute the Kenyon community will be a key to successfully providing academic leadership at the College.

Sustaining Community

The new provost will discover a rich sense of community between and among all Kenyon constituencies. Whether engaging the faculty or students over a specific issue or addressing general aspects of life at Kenyon, the provost will be asked to embrace the culture of community that is uniquely Kenyon. The provost must be confident in facilitating and leading dialogue where faculty and students openly express a diversity of viewpoints but where civility in discourse and strength of relationships continue to be a cornerstone. The provost must be able to communicate formally and informally, and to encourage campus conversations about both concerns and achievements. There is much to celebrate at Kenyon. The opportunity to sustain and enrich the sense of community by listening carefully, solving problems, and building on significant accomplishments is an important component of the new provost's agenda.

Considering Creativity

While the provost accepts an ongoing responsibility to empower current faculty and to support current programs, there is also a need to bring vision to this assignment. An abiding sense of community and a deep practice of tradition are great sources of strength for an institution, but they must be coupled with an imaginative capacity to bring those strengths into the future. In Kenyon's case, the new provost should consider leading with a concern for sustaining community balanced by a sensitivity for invigorating change.

Without diluting Kenyon's commitment to the arts and sciences, the new provost should advance a vision for keeping the educational program dynamic by helping to define the liberal arts in the twenty-first century. For example, current conversations at Kenyon have widely reinforced the consideration of interdisciplinary thinking and cross-disciplinary programming. Even though such programming has long been a part of Kenyon's curriculum, the new provost will be well served to further develop such opportunities and to "lead by ideas." Creative initiatives that currently integrate thinking at Kenyon include an imaginative educational endeavor titled "Food for Thought" (rurallife.kenyon.edu/FFT/index.html) and the College's activity around issues of sustainability (www.kenyon.edu/sustainability).

Practicing Administration

In addition to exercising leadership in the areas of community and creativity, the provost must have strong management skills. The Kenyon provost is administratively accountable for a wide range of academically-related activities and managerially responsible for a significant number of professional and support staff (www.kenyon.edu/x17624.xml for an organizational rendering). The new provost's care for detail and her/his seasoned organizational skills will be absolutely essential given the volume of activity and the intensity of the work ethic at Kenyon College.

In addition, the provost serves all of Kenyon. As a member of the senior staff working closely with the president and the Board of Trustees, the provost will bring a crucial perspective to issues that affect the entire institution. An ability to work cooperatively as a member of this administrative team while bringing strong advocacy for the academic program will enhance the new provost's effectiveness. Positive working relationships with the president and this team will be built on candor, authenticity, mutual respect, transparency, and collaboration. Finally, in the absence of the president, the College turns to the provost to assume the primary leadership role at Kenyon.

Managing Finite Resources

Kenyon is well past the halfway point in a campaign to raise \$230 million for endowment and capital projects. While benefiting from the success of this effort, the new provost will still be asked to provide strong financial acumen in an environment of carefully managed and finite resources. Sustained qualitative growth at Kenyon will mean continued salary recognition of faculty and staff, ongoing opportunities for professional development, program enrichment, and the fulfillment of the campus master plan's ten-year goals. All of this will be made more challenging by the intention to maintain the intimacy which is a hallmark of the College's educational experience and not to increase overall enrollment.

Celebrating Diversity

Kenyon has made measurable strides in enhancing the diversity of its faculty, student body, and curriculum over the last decade. The campus community appreciates the value that this diversity adds to the quality of the Kenyon experience and, in turn, the value that the Kenyon experience holds for society at large. The provost's responsibility for the transformative nature of a Kenyon education will be integral to the continued development of a diverse learning community. The intercultural competence of the new provost will be central to her/his effectiveness in dealing with issues of diversity and their impact on the quality of the undergraduate experience on this campus.

Desired Attributes for the New Provost

An attribute list for the next provost could naturally reflect many of the qualities that Kenyon seeks in its students: curiosity, creativity, intellectual acumen, and an openness to new ideas. The successful candidate should also possess a combination of personal qualities and professional experiences that match the expectations outlined in the section on “Opportunities for a New Provost,” including integrity, energy, empathy, a sense of humor, and an uncompromised work ethic. An earned doctorate (or other terminal degree), classroom teaching experience, accomplished scholarship, and achievement as an academic leader are all required. In addition, the new provost must be able to:

- Establish a primary loyalty to Kenyon through an understanding and commitment to the College’s core values;
- Communicate effectively by listening, reading, writing, and speaking with clarity and inspiration;
- Lead with an integrative and collaborative approach to administration;
- Think creatively and strategically across a variety of viewpoints and disciplines;
- Manage the sophistication and intensity of the provost’s workload with a proven care for detail;
- Facilitate Kenyon’s qualitative growth in a climate of finite resources;
- Sustain an active commitment to broad diversity throughout the Kenyon program;
- Demonstrate a genuine sense of humility while building trust and generating consensus;
- Reflect a sensitivity to unmet concerns in the Kenyon community;
- Make timely and difficult decisions as required;
- Maintain fiscal responsibility;
- Work collaboratively with senior staff in the accomplishment of Kenyon’s “big picture” goals.



The Process of Candidacy

The provost’s search committee will begin reviewing candidate materials in mid-November and will continue through early January. Although applications will be received until the position is filled, materials should be submitted by January 5 to receive careful consideration.

Dr. Thomas B. Courtice of Academic Search, Inc. is assisting with this search. Nominators or prospective candidates may contact him at Tom.Courtice@academic-search.com or at 614-405-9209. Applications should include a letter of candidacy responding to Kenyon’s list of desired attributes and their relationship to

the opportunities for the new provost; a complete CV or resume; 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 Kenyon@academic-search.com.

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