



# TRANSYLVANIA UNIVERSITY

FOUNDED 1780

## INSTITUTIONAL PROFILE

Transylvania University, founded in 1780, the first college west of the Allegheny Mountains and the 16<sup>th</sup> oldest college in the nation, is seeking its 25<sup>th</sup> president to succeed Charles Shearer who is retiring after 27 years of notable service. With his leadership, enrollment increased from 655 to today's 1100 undergraduates, and college admission scores increased measurably. Transylvania also put into place a generous program of merit scholarships and a model faculty incentive program which rewards teaching excellence. The endowment has grown to its current \$114 million. The University has approximately \$187 million in assets and only \$23 million in liabilities. Debt stands at \$17 million. During President Shearer's tenure, Transylvania has also completed almost \$100 million of capital improvements.

A private undergraduate residential liberal arts college Transylvania (also known as "Transy") prides itself on its excellent teaching, its student-centered approach and the success of its alumni. Transylvania students, faculty and staff are deeply committed to the institution. They praise the campus's sense of community and a prevailing collegiality. One student leader described Transylvania as a place of "unstaged friendliness," something with which others on campus agree.

The 48-acre, red-brick, attractive and well-maintained campus is located in the downtown Lexington, KY, a thriving community of 270,000 people in the heart of the beautiful Bluegrass region. Students regard Lexington, with its rich range of cultural and recreational activities, as an extension of campus life. Students also take advantage of the proximity of the University of Kentucky.

Transylvania hosts the annual three week Governor's School for the Arts, a highly competitive summer program that immerses 230 Kentucky high school students in eight artistic disciplines. Transylvania, along with The Henry Clay Foundation and the University of Kentucky, is also a founding partner of The Henry Clay Center for Statesmanship that brings 51 students, one from every state and The District of Columbia, to Lexington. These rising college seniors,

who are selected by the senior senator from their state, spend one week in the summer discussing the strategies of compromise demonstrated by Henry Clay. Faculty from Transylvania and the University of Kentucky Patterson School of Diplomacy have designed and teach the curriculum in diplomacy, dialogue, listening skills, negotiation and mediation. They are joined by international leaders whose work exemplifies compromise. The University also offers academic, computer and sports camps as well as swim lessons for elementary and secondary level students.

### **TRANSYLVANIA ALUMNI AND STUDENTS**

Through its history, Transylvania has produced extraordinary graduates, including two U.S. vice presidents, two U.S. Supreme Court justices, 50 U.S. senators, 101 U.S. representatives, 36 governors and 34 ambassadors. Other distinguished alumni include the founder of Texas, Steven Austin, and famed abolitionist, Cassius M. Clay. In addition, Henry Clay taught and served on the board, and George Washington, Thomas Jefferson, John Adams and Aaron Burr were early supporters.

Transylvania's graduates continue to distinguish themselves. Forty-one percent of graduating seniors immediately go on to graduate and professional schools, including in recent years Yale, Harvard, Duke, Columbia, Chicago, Penn, Cornell, Johns Hopkins, Stanford, Mayo Clinic, Washington University and Vanderbilt among others. Ninety percent of recommended seniors are accepted into medical school, as are virtually all seniors into law schools. For 2009-10, three graduating seniors and three alumni were awarded Fulbrights to study and teach abroad through the Fulbright English Teaching Assistantships program. Transylvania was the first college in Kentucky to offer merit scholarships. For example, 20 Transylvania students each year are awarded W.T. Young Scholarships which fund their entire tuition for four years. These very talented students have an average ACT score of 33. Other merit scholarships also attract strong students.

The average ACT score for incoming Transylvania students in the fall of 2009 is 26 with the middle 50 percent range from 23-29. Forty-five percent were in the top 10 percent of their high school class. Forty-three incoming students are Kentucky Governor's Scholars or participate in the Governor's School for the Arts. Nine are National Merit Finalists. The average high school GPA is 3.71.

Reflecting the fact that students are encouraged to have at least one study abroad experience, Transylvania was recently ranked 17<sup>th</sup> in the nation by *US News & World Report* for the number of graduates having at an overseas experience (68 percent or 171 students in 2008-09 alone). Those with Transylvania scholarships

may apply a substantial part of this scholarship to meet the costs of such study. Students can also apply for several study abroad scholarships. They can enroll in one of 14 affiliated programs, take courses at foreign universities, or participate in programs sponsored by U.S. universities, including a term at the Sorbonne, the University of London and the University of Edinburgh. In the May Term, faculty members lead several study abroad courses. Recent courses have been located in Iceland, Argentina, Peru, Israel, Egypt, Ireland, and Armenia. May term classes also travel to domestic locations such as New York City, Chicago, and Las Vegas. Students may also study abroad in the summer at Oxford and Cambridge. Transylvania also participates in the Kentucky Institute for International Studies (KIIS) program. Since 1991, Transy students have studied in 42 countries.

Transylvania offers the Bachelor of Arts degree in 37 majors. Students can also design their own majors. Dual-degree engineering programs are offered with Vanderbilt University and the University of Kentucky.

Seventy-five percent of Transylvania students live on campus or in campus-affiliated houses. Seventy percent graduate in four years and 75 percent in six years. Students are engaged in independent research projects with faculty mentors. The average class size is 18, and the student-to-faculty ratio is 13:1. Students and faculty both take pride in the priority that the faculty gives to teaching, the fact that faculty members offer ten office hours/week and the dedication of the faculty to advising.

Transylvania students also take advantage of an array of co-curricular opportunities, participating in more than 50 student organizations and clubs and have internships with both local and international organizations, including the Centers for Disease Control and Prevention in Atlanta, McGraw Hill in New York, Walt Disney World in Orlando, the Canadian Parliament in Ottawa, the Institute for Environmental Security in the Hague and the British Parliament in London. Sixty-two percent of the student body volunteers annually for community service.

Transylvania is a member of the NCAA, Division III Heartland Collegiate Athletic Conference (HCAC). More than 250 students (nearly one-quarter of the student body) annually participate in intercollegiate sports on 18 teams and as student trainers, sports information assistants, cheerleaders and dancers. Transylvania teams have consistently captured conference, regular season and tournament titles, and individuals have earned recognition as players or coaches of the year, both in the HCAC and the region. In 2008-09, five Transylvania teams qualified for NCAA Division III championship play.

Fulfilling Transylvania's model of emphasizing academic excellence along with success on the playing field, student-athletes compile a cumulative grade point average of better than 3.0. Thirty-one were named to the All-Conference Academic team.

Fifty-five percent of the student body participate in intramural sports, taking advantage both of 22 athletics activities and a state-of-the-art athletic and recreation center with a performance gym that seats 1200, a recreational gym, a fully equipped fitness center, a walking/running track and multipurpose dance/aerobics studio. There are also fields for men and women's soccer, field hockey, softball and baseball. The University also has a competition swimming and diving pool and a new hard-surface tennis complex which opened in 2007.

Fifty percent of the men belong to one of four national fraternities and 55% of the women belong to one of four national sororities. The fraternities and sororities are located in the residence halls.

A \$1.5 million grant from the Lilly Endowment has enabled students and to some extent faculty to explore issues of secular and sacred vocation over a five-year period.

Lexington offers many opportunities for student engagement through service learning projects, internships and volunteer activities with cultural and other local organizations.

## **THE FACULTY**

Ninety-six percent of the Transylvania faculty holds the highest degree in their fields. Ninety percent are full-time, and ten percent are part-time. In the last eight years, five Transylvania faculty members have won the Kentucky Teacher of the Year award from either the Carnegie Foundation for the Advancement of teaching and the Council for Advancement and Support of Higher Education (CASE) or from the Kentucky Advocates for Higher Education.

In 1992, Transylvania was invited to participate in the Jesse Ball duPont Fund for the Small Liberal Arts Colleges Initiative. Fully supported by the Fund, one or two members of the faculty participate every other summer in this seminar. In addition, 22 members have attended the Wye Faculty Seminars cosponsored by the Aspen Institute and AACU. In 2005, the University began sponsoring a 5 and one-half day summer seminar for members of the Transylvania faculty to reflect on and discuss readings on the liberal arts and issues of concern in sustaining liberal education in the 21<sup>st</sup> century. To date, 43 members of the faculty have participated. Since 2006, Transylvania has also sponsored a summer *Seminar on Liberal Education*. Faculty from many of the nation's top liberal arts college have

participated in this exploration of the idea of liberal education and the mission of the liberal arts college in twenty-first century America. The project proceeds from the recognition that liberal education is an “essentially contested” concept deriving from a variety of differing, yet interrelated, intellectual traditions.

### **THE BINGHAM AWARDS FOR EXCELLENCE IN TEACHING**

To emphasize its commitment to teaching and to reward faculty who fulfill that commitment in creative and innovative ways, Transylvania offers the extraordinary Bingham Awards for Excellence in Teaching. One of the first teaching award programs in the country, the Bingham Awards were designed to benefit all students by raising the level of teaching at the University. Established in 1987-88, the endowment for this program is now valued at more than \$32 million. The program and its endowment are administered by a separate Bingham Board of Trust, which develops policies regarding the various awards, establishes the maximum number of awards to be granted in a given year, and decides the amounts of the awards.

The founding Bingham Board of Trust included John W. Chandler, previously president of Williams College and then president of the American Association of Colleges and Universities, and Mary Maples Dunn, president of Smith College. Today, the Bingham Selection Committee is comprised of distinguished faculty members from fine colleges across the nation, named by the Board of Trust for this central responsibility.

The committee visits campus during the selection process for classroom observations and interviews with candidates and then makes its decision based on these visits, letters of recommendation, course syllabi, student evaluations, and other criteria.

The Bingham awards are given to professors who have demonstrated teaching excellence and are for a term of five years, with a yearly salary stipend (currently \$8,000, \$10,000 and \$12,000 annually for instructors/assistant professors, associate professors and full professors respectively).

At the expiration of the Bingham Award period, Bingham professors are eligible to receive a five-year Bingham fellowship grant, which may be renewed for five-year periods up to a maximum of 20 years.

Start-up grants were added to the program in 1989. These smaller, non-renewable awards are given for one year to unusually promising incoming faculty who are just beginning their careers.

The Bingham-Young Professorship was instituted in 1996, enabling the selection committee from time to time, to choose a Bingham fellow for this professorship.

The Bingham-Young professor, in turn, designs, develops and implements a program of curricular enrichment or enhancement of teaching at Transylvania, or both.

Since 1990, the program has also offered support for continuing professional growth and improvement through the David and Betty Jones Faculty Development Fund, providing grants to members of the faculty as well as students who are working on projects that are being supervised by the faculty.

Currently, 67 percent of the faculty has Bingham awards. Since the program's inception, 61 have received start-up grants, and 387 Jones grants have been awarded. The fourth Bingham-Young professor was appointed for a two-year period beginning in September 2008.

### **THE BOARD OF TRUSTEES**

The self-perpetuating, independent Board of Trustees consists of a maximum sixty (60) persons from both the region and across the country. Some former trustee life members also participate in the board. The work of the board is done mainly within its several committees (many of which also include students and faculty) and its 16-person executive committee. The board leadership recognizes that the arrival of a new president offers an opportunity for the board and the new president to review how the board functions.

The University also sponsors a Board of Visitors, a leadership and advisory council designed to connect Transylvania with its surrounding community, a Parents Council and an Alumni Executive Board.

### **THE STRATEGIC PLAN FOR 2009-2012**

The trustees recently approved a strategic plan for 2009-2012. The plan focuses on four general areas: academic and intellectual community; diversity, globalization, and sustainability; support of campus culture, and financial resources. Specific goals include increasing the library resources to expand both contemporary programs and to take better advantage of the University's premiere historical holdings, enhancing the ongoing commitment to sustainable management of energy and waste products, incorporating sustainability into the classroom, recruiting more minority and international students and faculty members, creating a more diverse campus culture and continuing to add to and develop interdisciplinary courses, majors and minors. The plan also calls for renovating four remaining labs in Brown Science Center (six have been completely renovated).

In addition to its new initiatives, the plan includes eight partially completed goals (out of 70 goals) from the 2003-2008 Long-Range Plan. A link to the summary of the plan can be found on the presidential search web page at

[http://www.transy.edu/about/president\\_search/](http://www.transy.edu/about/president_search/).

Transylvania's next president will need to recommend priorities among the current plan's goals and launch the planning for the next strategic plan.

### **THE 225<sup>TH</sup> ANNIVERSARY CAMPAIGN**

The University will complete its \$42 million campaign in June, 2010 (the goal was increased from its original \$32 million). On-going fundraising priorities include the renovation of the four remaining labs in the Brown Science Center, endowed scholarships, new and/or renovated residence halls, expansion of library holdings and the annual fund.

Transylvania alumni are deeply committed to their *alma mater*. Typically, more than half the alumni give annually to the University.

### **THE LIBRARY AND SPECIAL COLLECTIONS**

The J. Douglas Gay Jr. /Frances Carrick Thomas Library core book collection of over 130,000 volumes and subscriptions to 500 periodicals is supplemented by connections to numerous electronic resources that offer access to both current and archival materials. Students, faculty and staff can connect with the library from the campus network 24 hours a day and browse library catalogs from around the world. Transylvania also participates in the Kentucky Virtual Library, which provides access to electronic databases and catalogs of many libraries throughout the state.

The Rare Book Room houses the Clara Peck Collection of books dealing primarily with the history of the horse and natural history. Highlights of this collection include the *Book of St. Albans*, 1486, *Audubon's Birds of America*, 1826-38, and his *Viviparous Quadrupeds of North America*, 1845-48, *Orme's Oriental Field Sports*, 1805-1809, *Bonaparte's American Ornithology*, 1833, and the first five editions of Izaak Walton's *Compleat Angler*, 1653-1676. Housed in the same room are the Horine Collection of pre-1800 medical books, the Marcia Owen Collection of children's books, and original paintings by Audubon, Troye, and Peale.

Other rare books, located in the closed-stacks area of the department, consist of the old Academic Library of approximately 3,500 volumes and the old Medical Library of over 5,000 volumes that served Transylvania's Medical Department until it closed in 1859.

The manuscript collection consists of letters, notebooks, memoirs, diaries, account books, and documents. Major collections of papers include those of Jefferson Davis, Henry Clay, Robert Peter, John Wesley Hunt, Daniel Drake, and Horace Holley.

The special collections are available to the campus community, to researchers from outside the campus, and to members of the Lexington community.

The University archives are the central repository for the permanent records of Transylvania University. Contained in the archives are the minute books of the board of trustees beginning in 1783, faculty minutes, early matriculation records and account books, manuscript theses of medical students, photographs, and many old files of manuscript notes and correspondence from the offices of the dean and president prior to 1900. The archives also contain files of the University catalog from 1821 to date, as well as the *Crimson* (yearbook), *The Rambler* (student newspaper), and the *Transylvanian* (literary magazine).

## **DIVERSITY**

To undergird its commitment to diversity, the trustees have recently approved a new diversity statement:

“One major goal of Transylvania’s institutional mission is to ‘stimulate in students an understanding of themselves and their relation to others in a diverse and ever changing world.’ Furthermore, we aim to ‘foster a campus community characterized by compassion, respect, ethical concern, and social responsibility.’ Given these two objectives and an enduring commitment to diversity, we affirm the following expectations:

To face the challenges and opportunities of the 21st century, Transylvania continually seeks to foster diversity within the campus community. All members of the university community should develop an inclusive attitude that is grounded in acceptance of and respect for the dignity of all peoples. This affirmation recognizes that each person has unique gifts and talents that are to be embraced and celebrated, thereby strengthening and enriching our community. We also acknowledge and strive to understand prevailing societal structures that may influence the status of minority groups. In our Transylvania community we value the richness that comes from a range of individual differences, including dimensions of age, culture, education, ethnicity, exceptionalities, gender, geographic origin, language, politics, race, religion, sexual orientation, and socioeconomic status.

In order to create an optimal campus learning environment, Transylvania University expects all students, faculty, staff, and visitors to honor these values.

## **SUSTAINABILITY**

Transy’s sustainability efforts, “Crimson Goes Green.,” include numerous

campus initiatives directed toward environmental responsibility. President Shearer has signed the American College and University Presidents Climate Commitment and has formed a sustainability advisory committee composed of faculty, staff and students. During the past year, Transylvania has completed an energy audit and has developed a benchmark of the college's carbon footprint, has moved to green chemicals in housekeeping, is using roll towels in place of multi-folds to reduce consumption and waste, has purchased ENERGY STAR rated appliances, has installed motion sensors on lighting in low use areas, is monitoring energy consumption by building to spotlight areas of significant or unusual usage in order to remediate consumption and has implemented extensive recycling (e.g., all residence hall rooms and most offices on campus have recycle bins).

In early August 2009, Thomson Hall (the newest residence hall, completed in the fall of 2008) was awarded the U.S. Environmental Protection Agency's prestigious ENERGY STAR certification for superior energy efficiency and environmental protection, signifying that the building's energy performance rates in the top 25 percent of facilities nationwide. Thomson is the first residence hall in Kentucky (and the second in the Southeast) to earn ENERGY STAR certification.

In late August 2009, the Jesse Ball duPont Fund awarded a grant to enable Transylvania significantly to enhance its sustainability efforts by funding a half-time position to coordinate the University's energy conservation and energy education initiatives. The holder of this position will create a formal, written energy master plan, energy policy, an energy conservation program and a climate action plan.

Most recently, a current student and a recent alumnus attended the 2009 UN Climate Change Conference in Copenhagen to represent the region and participate in the international talks.

#### **TRANSYLVANIA'S MISSION STATEMENT**

"Transylvania University's philosophy is that the scope, spirit, analytical approaches, and integration of knowledge inherent in liberal education are the best preparation for life beyond college. At the same time, Transylvania recognizes that specific career goals are important and integrates these within individual programs of study.

The nature and purpose of Transylvania are expressed in the following statement of institutional purpose, adopted by the faculty and Board of Trustees in 2001:

'In its third century, Transylvania University is committed to excellence in

undergraduate education in the liberal arts and sciences. For over half of its distinguished history, the College has been affiliated with the Christian Church (Disciples of Christ), whose ideals of tolerance and freedom of inquiry the College shares.

The College believes that all students, no matter what career or vocation they choose, benefit from liberal education, and so the College encourages the free search for knowledge and understanding drawn from the natural and social sciences, the humanities, and the arts. By so doing, the College strives to empower students to develop lifelong habits of learning and intelligent, respectful discussion.

To support this mission, the College community values curiosity and thoughtfulness, as well as social, emotional, spiritual, and physical well-being.

By encouraging students to participate and collaborate in learning, community service, and governance, the College seeks to prepare students for the responsibility of fostering a healthy society in a world shared by many different people, cultures, and nations.

Specifically, the College's goals are

*To develop students' intellectual and creative abilities,*

*To stimulate the search for knowledge,*

*To promote open and fair-minded examination and discussion of values in all forms of endeavor,*

*To encourage inquiry and conversation across the traditional academic disciplines,*

*To stimulate in students an understanding of themselves and their relation to others in a diverse, ever-changing world,*

*To promote opportunity for students to develop as independent thinkers and leaders,*

*To foster a campus community characterized by compassion, respect, ethical concern, and social responsibility, and*

*To establish a foundation for graduate and professional study and a variety of satisfying careers.*

These goals, taken together, enable the College to provide its students with the

basis for continuing intellectual development and for purposeful, responsible, and fulfilling lives.

Transylvania University is related by covenant to the Christian Church (Disciples of Christ). The only specific commitment to the Church by the University is, as stated in the Articles of Incorporation of Transylvania University, is that "an effort should be made by the Board of Trustees to have at least five Transylvania alumni and at least five members from the Christian Church (Disciples of Christ) on the Board at all times."

### **ACCREDITATION AND MEMBERSHIPS**

Transylvania is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (SACS). Its next SACS review will be in 2012. The education program is accredited at the initial teacher preparation level by the National Council for Accreditation of Teacher Education. The University is also a charter member of the American Association of Colleges and Universities and a member of the American Council on Education, the Association of American Colleges, the National Association of Independent Colleges and Universities, the Southern University Conference, the Annapolis Group, the Association of Governing Boards and the Council of Independent Colleges.

### **CHALLENGES AND OPPORTUNITIES**

- Transylvania's tuition at \$25,280 and its room and board fees at \$7,770 are significantly less than that at comparable private liberal arts colleges, giving the University a competitive edge that Transylvania hopes to market energetically in the future.
- Like so many other private liberal arts colleges, Transylvania is experiencing some financial challenges as a result of the economic downturn. For example, Transylvania is facing increasing competition from the public colleges and universities, including the community colleges, in Kentucky and neighboring states. In addition, the number of traditional college age students is declining in some of the areas where Transylvania has in recent years recruited most actively. On the other hand, the University recognizes that its substantial strengths are not widely known outside the region and so believes that it has the ability to position itself more firmly as a nationally known liberal arts college of high academic quality and to recruit more nationally and internationally. To facilitate its positioning as a national liberal arts college, Transylvania has recently embarked on a branding exercise using a national firm. The new president will play a key role in this effort.

- Transylvania offers some form of financial aid (merit, need-based, work study and loans) to 95 percent of its students. The tuition discount for the current year is about 47 percent. The University recognizes that increasing endowment for financial aid is central to its admissions, retention and diversity efforts.
- Although Transylvania's board has as a goal of a five percent endowment payout, it has historically relied on a larger draw on the endowment to balance its budget. However, in 2008-09, thanks to several significant bequests, the draw was 4.7%
- Diversity continues to be a major challenge. The University has made some progress in terms of recruiting African American students, whose numbers have grown over the past few years from 13 to 47. It intends to embark on some new initiatives to attract Hispanic students and further to diversify the faculty.
- Members of the campus community and the board of trustees see new opportunities to use technology as a strategic tool to advance admissions, retention, fundraising, marketing, alumni relations and administrative and educational activities.

Students, staff members and faculty all see opportunities to integrate more fully both the curriculum and the co-curriculum and also Transylvania's majors in business, accounting, exercise and education with its liberal arts majors and mission.

### **Transylvania's Next President**

Transylvania seeks a president who will value and support the liberal arts and the University's student-centered approach, who will foster collaboration and teamwork and who will both be creative and imaginative and will inspire others to be creative and imaginative. She or he should have the capacity to be a successful fundraiser and provide leadership in terms of diversity, sustainability, admissions, branding and institutional positioning.

Deeply committed to its mission, members of the Transylvania community and the trustees are united in believing that the University is poised to go to the next level of excellence. The campus would therefore welcome a shared conversation about what it means to be an excellent and rigorous liberal arts college in the contemporary world as a prelude to the next president articulating a vision for Transylvania as a national liberal arts college that both values its rich history and looks to a bold future. Transylvania also seeks a president who will write and speak in inspiring and persuasive ways on a national level so that Transylvania's many strengths are recognized throughout Kentucky and beyond.

Transylvania therefore seeks a president who will be active both internally and externally and who will be effective in communicating both with the members of the Transylvania community and those outside the institution.

Specifically, Transylvania wants its president genuinely to enjoy interacting with students, faculty and staff, to be present on campus, and to participate in campus life as his or her schedule allows. All constituencies want a president who is approachable and who will listen.

At the same time, the campus recognizes the importance of the next president devoting time to cultivating alumni and donors and to establishing relationships with foundations and corporations located both regionally and in other parts of the country and even the world beyond those with whom it currently enjoys relationships. It goes without saying that Transylvania's next president will understand budgets and be experienced in making mission-centered and data-informed decisions about allocating and reallocating resources

Transylvania also hopes for a president who will make the most of growing opportunities for mutually beneficial partnerships with Lexington.

### **THE SEARCH PROCESS**

Review of candidates will begin immediately and continue until a new president is appointed. Submissions received by March 8, 2010 will be assured full consideration. Applications should include a cover letter that takes into account this institutional profile, a résumé or *curriculum vitae*, and an annotated list of five references (noting the relationship to the candidate and including an email address, a phone number, and an address). Nominations and expressions of interest will be treated in confidence. Electronic applications and nominations (in MS Word or PDF) should be sent to: [transy@academic-search.com](mailto:transy@academic-search.com).

Transylvania University is being assisted by: **Dr. Susan Resneck Pierce, Senior Consultant, Academic Search, Inc. ([srp@academic-search.com](mailto:srp@academic-search.com))**

*The policy of Transylvania University shall be to provide equal opportunity for all persons including, but not limited to, officers, employees, applicants, and students and to prohibit discrimination because of age, race, color, ethnicity, religion, gender, sexual orientation, disability, veteran status, national origin, or any other classification protected by federal law, state law or local ordinance.*