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THE COLLEGE OF  
**WOOSTER**

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*Independent Minds, Working Together*

The College of Wooster invites nominations and applications for the position of Provost. As one of the nation's premier liberal arts colleges, Wooster is distinct in the manner in which it emphasizes research as a fundamental part of faculty teaching and student learning in all disciplines. The College seeks a provost who thoroughly understands and ardently champions the symbiotic relationship of teaching and scholarship in undergraduate education, and the holistic educational experience of a residential liberal arts college.

### **MISSION AND HISTORY**

The College of Wooster is an independent, residential college of the liberal arts and sciences, offering a rigorous and comprehensive education to prepare students for a lifetime of inquiry, discovery, and responsible citizenship. Wooster values co-education, diversity, a global perspective, and a rich academic and student life.

Co-educational from its founding by Presbyterians in 1866, Wooster was one of the nation's first institutions to award a Ph.D. to a woman: Annie Irish, in 1882. Wooster's first black student, Clarence Beecher Allen, entered the College in 1888. For decades, the College of Wooster was one of the most highly regarded colleges with Presbyterian roots, making it an especially attractive choice for missionaries to send their children. These relations and connections made Wooster a very international campus long before it had become part of the national agenda.

In 1915, the trustees voted to discontinue all graduate and professional programs (including a medical school) in order to concentrate on undergraduate education in the liberal arts and sciences. The University of Wooster, with a new and sharper focus, was then renamed, The College of Wooster.

Another defining moment for Wooster came in 1948, when the College launched what has become its signature academic program: Independent Study. A one-semester preparatory experience in the junior year prepares seniors for a full year of one-on-one work with a faculty mentor to create an original research project, written work, performance, or art exhibit. Wooster is one of the few institutions in the country (Swarthmore, Princeton, and Reed are others) to require such a rigorous capstone experience of all its students.

### **THE COLLEGE**

Loren Pope, author of *Colleges That Change Lives*, said, "I can testify there is no better college in the country ... Wooster is that unusual college with a sense of mission: to produce educated, not trained, people." The College of Wooster engages its students in a process of learning that places the student at its center. Wooster's Independent Study program offers juniors and seniors an intellectual opportunity that is usually reserved only for honors students elsewhere. Through a combination of intellectual curiosity, creativity, and hard work, each student achieves something extraordinary. This ability to democratize excellence — and to infuse students with self-reliance — gives a Wooster education incomparable value. "Instead of teaching students *what* to think,"

notes *The Fiske Guide to Colleges*, “The College of Wooster focuses on teaching students *how* to think.”

The process of preparing students for a lifetime of independent learning begins with a First-Year Seminar in Critical Inquiry, a writing-intensive seminar averaging fifteen students per section. It continues through courses in global, cultural, and religious perspectives, quantitative reasoning, and writing, as well as work in the major, and culminates in Independent Study. The faculty emphasizes writing skills in all disciplines, along with critical thinking and engaged learning in all courses, in preparation for the senior Independent Study project. A student-to-faculty ratio of 11.5:1 makes this ideal a reality.

Wooster offers its students 44 majors, encompassing virtually all of the standard arts and sciences fields, plus seven interdepartmental majors, including Africana Studies, Neuroscience, and Women’s, Gender, and Sexuality Studies. Students also have the option of an education minor leading to early childhood, secondary, or pre-K-12 licensure.

The College offers pre-professional advising programs for students who anticipate utilizing their liberal arts and sciences studies as preparation for various professions, such as engineering, business, law, the health professions, and social work. In addition, the College offers five pre-professional degrees in Music. Wooster also has cooperative programs with a number of leading universities to offer dual degrees in the liberal arts and sciences and specific graduate/professional programs (e.g., Washington University in engineering and architecture, Case Western Reserve University in social work and a 3-2 program in engineering, and Columbia University in law).

### ***Independent Study***

All the strands of the academic program come together in Independent Study, a year-long project that allows every Wooster senior, with the support and guidance of a faculty adviser, to focus his or her passion on the creation of an original scholarly work. The year culminates in a full day’s Senior Research Symposium. The College provides dedicated lab space for each science major, individual studios for art majors, rehearsal space and performance venues for music majors, and study carrels with network access for humanities and social science majors. The College also provides grants through the Henry J. Copeland Fund for Independent Study to support students in completing projects of unusual distinction that involve expenses beyond those normally incurred in undertaking Independent Study. To view the full range of Independent Study projects by discipline, access the database at <http://www.wooster.edu/Independent-Study/Search-the-IS-Database.aspx>.

Each year, dozens of Wooster students present their research results at national meetings of groups like the American Society of Biochemistry and Molecular Biology, the American Physical Society, and the Geological Society of America. This year, students presented at the annual meeting of the Society for American Archaeology and the Midwestern Psychological Association; and Wooster’s mathematics students were among 60 teams of student researchers selected from more than 460 submissions to present at the Council on Undergraduate Research’s “Posters on the Hill” event in Washington, DC.

Although the Independent Study program is labor intensive and expensive, Wooster remains committed to this form of individualized instruction. It is clear that students, alumni, and faculty are strongly influenced by their experience with it. *U.S. News & World Report* has recognized Wooster’s “senior capstone” and “undergraduate research/creative projects” in *Programs to Look*

*for*. Students learn the excitement of collaboration with their professors; and assuming responsibility for their own learning instills a confidence and passion that is obvious after graduation.

### ***Student Profile***

Wooster's 1,860 students exemplify "Independent Minds Working Together." They are geographically and socio-economically diverse, and characterized as "earnest," "want[ing] to learn," "hav[ing] a sense of purpose," and both "interested and interesting." Wooster students seek meaningful experiences inside and outside the classroom, and they forge strong, lasting relationships with faculty that continue into their alumni years. The students, who represent 43 U.S. states and 33 foreign nations, are almost all full-time and resident. About 40% come from Ohio, five percent are international students, and ten percent are domestic students of color. The 2008 entering class had a mean combined SAT of 1200 and an ACT composite of 26. The College attempts to meet virtually all demonstrated financial need.

Once at Wooster, students take advantage of a rich and varied campus life. Many are involved in music, whether in the marching band (in which almost 10 percent of the student body participates), symphony, jazz ensemble, chorus, one of four a cappella groups, or the Scottish bagpipe and drum ensemble. A student-run investment club (one of the oldest in the country) manages a million-dollar portfolio from the College's endowment. Wooster's moot court team won the National Championship at the American Collegiate Moot Court Association National Tournament last year, and Wooster has had more teams qualifying than any other college or university. About 80 percent of Wooster students participate in some form of athletics, and 30 percent play on one of the College's 22 NCAA Division III athletic teams as part of the North Coast Athletic Conference. Seven Wooster athletes have been named Academic All-Americans in the past ten years. Wooster's women's lacrosse team was undefeated in the league this year, the baseball team finished second in the nation (losing the championship game in extra innings), and the men's basketball team has the best win/loss record in any sport in any NCAA division in the 21<sup>st</sup> Century.

From its founding, members of the Wooster community have been committed to service and to making a positive difference in the world. Currently, more than 300 students are active in the Wooster Volunteer Network, a student-run organization that promotes volunteerism on campus. Scots in Service, an annual day of alumni community service projects, has grown from nine cities to 25 in five years. Last year this program involved more than 700 Wooster alumni. The College also continues a voluntary relationship with the Presbyterian Church and has a strong campus ministry program for students of various faiths and denominations so they may think through their most profound beliefs and values. Through a grant from the Lilly Foundation, the College has been developing an approach to advising that goes beyond academic and career planning and promotes reflection, not just on what students want to do, but who they want to be.

Each year, about 150 students study off-campus, in programs sponsored by Wooster overseas (China, Italy, Greece, Kenya, France, Thailand, and India) and in the United States (Washington, D.C., New York, Portland, and Philadelphia), as well as more than fifty affiliated programs endorsed by the College in virtually every region of the world.

Wooster graduates have gone on to play prominent roles in science, the arts, business, teaching, and academics. In a national study of graduates from all disciplines, Wooster ranks 45<sup>th</sup> out of 1,469 colleges in the percentage of its graduates who have subsequently earned a Ph.D. Among Wooster graduates are a Nobel laureate as well as numerous recipients of various other

prestigious awards, including the Rhodes (2) and Goldwater (3 since 2006) scholarships, Watson (2 since 2000) and Fulbright fellowships (18 since 1994), and NSF Fellows awards (14 since 1999).

### ***Faculty Profile***

A strong faculty is one of Wooster's greatest assets. Approximately 96 percent of the College's 138 faculty members hold terminal degrees in their fields. Among their number are recipients of Fulbright, National Endowment for the Humanities, and National Science Foundation fellowships and awards. In recent years, Wooster faculty have been the recipients of the Outstanding Baccalaureate College Professor of the Year awarded by the Council for the Advancement and Support of Education and the Carnegie Foundation for the Advancement of Teaching, the Distinguished Service Award of the Society of American Music, the Presidential Award for Excellence, Mathematics and Engineering Mentoring administered by the National Science Foundation, an NSF CAREER Award, and the Physical Society's faculty prize for Research in an Undergraduate Institution. Approximately one third of the faculty have been hired since 2003. In the past two years, fourteen of the twenty-eight new tenure-track hires have brought additional diversity to the faculty. The College benefits from a history of active faculty governance, providing close collaboration with the President and Board of Trustees in moving the institution forward.

Wooster faculty enjoy a consensus that outstanding teaching is one's first duty as a professor, but Wooster is distinctive in the way this commitment is integrated with scholarship, research, and publication. These activities, in turn, enrich the faculty's work with students and especially their ability to advise a diverse array of Independent Study projects in their discipline. To support this vital synergy, the College provides one of the most generous programs of research and study leaves in the nation, with one-semester leaves available after five or six consecutive semesters of teaching, and two-semester leaves after ten teaching semesters. All such sabbaticals are at full pay.

The College also supports a vibrant summer learning community by providing opportunities for more than 100 students to work with faculty on research projects, through the NSF Research Experience for Undergraduates, the Sophomore Research Program, the Howard Hughes Medical Institute Summer Scholars Program, Applied Mathematics Research Experience (AMRE), and other initiatives. In summer 2009, the pilot HHMI SEERS program brought incoming Wooster students to campus to conduct research with an upperclass student mentor and faculty advisor. The Sophomore Research Program also provides support for paid student research, beginning in the second semester of their first year through the first semester of their junior year.

### ***Affiliations***

Wooster is an active member of the Great Lakes Colleges Association, a regional consortium of twelve schools in Ohio, Indiana, and Michigan that includes Albion, Allegheny, Denison, DePauw, Earlham, Hope, Kalamazoo, Kenyon, Oberlin, Ohio Wesleyan, and Wabash. Wooster is also an active member of the Five Colleges of Ohio, which includes Denison, Kenyon, Oberlin, and Ohio Wesleyan as well as the Annapolis Group, an organization of the leading national independent liberal arts colleges.

### ***The Campus***

The campus and its physical facilities are in excellent condition. Beautiful trees and plantings,

wooded walkways and brick paths, athletic playing fields, well-tended grounds, and a nine-hole golf course add to the beautiful environment of the College. Protecting the natural environment is a priority for the College, and a campus sustainability committee comprised of students, faculty, and staff provides advice about best policies and practices. Wooster students choose from a dozen traditional residence halls and more than 30 small houses. More than a dozen major construction or renovation projects have been completed in recent years, including an \$18 million renovation of Kauke Hall—the College’s largest academic building—and the construction of Gault Manor-- a 74-bed residence hall. This fall, Babcock Hall will be reopened after extensive renovations to be the Wooster Center for Diversity and Global Engagement—a living/learning center housing 85 students and the offices of multiethnic student affairs, international student affairs, the international programs office, and affiliated academic programs.

Three campus libraries offer access to more than 600,000 bound books and periodicals, and electronic access to more than 35,000 periodicals on-line. Through consortium relationships with other institutions, Wooster students and faculty have access to more than 44.8 million library items statewide. Six public computing facilities and twenty-one computer-enhanced classrooms assist users in gaining access to technological resources. Wireless network access is available in nearly every facility on campus.

The College occupies 248 acres in Wooster, Ohio—a prosperous city of 26,000—located 60 miles southwest of Cleveland and 90 miles northeast of Columbus. The College has historically enjoyed a good relationship with the surrounding community. Many of the City of Wooster’s leading citizens played prominent roles in the College’s founding in 1866; and in the years since, city and college have grown together. Today the College is one of Wayne County’s largest employers and more than 1,000 alumni live in Wayne and adjoining Holmes County. Each year the College hosts scores of lectures, concerts (including summer productions of the highly-regarded Ohio Light Opera), art exhibits, theater performances, and sporting events—all open to the public, and most free of charge.

## **THE EDUCATIONAL AGENDA**

The Provost position is a new one for the College of Wooster, and the person who accepts this position will help to develop and clarify the Provost’s role. The current configuration of the Provost’s areas of responsibility include: Dean for Faculty Development; Dean for Curriculum and Academic Engagement; Dean of Students; Director of Physical Education, Athletics, and Recreation; the Registrar; the Director of Libraries; and administrators that oversee Academic Administration, the Art Museum, and the Nursery School. In addition, there are plans to hire a Vice Provost for Diversity and Global Engagement to address this essential component of the Wooster education. As the members of the Provost Search Committee begin their work, there are a number of areas they anticipate will require the attention of the Provost, working closely with the entire College of Wooster community. The agenda items include:

**Curricular Innovation.** The Provost is responsible for ensuring the quality of the undergraduate experience through continuous review, revision and development of educational programs. Wooster has made significant strides in assessment of its disciplinary programs, and the Provost will continue to lead the Wooster community in determining effective content and delivery of the curriculum. Making academic components such as the Writing Program and the First Year Seminar more integral to the educational experience and more relevant to Independent Study, and embracing the potential of current and emerging technologies, can strengthen Wooster’s traditional curriculum. A review of Independent Study as the driving factor in the curriculum, as well as continued efforts to encourage and enhance interdisciplinary studies, will also be

essential. In addition, learning outside the classroom – including student affairs programming, athletics, faculty supervised service programs, and off-campus study – is integral to a Wooster education and will be facilitated by collaborative efforts within the Provost’s areas of responsibility.

**Center for Diversity and Global Engagement.** While diversity and global engagement have been a priority for the College of Wooster for many years, a new Center has been designated to ensure the implementation and achievement of specific goals. The Provost will hire a Vice Provost to oversee the Center and to address the integration of diversity and global engagement throughout the curriculum, and be a nexus of coordination of co-curricular programs and offices. Providing creative leadership through the Provost’s Office will be essential to continuous delivery of this long-standing College of Wooster commitment.

**Faculty Development.** The Provost will facilitate the creative energies of the faculty by ensuring continued faculty development through adequate and timely leave opportunities and resources for research and publishing, technical support, balanced work loads, and a strong faculty mentoring program. The Provost’s Office will work closely with departments to clarify and focus high standards and assist in hiring and retaining excellent teachers and scholars from diverse backgrounds to meet these standards. The concept of a Center for Teaching and Learning also will be taken under consideration.

**Governance.** Some significant changes have been made through the faculty-led governance committee that consults directly with the Board of Trustees. Recent changes in the College’s statutes will introduce a stronger faculty governance program for the College, with faculty chairing the Educational Policy Committee; the Teaching Staff and Tenure Committee; and the Financial Advisory Committee to the President. The Provost will collaborate with the faculty in negotiating effective procedures for working with all of these committees, as well as working effectively with the faculty as a whole.

**Reframing Academic Affairs.** The Provost will be overseeing a breadth of areas that contribute to the education of Wooster students. These include Academic Affairs, Student Affairs, the Libraries, Athletics, Diversity and Global Engagement, the Art Museum, and a Nursery School (which serves as a learning laboratory for students). Support for these areas and opportunities for collaboration across units will be facilitated by a well-designed organizational structure, including further exploration of a sophisticated “learning commons” concept already under consideration. The Provost will provide the systems and support to ensure effective delivery of the educational experience at Wooster, working with the faculty and staff to structure academic operations and student services accordingly.

**Resources and Budgets.** The College of Wooster has a history of balanced budgets and a very solid investment record. The current endowment stands at approximately \$230 million, with less significant loss than many schools during the recent economic downturn. The College’s operating budget of approximately \$70 million is dependent upon tuition generated through annual student enrollment. The Provost must provide effective oversight of academic budgets, and the appropriate distribution of resources and staffing for existing and new programs. In addition, the Provost will identify alternative sources for raising funds for development of programs and special projects, including the facilitation of faculty research and publications, and the development of effective teaching skills.

## **PREFERRED QUALIFICATIONS**

The successful candidate will possess a doctorate, an outstanding teaching and publications record commensurate with the rank of full professor at Wooster, and an excellent record of achievement and vision in academic administration. In addition, the new Provost will possess the experience and abilities to:

- Demonstrate a passion for Wooster's mission and the ability to articulate it effectively to others;
- Provide dynamic, collaborative, creative leadership to advance Wooster's educational agenda;
- Possess a proven record of achievement as a teacher-scholar, with a commitment to undergraduate research;
- Demonstrate a love for students and a thorough understanding of their needs;
- Communicate openly and transparently, listen effectively, and be accessible to others;
- Bring a genuine liking and support for faculty, and become a facilitator of their life's work;
- Understand and appreciate the importance of staff support and contributions to the educational experience of Wooster students;
- Make timely and fair decisions and put them into context for others;
- Have experience in a small, residential, liberal arts setting;
- Build community by modeling and encouraging collaboration within and between Academic Affairs, Student Affairs, and across the College of Wooster;
- Understand the positioning of liberal education for the 21<sup>st</sup> century and possess experience with curricular reform;
- Bring a strong and demonstrated commitment to international and domestic diversity in higher education;
- Embrace new ideas and facilitate their implementation when appropriate and feasible.

## **APPLICATION PROCEDURES**

Nominations and expressions of interest, which will be treated in confidence, should be sent electronically to [WoosterProvost@academic-search.com](mailto:WoosterProvost@academic-search.com) Applications should consist of a curriculum vitae, a cover letter addressing the criteria outlined in this position profile, and a list of five professional references with phone numbers and e-mail addresses.

The College of Wooster is being assisted by **Dr. Tobie van der Vorm** of **Academic Search** in Washington, DC. Interested candidates or nominators may contact her at **(202) 263-7473** or by e-mail at [ptv@academic-search.com](mailto:ptv@academic-search.com) Please visit the College of Wooster website at [www.wooster.edu](http://www.wooster.edu) for more information.