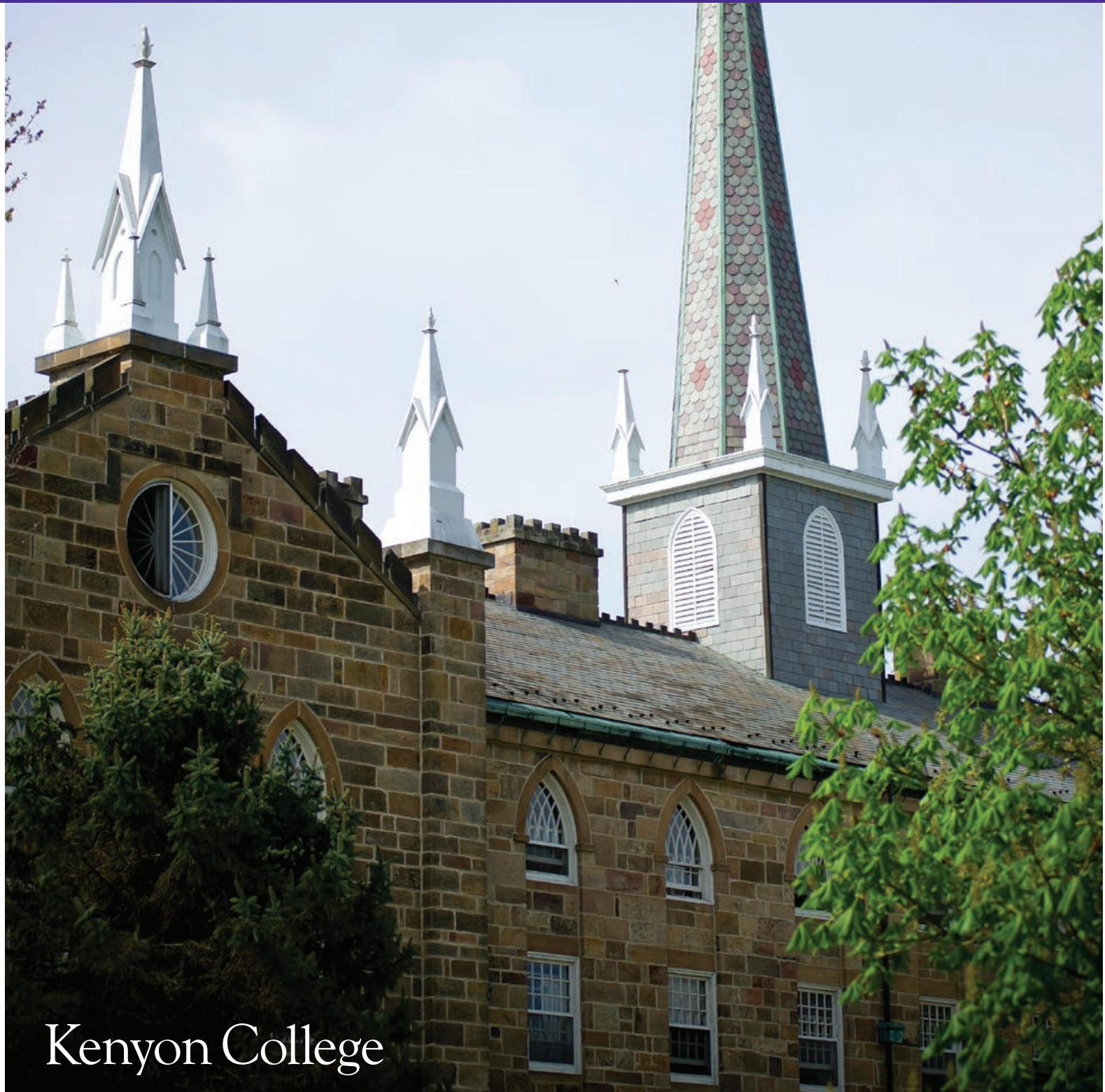


VICE PRESIDENT FOR STUDENT AFFAIRS • POSITION PROSPECTUS



Kenyon College

An aerial photograph of the Kenyon College campus in Gambier, Ohio. The image shows a large, light-colored classical building with a prominent portico supported by columns, situated on a grassy hill. The campus is surrounded by lush green trees, and a paved walkway leads to the building. The sky is blue with scattered white clouds.

The Search for a Vice President for Student Affairs

Kenyon College in Gambier, Ohio, one of the nation's premier residential liberal arts colleges, announces a national search for its Vice President for Student Affairs position. As the chief student affairs officer at Kenyon, the Vice President for Student Affairs is responsible for a multi-faceted student affairs division while also serving as a key member of Kenyon's senior administrative team. The new Vice President for Student Affairs will be expected to assume office in the spring semester or summer of 2015.



About Kenyon College

Founded in 1824, Kenyon is the oldest private college in Ohio. Over its 190-year history, the College has developed a distinctive identity and has achieved an esteemed place among institutions of higher education.

From its physical setting in the lovely hilltop village of Gambier to the palpable energy of its campus culture, Kenyon offers 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 educating students to think, write, and speak with passion and 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. Kenyon’s “world of words” has widespread definition.

Kenyon is decidedly strong in each of its four divisions—in the humanities, fine arts, natural sciences, and social sciences. Kenyon’s academic program, firmly grounded in the traditional liberal arts and sciences, offers 35 majors and 12 interdisciplinary concentrations. The majority of the academic departments offer minors as well. About a quarter of Kenyon students choose to double-major. Interdisciplinary thinking and programming is a hallmark of the Kenyon profile.

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.

A robust array of study-abroad opportunities is available to all students. More than 50 percent of Kenyon students study off-campus in more than 150 Kenyon-approved programs around the world. In addition,



Kenyon sponsors two study-abroad programs of its own—the year-long Kenyon-Exeter Program in England and the semester-long Kenyon in Rome Program in Italy.

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 provide 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 learn-

ing environment, and their impressive achievements as scholars. Of the 200 faculty members, 99 percent 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 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 enhances Kenyon's commitment to intellectual inquiry and discovery.

Matriculating from 49 states and 44 nations, Kenyon's multi-faceted students embrace academic rigor. They are curious about the world and relish the opportunity to live and learn in a mutually supportive intellectual environment. Of this year's 452 entering students, 58 percent were in the top 5 percent of their high school graduating class. Each year this highly selective college typically enrolls 30 National Merit scholars. In the most recent admissions year, the most competitive in the College's history, the College's top ten overlap institutions were, in descending order, Oberlin, Brown, Carleton, Wesleyan, Middlebury, Hamilton, Bowdoin, Vassar, the University of Chicago, and Grinnell.

KENYON'S DISTINCTIVE ACADEMIC PROGRAMS

- **Brown Family Environmental Center:** The Center, known as BFEC, is Kenyon's 480-acre preserve located in the Kokosing River valley. It serves as an academic resource for students and faculty, providing impressive opportunities for scientific research and artistic expression.
- **Center for the Study of American Democracy:** The Center, established in 2007 through a National Endowment for the Humanities grant, organizes conferences, lectures, and seminars with the goal of stimulating nonpartisan civic and political discourse. The Center also provides teaching and research opportunities for faculty and students and promotes internships in Washington, D.C.
- **The Gund Gallery:** Kenyon's visual arts center, built in 2012, enhances the College's liberal arts curriculum through thought-provoking exhibitions and collaborative educational opportunities. Students selected as gallery associates learn the inner workings of an art gallery, gaining experience in curating and curatorial writing.
- **Kenyon Review:** The internationally renowned literary magazine, founded in 1939, publishes emerging writers, especially from diverse communities. Past contributors include Robert Penn Warren, Robert Lowell, Flannery O'Connor and Maya Angelou. The *Review* employs 50 Kenyon student associates to review submissions for the quarterly publication.

Fifty-three percent of Kenyon's 1,650 students are women; 47 percent are men. Since 2003, the College has seen its population of domestic students of color more than double, to a current high of 20 percent. First-generation students composed nearly 10 percent of last year's incoming class. The work of a new Office of Diversity, Equity, and Inclusion is underscoring Kenyon's commitment to maintaining a welcoming and supportive environment for all students.

The average annual cost for a student attending Kenyon in 2014-15 is approximately \$58,890. This includes tuition (\$45,500), room (\$5,030) and board (\$6,530), and student fees (\$1,830). Kenyon meets 100 percent of admitted students' demonstrated financial need for all four years of enrollment. Approximately 70 percent of all Kenyon students receive some kind of financial assistance, including need-based financial aid, merit scholarships and special grants. The average financial aid package for first-year Kenyon students equals 67 percent of the cost of attendance.

Kenyon is one of 16 colleges in the United States which is 100-percent residential by intentional design. Students are guaranteed housing and live on campus all four years in historic stone residence halls, modern apartment-style housing, program houses, and theme housing. There is a singular dining hall on campus, Peirce Hall, a bright and airy space with gorgeous views of the nearby valley. Kenyon's cuisine is exceptional and reflects an institutional commitment to sustainability. Forty percent of the food served in Peirce comes from local producers.

Student life is multi-faceted, with more than 150 student organizations ranging from political societies to

drama clubs and from service organizations to literary magazines. The famous "Kenyon quirkiness" is reflected in the array of clubs, including groups for lovers of the ukulele, slam poetry, and hands-on conservation. The formation of new clubs is also encouraged.

Kenyon enjoys a rich history of athletic participation and achievement. About 30 percent of Kenyon students participate in varsity athletics. A leader in the North Coast Athletic Conference, Kenyon's Lords and Ladies compete in 22 intercollegiate sports (11 women's and 11 men's). Kenyon is atop the NCAA Division III leaderboard with a total of 59 national championships and ranks second with its 65 NCAA Postgraduate Scholarship award-winners. While almost every Kenyon sport program has had moments of glory, Kenyon's swimming and diving programs are especially celebrated. Men's swimming and diving have won 32 national championships (31 of them in a row). Women's swimming and diving have won 22. More than a third of the student body participates in a robust array of intramural programs.

Upon graduation, Kenyon students provide a direct reflection of the academic program's effectiveness. In the past several years, Kenyon students have won a significant share of Fulbright awards, and Mellon, Goldwater, Coro, Luce, Udall, Mitchell, Marshall, and Beinecke fellowships.

Eighty-five percent of Kenyon students graduate in four years, placing the College in rarefied air in the landscape of higher education. 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 further

KENYON'S DISTINCTIVE DIVERSITY PROGRAMS

- **Crozier Center for Women:** The center works to educate the campus about women and gender differences through meaningful interactions with students, faculty, staff, and visitors. Crozier distributes literature that reinforces its mission to offer a safe space for all genders.
- **Snowden Multicultural Center:** The center works to educate the Kenyon community about diverse cultures through student-focused programs and to increase understanding and respect for people of diverse backgrounds and cultures.
- **Unity House:** This organization offers a supportive educational, social and cultural environment to enhance awareness and acceptance of lesbian, gay, transsexual, and questioning concerns throughout the Kenyon community.

their educations. As a reflection on the quality of their preparation for a life of learning, 96 percent of Kenyon's young alumni are satisfied with their education; 88 percent of alumni are satisfied with their jobs ten years out of college; and 85 percent of young alumni find their work meaningful.

Well-known Kenyon alumni include not only a host of eminent writers but also actors, scientists, educators, artists, and leaders in business and the professions. The Kenyon Career Network, more than 8,000 strong, connects students with alumni working in their fields of interest.

The campus, composed of 125 buildings on approximately 1,000 acres, is among the nation's most beautiful. Located in Gambier, Ohio, an hour's drive from Columbus, the College's bucolic setting offers an extraordinary quality of life for students, faculty and staff. The College's facilities are an appealing and well-maintained blend of historic Gothic-style 19th-century stone buildings and exciting contemporary structures—balanced by broad green spaces and bordered by one of Ohio's scenic rivers.

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, staff, administrators, and Gambier residents. Organic farmers and local Amish families sell their wares there. Middle Path is home to Kenyon's great rituals, from first-year Opening Convocation to Commencement. Middle Path 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 re-

cently concluded an aggressive decade-plus of renovation and new construction, nearly all designed by distinguished architect Graham Gund '63.

Stunning products of this period include Storer Hall for music, Tomsich Hall for chemistry, Hayes Hall for math and physics, the Kenyon Athletic Center—among the finest fitness and sports centers of its kind in the nation, the Eaton Center for administration, Peirce Hall's dining and meeting spaces, the Gund Gallery, and apartment-style residential centers. A new counseling and health center and a new home for Kenyon's Hillel community welcomed students in the fall of 2014.

The College's surrounding countryside offers opportunities for 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.

Sean M. Decatur, an emerging national leader in higher education, became the 19th president of Kenyon College on July 1, 2013. A champion of the liberal arts, President Decatur earned a bachelor's degree at Swarthmore College and a doctorate in biophysical chemistry at Stanford University. He oversees a fiscally strong institution which has realized budget surpluses for 44 consecutive years and benefits from an endowment of \$202 million.



Peirce Hall

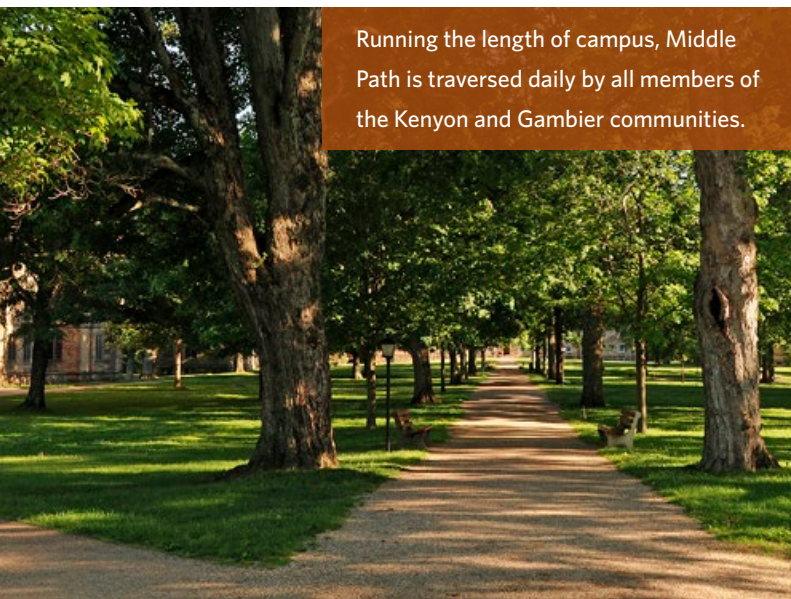


Kenyon Athletic Center



Gund Gallery

Running the length of campus, Middle Path is traversed daily by all members of the Kenyon and Gambier communities.





About the Vice President for Student Affairs Position

Reporting directly to the President, the Vice President for Student Affairs provides executive leadership to all Student Affairs divisions 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 seven direct reports to the VPSA and 96 full-and part-time staff in the Student Affairs operation. The VPSA oversees an operational budget of \$3 million.

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

SPECIFIC RESPONSIBILITIES OF THE VICE PRESIDENT FOR STUDENT AFFAIRS

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;
- Respond to student concerns and coordinate the College's response and assistance to students in crisis situations;
- 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 in Student Council, Campus Senate, and Residential Life;
- 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 and fully integrated into the campus community;
- Support the ongoing enhancement of student activities;
- Facilitate the withdrawal and readmission 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 a New Vice President for Student Affairs

To optimize this opportunity, the successful Vice President for Student Affairs 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 essential. Among the priorities for the new Vice President are to:

PROVIDE EXEMPLARY LEADERSHIP

The new Vice President for Student Affairs 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/his duties with integrity, energy, empathy, a sense of humor, an optimistic view of human nature, and an uncompromised work ethic.

FOSTER CONNECTIVITY BETWEEN THE CURRICULAR AND CO-CURRICULAR

The teaching, advising, and mentoring of students are responsibilities happily shared by a variety of Kenyon

constituents—inside and outside of the traditional classroom environment—with positive results evident. New leadership will continue to enrich this climate by encouraging even more interplay between the curriculum and the co-curriculum in a holistic view of the “arc of the student experience.” The VPSA will facilitate, in concert with colleagues in academic affairs, the continued development of innovative learning opportunities. Service learning and civic engagement projects along with the creation of additional discipline-based internships offer exciting and mission-focused opportunities for Kenyon students. Moreover, working in collaboration with career services and alumni affairs, the VPSA and her/his team will strive to create even more of a career services continuum, which enables students

and alumni to benefit from an outstanding network of Kenyon resources and contacts. Finally, there is an increasing appetite for the creation of additional “living and learning” opportunities on campus, whereby the exploration of ideas and acquisition of knowledge are seamless and timeless. Increased utilization of residence halls and other campus spaces as forums for extended curricular and co-curricular discussions are all possibilities for moving the delivery of education into a near 24/7 mode. The next VPSA will have an uncommon opportunity to strengthen existing and build new model programs aimed at advancing the Kenyon experience in all dimensions.

DEVELOP AND INSPIRE AN OPTIMAL STUDENT AFFAIRS TEAM

The VPSA is administratively accountable for a wide range of student-related activities and managerially responsible for a significant number of professional and support staff, 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 VPSA to delegate responsibility effectively to her/his experienced team of student affairs and athletics professionals. The new VPSA should seek to optimize the potential of the staff and empower them to address new and existing

challenges. Complicating this equation is a decentralization of offices for student affairs’ functions. Maintaining strong and regular lines of communication with the full student affairs staff who are situated throughout campus will be important. Also essential will be the VPSA’s capacity to be both proactive and responsive in her/his management. Finally, enhancing the Kenyon community’s knowledge of the breadth and importance of the division’s work will be key to fostering relationships across divisional lines and to heightened morale among the student affairs staff.

SUPPORT A TRANSFORMATIVE TRANSITION IN LEADERSHIP

The next VPSA will complement and support an innovative, visible, and energetic new president who has brought to Kenyon a new style of leadership. As President Decatur seeks to build the College’s senior leadership team, the new VPSA will benefit from the shared wisdom of vested Kenyon voices while welcoming those of the newest to the community. There will be room for reflection and dialogue as the campus moves through the creation of its current strategic plan. Through inclusive dialogue, a transparent sharing of policies and procedures, data-informed decision-making and an unwavering focus on outcomes, the new VPSA will en-

KENYON’S DISTINCTIVE MENTORING PROGRAMS

- **Kenyon Educational Enrichment Program:** KEEP is a selective four-year academic enrichment program that brings together first-year students who aim to become campus leaders. KEEP scholars get a head start on their college careers by completing two intensive summer sessions before their first year under the guidance of a supportive peer group and dedicated faculty mentors.
- **Peer Counselors:** This peer-to-peer organization of 40 student counselors serves as the first line of support to any student who is struggling. Each first-year student is assigned a peer counselor, or PC. The counselors run a 24-hour crisis hotline, organize discussions to address mental health concerns and sponsor events to reduce the stigma of seeking help.
- **Recognizing Each Other’s Ability to Conquer the Hill:** REACH is a mentoring program that assists first-year and second-year minority and first-generation students with adjusting academically, emotionally, and socially to Kenyon.

able a team approach to serving the needs of the College and its students. As the chief advocate for student life on the senior leadership team, s/he will ensure that the quality of the student experience remains central to all conversations.

HELP SHAPE AND IMPLEMENT DYNAMIC INSTITUTIONAL PLANS

The next VPSA will work with the campus community on exciting blueprints for the institution's future. The campus is in the midst of crafting both long-range strategic and campus master plans. The VPSA will carefully consider current educational opportunities for Kenyon's students while, at the same time devising new, and enhancing existing, programming. S/he will apply a critical eye to available resources throughout the planning and implementation stages, prioritizing funding allocations for blended initiatives, and the spaces necessary for them, as necessary. Finally, under the supportive eye of the VPSA, initiatives will be thoroughly and regularly assessed to ensure intended advancements are realized.

REINFORCE THE COLLEGE'S SENSE OF COMMUNITY

The respectful and considerate manner in which members of the Kenyon community interrelate should be reflected by the new VPSA's engagement of the campus in authentic dialogue, in multiple venues. S/he should strive to learn about the College's history and culture, ask thoughtful questions, listen intently, shape civil discourse, lead the campus through points of conflict, and enhance collegiality. The next VPSA should have a genuine interest in the collaboration between students, faculty and staff and promote student accountability. Modeling and supporting transparent decision-making will also promote trust and nurture the spirit of mutual respect that is intrinsic to the College's identity.



EMBRACE KENYON AND ITS LOCATION

Life on this highly charged, residential, small liberal arts campus is unlike any other. Students, faculty and staff have been drawn to Kenyon for its intellectual energy, intense sense of community, and beautiful setting. Kenyon alumni are fiercely loyal to the institution because of their fond memories of the same. The new VPSA must embrace the College's unique character and rural setting and become one with the place. The new VPSA should be a visible participant in the life of the College, relishing the rich cultural, intellectual, artistic, and recreational avenues available. The new VPSA should also learn about and hold an appreciation for the long-held traditions that have helped make Kenyon the institution it is today.



Desired Attributes for the Next Vice President for Student Affairs

To provide the leadership required to enhance and lead in the College's distinctive environment, it will be important for the next VPSA 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.

The successful VPSA will be:

- An experienced and visible leader who will inspire trust and instill confidence;
- A student-centered educator with a commitment to developing life-long learners and positive contributors to society;
- An advocate for the highly selective, residential, liberal arts college experience;
- An integrative thinker capable of reaching across divisional lines to devise innovative programs that capitalize on the liberal arts college model;
- A proactive leader with a deep understanding of student development theory, best practices in student affairs, current legislation influencing the work of student affairs, and sound crisis management;
- A superb listener and communicator who is at ease in a multitude of settings with multiple constituencies;
- A transparent and courageous decision-maker who builds consensus, makes difficult choices when necessary, and communicates decisions with clarity and compassion;
- An engaged supporter of intercollegiate athletics with direct knowledge of and previous oversight of a robust program and one who embraces excellence as well as participation;
- A person of financial acumen who will aid the College in matching aspirations with finite resources while thinking creatively about new initiatives;

- An experienced administrator with a background in creative utilization of space and with facilities management;
- An evidence-driven planner with experience in assessment and outcomes measurements;
- A person of global perspective who is committed to fostering diversity in its many forms;
- A strong and celebratory manager who promotes collaboration and staff empowerment;
- A respectful community member who understands, appreciates, and supports the College's mission; and
- An engaged citizen who embraces the character of the College's surrounding community and will value the quality of life in Gambier.

The Process of Candidacy

The Vice President for Student Affairs' search committee will begin reviewing candidate materials in early October. Although applications will be received until the position is filled, materials should be submitted by October 20 to receive careful consideration. Ms. Julie E. Tea of AGB Search is assisting with this search. Nominators or prospective candidates are encouraged to be in contact with her at jet@agbsearch.com or (804) 550-2110 for confidential conversations. Applications should include a letter of candidacy responding to Kenyon's list of desired attributes and their relationship to the

opportunities for the new Vice President for Student Affairs; a complete CV or résumé; and the names, phone numbers and e-mail addresses of three to five 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 KenyonVPSA@agbsearch.com.

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

